	DEPARTMENT OF CORRECTIONS AND REHABILITATION CORRECTIONS ADMINISTRATION POLICY AND PROCEDURES	EFFECTIVE DATE: January 01, 2024	POLICY NO.: COR.01.23
		SUPERSEDES (Policy No. & Date): COR.01.23 of September 15, 1993	
	SUBJECT: RESPONSIBILITIES OF PROGRAM ADMINISTRATORS AND OFFICERS		Page 1 of 13

1.0 PURPOSE

To delineate the roles and responsibilities of Departmental Program Administrators under the Office of the Deputy Director for Corrections.

2.0 SCOPE

This policy applies to all Staff Officers and Program Administrators under the Office of the Deputy Director for Corrections.

3.0 REFERENCES, DEFINITIONS & FORMS

.1 References

HRS, Section 353-2, appointment of Director; powers and duties.

.2 Definitions

For the purpose of this Policy and Procedure, Departmental Program Administrators include: Health Care Administrator (HCA), Correctional Industries Administrator (CIA), Education Services Officer (ESO), Library Services Administrator (LSA), Food Services Manager (FSM), Substance Abuse Services Administrator (SASA), Corrections Volunteer Services Officer (CVSO), Religious Services Officer (RSO), Sex Offender Treatment Administrator (SOTA) and any other employee or consultant specifically designated as such by the Director.

4.0 POLICY

All Departmental Program Administrators under the authority of the Deputy Director for Corrections shall exercise functional authority over their specified area of concern.

5.0 PROCEDURES

Department Program Administrators shall be responsible for planning, implementing, monitoring, coordinating and evaluating all programs/services within their functional area of responsibility. This shall be accomplished through the following activities.

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a. Planning

Formulate a course of action for the functional area of responsibility by guiding the:

1. Development of short- and long-range plans, goals and objectives, and policies and procedures for the respective program.
2. Assessment of offender needs to periodically update the short- and long- range plans.
3. Determination of resources needed to achieve program objectives.
4. Development of the departmental budgets and expenditure plans in the functional area of responsibility.
5. Periodic appraisal of programs to determine the need for revisions in:
 - a) Program Objectives
 - b) Adequacy and soundness of existing administrative rules and policies governing the program
 - c) Staffing and other Resources

b. Organizing

Establishing a system for managing the responsibilities of implementation and maintenance of the programs/services within the functional area of responsibility. This shall be accomplished through:

1. Determination of what activities are required to achieve selected program objectives.
2. Grouping related activities and recommending an appropriate authority to manage those activities.
3. Development of position descriptions of staff who will perform the selected activities of the program.

c. Staffing

Ensure that an appropriate staffing level is maintained in all programs. This shall be accomplished by:

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1. Definition of staff requirements to accomplish the selected objectives of the programs.
2. In coordination with the Training and Staff Development Office, directs initial and in-service training of personnel who will be operating the program.
3. Participating, with branch facilities, in the selection of employees for the program operation.
4. Review and recommend to the Director the duties and responsibilities of positions within the program area.

d. Directing

Guide and lead the implementation of programs by:

1. Ensuring that all key management personnel are aware of program objectives and policies and procedures governing program operations.
2. Providing technical assistance and consultation in program implementation and maintenance.
3. Directing the acquisition and allocation of resources, including equipment, to implement and maintain programs.

e. Budgeting

1. Program Administrators shall develop budgets for their program areas, in accordance with established budget policies and procedures. When developing budgets, they shall solicit the input of Facility Administrators.
2. Program Administrators shall execute approved budgets in accordance with established Budget Execution Plan guidelines. They shall keep Facility Administrators informed of the impact of the approved budgets on their particular facility.

f. Monitoring

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Monitor and evaluate programs to ensure compliance with established program objectives, policies, standards and procedures. This shall be accomplished by:

1. Developing program performance standards that can be validated and are reflective of work effort.
2. Monitoring program performance against established objectives and standards.
3. Ensuring staff accountability for specific actions within programs which will ensure continued quality program performance. This is done in conjunction with the appropriate Branch Administrator.
4. Monitoring the execution of the budgets of all programs within the functional area of responsibility.
5. Providing program evaluation feedback and recommend corrective action when deviations exist.
6. Reviews Branch Policies and Procedures for compliance with Department Policies and Procedures, practices and standards.

g. Coordinating

Synchronizing the efforts of programs by:

1. Ensuring that key personnel fully understand all operational plans affecting their programs.
2. Ensuring that program managers located in facilities are kept fully informed of administrative actions and decisions that affect their programs.
3. Serving as the Departmental liaison with private and public agency providers of service in the program area.
4. Maintaining liaison with State and Federal agencies to ensure compliance and knowledge of the latest standards, practices and programs in the functional area of responsibility of the staff office.

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- .2 Departmental Program Administrators shall visit, as frequently as is necessary, each appropriate facility and perform the following:
- a. Inspect the operation of the relevant program for compliance with laws, rules, Department policies and plans.
 - b. Direct staff assigned to the functional unit, as is necessary. This direction shall be limited to the specific program area of concern. For example, the Statewide Librarian may direct all library staff on library matters; the Health Care Director may direct all health care staff on health care matters, etc.
 - c. Review Branch Policies and Procedures for compliance with relevant laws, rules, Departmental Policies and appropriate professional standards.
 - d. Immediately report any deficiencies brought to their attention to the appropriate Branch Administrator and Division Administrator. This report should be accompanied with a recommendation(s) for corrective action. If the deficiency is of an emergency nature (e.g., threatens the health and safety of any person, or threatens the security of a facility, etc.) or if the deficiency is of a nature that on-the-spot correction is advisable or if the deficiency relates directly and primarily to the program, then immediate corrective action shall be taken. If such corrective action is taken, then a written report shall be filed to the Branch Administrator via the respective Division Administrator, with copies to the Director via the chain of command.
 - e. Program Administrators may make visits and inspections with or without notice.
- .3 Program Administrators shall at all times bear in mind that the Branch Administrator is responsible for the overall operation of the facility. A particular program or functional area is one of several that must operate in a facility. Therefore, Program Administrators will keep Branch Administrators and Division Administrators fully informed of all aspects of their programs.
- a. Program Administrators shall provide Branch Administrators with reports and feedback relating to the program.
 - b. Program personnel working within branch facilities shall:
 1. Act as a liaison between the Program Administrator and the facility.

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2. Work in a cooperative manner with facility personnel to implement and operationalize program services.
 3. Bring to the attention of the Branch Administrator any security and operational concerns they may have.
 4. Attend Facility Meetings.
 5. Keep the Branch Administrator informed of events relating to the program.
 6. Provide the Branch Administrator with the work schedules of all program staff.
 7. Seek the concurrence of the Branch Administrator for time off.
- .4 Conversely, Branch Administrator and Division Administrators will likewise keep Program Administrators informed of any operational matters that may impact on a program. Branch Administrators shall:
- a. Keep Program Administrators informed of operational matters that may impact upon the program.
 - b. Provide appropriate space and security coverage to operationalize the program service.
 - c. Monitor the adherence of the program staff to security and operational concerns of the facility.
 - d. Ensure the safety of the program staff.
 - e. Monitor the attendance of the program personnel.
 - f. Ensure the delivery of services to the inmate population in a timely manner.
 - g. Schedule programs to maximize the activity participation within the facility.
 - h. Orient program personnel to facility policies and procedures.
- .5 Responsibilities During Emergencies

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A Branch Administrator may suspend program activities for the duration of a facility-wide emergency and may require program staff to assist with activities necessary for the continued care and custody of inmates in the orderly operation of the facility.

.6 Job Performance Reports

- a. Department Program Administrators shall be responsible for conducting the Job Performance Rating (JPR) of staff who operate the programs.
- b. Prior to finalizing the JPRs of program staff who work in facilities, the Program Administrator shall give the appropriate Branch Administrator the opportunity to provide input as to the staff member's performance. The input of the Branch Administrator shall be reflected in the final JPR.

.7 Time and Attendance

Time and Attendance is a dual responsibility.

- a. Branch Administrators are responsible for ensuring that all Department staff, including program staff, who work within their facilities, sign in when they report to work and sign out when they leave.
 1. They shall make this information available to the Program Administrator on a regular and timely basis.
 2. If they notice any problems relating to the attendance of program staff, they shall report this to the appropriate Program Administrator.
- b. Program Administrators shall be responsible for maintaining the official Time and Attendance records for all program staff.

.8 Program Hours

- a. Branch Administrators shall be responsible for establishing the hours in which a program shall be in operation. Prior to finalizing such hours, the Branch Administrator shall consult with the appropriate Program Administrator to ensure that relevant laws, rules, and standards can be met and that the program has adequate staffing to cover the hours.
- b. Program Administrators shall immediately inform the Branch Administrator if there is a need to change program hours because of

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changes in the laws, rules or standards, or because of changes in program staffing levels. The final decision to change hours rests with the Branch Administrator.

.9 Hours of Work

- a. Program Administrators shall be responsible for establishing work schedules for staff who operate programs. Work schedules shall reflect scheduled leaves of absence. Also, the work schedule shall reflect the hours of the on-site program manager.
- b. A copy of the work schedule shall be forwarded to the Branch Administrator prior to finalization. If the schedule conflicts with the operational needs of the facility, the Branch Administrator will inform the appropriate Program Administrator who will make all efforts to resolve the problem.
- c. The Program Administrator shall obtain the concurrence of the appropriate Branch Administrator before approving leaves for on-site program managers.

.10 Employee Discipline

Discipline of program staff in facilities is a dual responsibility. Program Administrators shall handle all disciplinary action in coordination with the Branch Administrator in accordance with established Department policies and procedures on disciplinary action.

.11 Employee Grievances

Program Administrators will work cooperatively and in collaboration with Branch Administrators in resolving grievances lodged by program staff.

.12 Inmate Grievances

Program Administrators will work cooperatively and in collaboration with Branch Administrators in resolving inmate grievances relating to program matters. The respondent shall be the Program Administrator in charge of the specific unit relating to the grievance.

- .13 Program staff will cooperate fully with the Branch Administrators in operational matters, including taking inventory of facility equipment and supplies.

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.14 Program staff will comply fully with all facility rules relating to security and safety.

.15 Repair and Maintenance or Replacement of Building or Equipment

To determine responsibility for repair or replacement of buildings and equipment, the following rule shall apply:

- a. The facility is responsible for repair and maintenance or renovation of the building in which the program is located.
- b. The program is responsible for what occurs within its assigned space. If the repair and maintenance or replacement involves equipment primarily used by the program, then the program is responsible.
- c. The program is responsible for repair and maintenance of motor vehicles assigned solely for its use.

.16 In addition to that noted above, the following Program Administrators shall have the following responsibilities:

a. Health Care Administrator

- 1. Directs the medical, mental health, and dental care treatment of all inmates.
- 2. Oversees the development and implementation of all health care plans, policies, and budgets.
- 3. Recommend to the Director which applicants should be hired for health care positions.
- 4. In coordination with the Training and Staff Development Office, provides required training for health care staff.

b. Corrections Industries Administrator

- 1. Establishes industrial and agricultural enterprises within the various facilities.
- 2. Develops a system for insuring financial control of all correctional industries programs.

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3. Provide the Director and other appropriate people with periodic financial statements.
4. Develop pay scales for inmates employed in correctional industries.
5. Develops position descriptions for all inmate positions in correctional industries.
6. Establishes production levels and financial goals for all industries.
7. Monitors industries to ensure that production levels and financial goals are met.
8. Recommends to the Director, via the Corrections Program Services Administrator (CPSA), which applicants should be hired for Correctional Industries positions.

c. Education Services Officer

1. Recommends to the Director, via the CPSA, which applicants should be hired for education positions.
2. Recommends for approval to CPSA all instructional services to be obtained from accredited service providers.
3. In coordination with the Training and Staff Development Office, provides required training for education staff.
4. Periodically inspects the program at the Waiawa Correctional Facility for compliance with the Quitclaim Deed between the State of Hawaii and the U.S. Department of Education.
5. Serves as the liaison between the DCR and education providers, such as the University of Hawaii and the Department of Education.

d. Library Services Administrator

1. Directs the acquisition of books, equipment and any other material required by the libraries.
2. Maintains a strict inventory of the collections at each library.

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3. Develop and implement a program for inmates' legal access to the courts which assures compliance with the law.
 4. Serves as the Department's liaison with the Hawaii Public Library system.
 5. Recommend to the Director, via the CPSA, which applicants should be hired for Library positions.
- e. Food Services Manager
1. Establish cycle menus for each facility. The menus shall be reviewed by the departmental dietitian to ensure that meals are nutritionally sound. Upon approval of the dietitian, the menus may be implemented.
 2. Periodically review the menus of each facility to ensure that meals are of high quality.
 3. Establish and implement a program that ensures efficient purchasing, storage, and distribution of food supplies among the various facilities.
 4. Review reports of all outside agency inspectors and implement actions required to correct any deficiencies found in these reports. Such inspectors include, among others, the State of Hawaii Department of Health, the State of Hawaii Department of Labor, and the Environmental Health and Food Services Panel established by the Consent Decree in the case of Spear v. Waihee.
 5. Recommend to the Director, via the CPSA, which applicants should be hired for Food Services positions.
- f. Substance Abuse Services Director
1. Oversee the development and implementation of all plans, policies and budgets relating to substance abuse treatment.
 2. Review and recommend for approval applications from private agencies for the provision of substance abuse treatment services to persons under the Department's care, custody, and supervision.

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3. Coordinate and monitor urinalysis testing among the facilities and Intake Service Centers, to ensure consistency and compliance with laws, rules, and policies.
 4. Provide consultation to facilities, Intake Service Centers, and other Departmental offices relating to substance abuse treatment for offenders.
- g. Volunteer Services Officer
1. Oversee the development and implementation of plans and policies relating to volunteer activities.
 2. Monitor facility activities to ensure compliance with Departmental Policies and Procedures relating to volunteer services.
 3. Assist facilities in locating and recruiting volunteers.
 4. Provide consultation to facilities, Intake Service Centers and other Departmental offices on matters relating to volunteers.
 5. Maintain central files on volunteers who have been cleared for service and on persons who have been rejected.
- h. Religious Services Officer
1. Oversee the development of plans and policies relating to religious services.
 2. Monitor facility activity to ensure compliance with Departmental Policies and Procedures on religious services.
 3. Provide consultation to facilities, Intake Service Centers and other Departmental offices on matters relating to religious services.
 4. Assists in locating qualified persons who can provide ministry and other services requested by inmates.
 5. Coordinates the work of chaplains provided by non-Departmental organizations.
- i. Sex Offender Treatment Officer

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1. Oversee the development of plans, policies, and budgets related to sex offender treatment.
 2. Review and recommend for approval applications from private parties who seek to provide treatment services to persons under the Department's care, custody, and supervision.
 3. Determine if the transfer of a sex offender to a lower security facility is warranted in view of the seriousness of the crime and the offender's treatment history.
 4. Provide training and consultation to Departmental personnel on matters relating to sex offender treatment.
 5. Oversee the work of treatment providers contracted by the Department.
 6. Recommend to the Director, via the CPSA, which applicants should be hired for sex offender treatment positions.
- j. Other specialized staff responsibilities may be assigned by the Director as need requires.

APPROVAL RECOMMENDED:




Deputy Director for Corrections

JAN 0 1 2024

Date

APPROVED:



DIRECTOR

JAN 0 1 2024

Date

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