

GENERAL DISTRIBUTION

**WEST VIRGINIA
DIVISION OF CORRECTIONS
& REHABILITATION**

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**SUBJECT: UNIT MANAGEMENT (PRISON,
COMMUNITY CORRECTIONS
& JUVENILE FACILITIES)**

POLICY DIRECTIVE

PURPOSE:

To maintain the Division of Corrections and Rehabilitation's commitment to the principles of unit management and direct supervision in the prison, community corrections, and juvenile facilities.

REFERENCE:

None.

RESPONSIBILITY:

Superintendents are responsible for ensuring the requirements of this Policy Directive are included in applicable Post Orders.

CANCELLATION:

Any previous written instruction on the subject including DOC Commissioner's Instruction #17-14, dated 08 September 2017; DOC Assistant Commissioner – Operations Protocol ACO-3, dated 15 September 2017; and DJS Policy 503.00, dated 01 July 2008.

APPLICABILITY:

All prison, community corrections, and juvenile facilities within the Division of Corrections and Rehabilitation (DCR). This Policy is available for general distribution.

DEFINITIONS:

Direct Supervision: A method of inmate/resident management that ensures continuing direct contact between inmates/residents and staff. Staff in general housing units are not separated from inmates/residents by physical barriers. Staff provide frequent, nonscheduled observation of and personal interaction with inmates/residents. This management style assists in controlling the behavior through interpersonal means.

Unit Management: A management system that subdivides an institution into units. The unit management system has several basic elements:

1. Each unit holds a relatively small number of inmates/residents. In adult facilities, ideally, there should be fewer than 150 but not more than 500 inmates.
2. Inmates/residents are housed in the same unit for a major portion of their confinement.
3. Inmates/residents assigned to a unit work in a close relationship with a multidisciplinary staff team who are regularly assigned to the unit and whose officers are located within the unit.
4. Staff members have decision-making authority for the institutional programming and living conditions for the inmates/residents assigned to the unit within broad rules, policies and guidelines established by the agency and/or facility Superintendent.
5. Inmate/resident assignments to a unit are based on the inmate's/resident's needs for control, security, and programs offered.

Unit management increases contact between staff and inmates/residents, fosters increased interpersonal relationships, and leads to more knowledgeable decision-making as a direct result of staff dealing with a smaller, more permanent group. At the same time, the facility benefits from the economies inherent in centralized service facilities, such as utilities, food service, health care, educational systems, vocational programs, and recreational facilities.

POLICY:

- I. The Division of Corrections and Rehabilitation (DCR) utilizes unit management and direct supervision inmate/resident management philosophies in their prison, community corrections and juvenile facilities. The core values of unit management are communication, responsiveness, teamwork, supervision and access. The objectives of unit management in DCR facilities include:
 - A. Places competent, trained staff in proximity to adult inmates and juvenile residents, reinforcing direct supervision. The Unit Team is accessible in their assigned unit daily, touring the unit, holding group and individual meetings, and other ways of encouraging staff and inmate/resident interaction.
 - B. Incidents and inmate/resident behavioral problems are reduced through frequent interaction between staff and inmates/residents.
 - C. Determines inmate/resident program needs and monitors participation to encourage prosocial facility and community behaviors that benefit staff, inmates/residents, victims, and society.

- II. Each Superintendent will maintain a pragmatic unit management and direct supervision model that delegates decision-making responsibility and authority to the lowest appropriate staff level.
 - A. The Unit Management structure will consist of similar sized, semi-autonomous units, self-sufficient in the areas of case management and security, but sharing some central programs and services such as recreation, food service, and health care. Smaller facilities may consist of only one unit.
 - B. The Superintendent shall be the approving authority for the unit management organizational structure which shall ensure that a team of staff works consistently with the same group of inmates or residents.
 - C. Unit staff offices will be located within the housing area in order for staff and inmates/residents to be accessible to each other (new construction and renovations to existing facilities should include these factors in design specifications).
 - D. Each unit will be staffed by a Unit Team who are assigned on a permanent basis. Unit officers may rotate among shifts; however, this occurs within one unit, where they are stationed for a minimum of nine (9) months. Continually moving inmates/residents and staff breaks potentially positive relationships; rotating correctional officers often results in ever-changing rule interpretations.
 - E. Unit Teams become responsible for the inmates/residents upon their assignment to the unit and provide an orientation to the unit.
 - F. Unit Team members are available to perform and/or assist in many areas, including, but not limited to security and safety issues, program planning, program implementation, classification decisions, discipline, parole matters, release planning and personal and family problems.
 - G. Unit Teams may assist with recreational opportunities and activities with the inmate/resident populations.
 - H. Coverage by non-uniformed Unit Team members (Unit Manager and other personnel assigned by the Superintendent) will be provided a minimum of twelve (12) hours daily (Monday through Friday) and at least eight (8) hours of coverage on the weekends and holidays and should be primarily scheduled so that non-uniformed Unit Team members are available when inmates/residents assigned to the unit are not working or in classes or programs.
 1. The schedule should be developed so that all non-uniformed members of the Unit Team share in the evening and weekend coverage fairly and equitably; so that each Unit Manager, Case Manager, and Counselor works at least one (1) weekend day per month; and so that weekends and holidays are worked proportionately by non-uniformed Unit Team members.

2. Unit officers provide services twenty-four (24) hours a day, seven (7) days a week. The Office Assistant, if assigned, will work during normal business hours.
 3. While it is important for Unit Managers to be sensitive to staff's workhour needs and desires, and Unit Managers should take those needs and desires into account when developing the schedule, the ruling principle when developing the schedule shall be the needs of the unit and the facility.
- III. Unit Teams (in addition to the 24-hour officer coverage) typically consist of Unit Managers, Case Managers, Correctional Counselors and Office Assistants. Depending upon staffing patterns at a particular facility, the Superintendent may assign other employees to comprise the Unit Teams (e.g., Substance Abuse Therapists). Specialized units are smaller and may have smaller Unit Teams. Each team member's role and range of duties must be clearly defined and identifiable to other staff and the inmate/resident population.

A. Corrections Unit Manager

1. Directs and manages the housing unit and is responsible for the unit's operation and security, within appropriate policy.
2. Serves as a department head and maintains close working relationships with other departments and staff to achieve a mutually beneficial working relationship and use each other's expertise.
3. Responsible for inmate grievances at the first level including logging, assigning number and ensuring timely response in accordance with DCR Policy Directive 335.00.
4. Coordinates with the Chief of Security/Chief Correctional Officer in the development and revision of unit post orders.
5. Responsible for quality control of all correspondence and programs generated at the unit level and is directly responsible for the employee performance appraisals of non-uniformed Unit Team members and has input into the ratings of the unit officers.
6. Other duties assigned by Policy Directives or Operational Procedures.

B. Corrections Case Manager

1. Responsible for developing and implementing programs within the unit and managing an inmate/resident caseload including the development/monitoring of program plans, classification and related tasks.

2. When the Unit Manager is unavailable, the Case Manager generally serves as the Unit Manager's designee.

C. **Correctional Counselor**

1. May be classified as Correctional Counselor I or II.
2. Serve as an inmate/resident behavior and relations coordinator and is expected to regularly tour the unit and program/education/work assignment areas.
3. Responsible for attempting to resolve inmate/resident concerns and complaints and offer guidance and direction to inmates/residents assigned to the unit.
4. Counselor II's generally assist the Case Manager with casework and social service functions.
5. Counselor I's generally provide assistance with institutional services, such as mail and visitation, explanation and understanding of institutional rules, regulations and procedures and assisting unit officers with facility security concerns.
6. Counselors are the first resource for inmates/residents in resolving daily problems, as well as for crisis counseling.

D. **Unit Officer**

1. Unit Officer posts are located in or immediately adjacent to living areas to provide officers sight and sound supervision of inmates/residents.
2. Unit Officers have direct responsibility for duties essential to maintaining facility security and public safety such as, but not limited to, the day-to-day supervision of inmates/residents and the enforcement of rules and regulations and all safety, security and sanitation responsibilities within the unit.
3. Unit Officers are in regular contact with inmates/residents in housing units and are encouraged to establish professional relationships with them, as long as that interaction does not interfere with their primary facility security and public safety duties.

E. **Unit Office Assistant** – Performs clerical duties related to the operation of the unit.

F. Representatives of various other facility programs and services, such as education staff and psychology staff may sit as ad hoc team members and provide input to contribute to the mission of unit management.

IV. Each operational unit shall maintain a standardized unit manual that covers the following matters:

- A. Unit rules and regulations (also included in inmate/resident orientation or handbook) including at a minimum:
 - 1. Television/recreation rules.
 - 2. Quiet hours/lights out.
 - 3. Personal property procedures.
 - 4. Room/cell/cut assignments.
 - 5. Intra-unit visiting.
 - 6. Inmate/resident "dress code."
- B. Daily operational schedule (maintained continuously).
- C. General unit information, including profile of inmate/resident population.
- D. Unit evacuation plans.
- E. Unit post orders.
- F. List of key services and staff with facility telephone/extension numbers.
- G. Signature sheet to verify annual review by Unit Manager.
- V. The primary means of communication with unit management and direct supervision is personal contact between staff and inmates/residents.
 - A. Unit staff will maintain bulletin boards or other means of posting written information of interest to inmates/residents (e.g., tablets).
 - B. Unit Managers may use town hall and other types of group and individual meetings, at their discretion, to improve communications in the unit.
 - C. Unit Managers will hold regular Unit Team meetings with unit staff, not less than twice per month and preferably weekly.

ATTACHMENT(S):

None.

APPROVED SIGNATURE: _____

William K. Marshall III
William K. Marshall, III Commissioner

Sept 6, 2023
Date