Department of Corrections
Discipline Event Report Out

“Team Justice”
February 8-11, 2011
The Opportunity

Brad Hier, Deputy Director of Administration
Iowa Department of Corrections
The "Team Justice" Team
Vicki Garrett
Team Members

Vicki Garrett

Facilitator
Mike Rohlf, IDED

Team Leader
Laura Scheffert, IMCC

Members
Diann Wilder, Central Office
Jerry Burt, Central Office
Michael Savala, Central Office
Tracy Dietsch, Anamosa
Denise Jago, Clarinda
Sam Proctor, Fort Dodge
Jim McKinney, Fort Dodge
Joe Whitlow, Mitchellville
Bryan Reicks, Mitchellville
Vicki Garrett, IMCC
Dave Tadman, Ft. Madison
Jay Nelson, Mt. Pleasant
Doug Buttikofer, Mt. Pleasant
Don Baker, Rockwell City
John Guthrie, Newton
Eleena Mitchell-Sadler, Ombudsman
Russ Fry, Retired-8th District
Jerry Bartruff, Central Office
Renee Sneitzer, ALJ
Kristian Anderson, ALJ
This event will design efficient disciplinary processes that foster institutional safety and security and encourage long-term behavioral change.
Objectives
John Guthrie

1. Define major process (Seriousness levels and Rules within)
2. Define minor process
3. Less hearings to investigate
4. Determine how to approach discipline
5. Include various stakeholder perspectives
6. Train staff in new/improved processes
Objectives

Dave Tadman

7. Improve culture of communication and professionalism

8. Define what we want for outcomes of disciplinary actions

9. Define the staffing and structure of discipline system (central vs. local)

10. Define the progressive discipline process

11. Utilize the data to define what success is and how it will be measured (determine performance and outcome measures)
Clear objectives
Team process
Tight focus on time
Quick & simple
Necessary resources immediately available
Immediate results (plan for new/improved process designed by end of week)
Current Process
Kristian Anderson
Trends
Tracy Dietsch

• More offenders, less staff
• Offenders have more idle time
• Increased public expectations
• “Right Now” Generation offenders
• “It’s not my job”
• Technology - Telejustice
• Younger, more aggressive offenders
• Aging population
• Increase in contraband (tobacco)
• Mental health issues
• Increase in gangs
Strengths

- Give staff control of the facility
- Existing written policy for major/minor policy and flexibility to accomplish successful discipline
- Holds up legally
- Keep staff/offenders safe
- ICON based-more professional
- Well developed system in place
- Court tested
- Independent ALJ’s-non predetermined thoughts
Weaknesses

- Staff/offender lack of understanding of the current system
- Sharing ALJ – not understanding the full spectrum of each institution, dynamics
- Nine different silos – not a group concept at times
- DD waiting list
- QA, lack of
- Process too long
- Lack of any technological database for minors
- No guidelines for effective alternative means to deal with special needs – “all or nothing”
- Resistance to treatment
Opportunities

- Re-entry case plan should include Treatment Plan
- Get staff more engaged
- Empower staff
- Staff recognize need/change
- Change offender behavior
- Use of technology -- not fully used now or used inconsistently
- Looking at changing the system
- More creative with less
Threats

- Fear of termination
- Institution not safe
- Decreased money/funds, decreased staff
- Climate – institution
- Change in administration – budget
- Court intervention
- Lack of resources
- Increased number of offenders
- Lack of quality training
Brainstorming
Eleena Mitchell-Sadler

- Train staff in report writing
- Train how to review majors/minors
- Identify support staff to help investigate, schedule, copy, scan
- Rewrite policy to include corrective action, minor to major, progressive
- Readily accessible technology(scanners) for staff duties
- Automatic notification to pysch, counselor, work supervisor that major report was approved-provide to ALJ prior to hearing
- Teach 4 to 1
- From top down
- Treatment not punishment for mental health
- Sanctions to be consistent with treatment
De-selection Process
Jerry Bartruff

- Identifies
  - Impact to customer
  - Difficulty implementing

- Helps to rate/rank solutions to resolve issues while identifying ease of implementation
Focused Improvements
Joe Whitlow, Denise Jago, Doug Buttikofer

We laid the framework for designing a process for facilitating offenders’ behavior change…….

Culture Change and Training
- Vision: Development of Appropriate Responsible Behavior
- What is Discipline? Opportunity for learning;
  Tool to advance successful reentry and to keep you safe.

Major Process
- Streamline and make major reports process more efficient

Minor Process
- Empower staff to utilize the resources they have - corrective action at the lowest level is the goal
- Create a list of proportional creative corrective action activities and make available to all institutions
- Use technology to standardize Minors Report system
## Homework

**Russ Fry**

<table>
<thead>
<tr>
<th>Item</th>
<th>Item Description</th>
<th>Person Responsible</th>
<th>Due Date</th>
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<tbody>
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<td></td>
<td><strong>Culture</strong></td>
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<tr>
<td>1.</td>
<td>Establish expectations for staff /CO and CO Supervisor</td>
<td>Jerry Burt, Diann Wilder</td>
<td>April 2011</td>
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<td></td>
<td>Performance Evaluation format</td>
<td>Jerry Bartruff, Jay Nelson</td>
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<td>Training</td>
<td>Michael Savala, Jerry Burt</td>
<td>May 2011</td>
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<td>3.</td>
<td>Discipline policy needs to support</td>
<td>Tracy Dietsch, Jay Nelson</td>
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<td>4.</td>
<td>Review alternative behavior change measures</td>
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<td><strong>Minor</strong></td>
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<tr>
<td>1.</td>
<td>Policy and Review – Include review of alternative sanctions</td>
<td>Michael Savala and Buttikofer</td>
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<td>Jerry Bartruff and John Guthrie</td>
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<td>Don Baker, Dave Tadman</td>
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<td>2.</td>
<td>Technology – SharePoint, etc.</td>
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<td>Develop outcome measures (QA, etc.)</td>
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<td><strong>Major</strong></td>
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<td>Kristian Anderson</td>
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<td>Time-frames</td>
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<td>Garrett</td>
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<td>5.</td>
<td>Offenders with Mental Illness - Vicki and Doug</td>
<td>Vicki Garrett and Doug Buttikofer</td>
<td>April 2011</td>
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Team Member Experience

- Jay Nelson
- Jim McKinney
- Jerry Burt
- Sam Proctor
Comments

• Mike Rohlf, Facilitator-IDED
We welcome your questions and comments!