# State of Iowa Department of Corrections
# Policy and Procedures

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Chapter 1: Administration & Management

Sub Chapter: General Administration

Related DOC Policies: NA

Administrative Code Reference: Chapter 201-1

Subject: Management Philosophy and Goals PREA

Standards: NA

Responsibility: Director Beth Skinner

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Authority:

## 1. PURPOSE

To describe the management philosophy of the Iowa Department of Corrections (IDOC) System.

## 2. POLICY

It is the policy of the IDOC to provide evidence-based high quality correctional strategies and practices in a safe, secure, and humane environment for incarcerated individuals/clients confined in its institutions and/or under the care of community corrections services in order to protect the community and reintegrate incarcerated individuals/clients back into society as law-abiding, responsible and productive citizens.

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# 3. PROCEDURES

## A. Legal Authority

The IDOC is established in **Iowa Code Chapter 904** to be responsible for the control, treatment, and rehabilitation of incarcerated individuals/clients committed under law to its care and/or supervision.

## B. Vision

An Iowa with no more victims.

## C. Mission

1. The mission of IDOC is creating opportunities for safer communities.

2. Each institution and district within the Iowa Corrections system shall develop a mission statement that embodies the IDOC mission. Institutional mission statements shall be approved by the Deputy Director of Institution Operations and the IDOC Director. District mission statements shall be approved by the Deputy Director of Community Based Corrections (CBC) Operations and the IDOC Director. Mission statements shall be reviewed annually, and updated as needed.

3. The Warden/District Director shall ensure that policies, procedures and practices are consistent with IDOC's mission, guiding principles, and goals.

## D. Values

1. We believe people can change.
2. We believe staff are agents of change.
3. We believe in continuous quality improvement.
4. We believe in applying data-driven decisions
5. We believe in maximizing resources

## E. Guiding Principles

### 1. Safety

Enhance the protection of communities, staff, and incarcerated individuals/clients from harm through facilitating long-term public safety by utilizing evidence-based practices that promote behavior change and accountability.

### 2. Victim Reparation

Develop and implement opportunities for incarcerated individuals/clients to repair harm that has been done, while attending to the needs and concerns of victims.

### 3. Reentry

a. Engage incarcerated individuals/clients in work, education, service and program activities that facilitate behavior change and prosocial modeling.

b. Create affiliations with external resource providers to enhance an incarcerated individual's/client's seamless transition into the community.

## 4. Collaboration

a. Provide a fully integrated corrections system that fosters and supports a continuum of community and institutional programs and services.

b. Partner with other agencies and community organizations to address gaps that increase skills and prosocial attitudes of incarcerated individuals/clients.

## 5. Evidence-Based Practices

a. Allocate fiscal and personnel resources toward recidivism reduction strategies.

b. Measure programs and services to gauge evidence-based outcomes.

## 6. Transparency

a. Invite and encourage input into all IDOC operations

b. IDOC and CBC shall seek innovative mission-driven program and process ideas from Iowa citizens, victims of crime, staff and incarcerated individuals/clients.

c. Communicate clear, factual information regarding IDOC's corrections issues and activities to IDOC staff, and IDOC stakeholders - citizens, other departments and agencies, community organizations, legislators, professional specialists and authorities, incarcerated individuals/clients, etc.

## 7. Respect for Others

a. Believe that people can change their behavior and their lives.

b. Treat others with respect, fairness and compassion by embracing others rights, dignity and individuality.

c. Provide a respectful, and physically and mentally safe and healthy environment.

## 8. Staff Recruitment and Development

Establish and maintain a highly skilled workforce that value strong ethics, integrity, and a high degree of professionalism.

### 9. Fiscal Responsibility

Be transparent in the use of taxpayer dollars and make responsible decisions that keep operational costs as low as possible while providing high-quality programs and services in a safe environment.

## F. Goals, Objective, Strategies

a. The IDOC shall establish long-term evidence-based goals.

b. Each institution and district shall develop objectives that contribute to attainment of each applicable goal. Each objective shall be specific, measureable, achievable, relevant and time-based. In addition, specific, targeted strategies designed to accomplish the objectives shall be identified.

c. Institution and District objectives and strategies shall be submitted to the respective Deputy Director for approval.

d. The Director shall ensure that the IDOC's planning, budgeting, and program management functions are linked with the achievement of overall IDOC's goals and specific objectives.

## G. Five Strategic Priorities

### 1. Security and Safety

a. A safe and secure environment must be present in order for us to effect positive change in the individuals we incarcerate.

b. In order to operate correctional institutions and community-based corrections operations, both security and safety must be understood, prioritized, and tracked.

### 2. Treatment and Programming

a. Treatment means ensuring that underlying behaviors that make someone act in certain ways are being explored and addressed with every client/incarcerated individual. This might take the form of counseling sessions or psychiatric help from one of the many staff trained in such areas.

b. Programming means providing evidence-based, high-quality classes, interventions, and programs to the clients/incarcerated individuals that will allow them to explore, understand, and improve the deficits in their overall behavior as citizens.

**3. Reentry**

a. Preparing anyone with correctional supervision for successful reentry is fundamental to the goal of safer communities.

b. Successful reentry leads to a decrease in the number of incarcerated individuals in the prisons overall, thereby reducing the staff to incarcerated individual ratio and freeing up more resources to be focused on each individual under supervision.

**4. Wellness**

a. Continue to focus on our mission: "Creating Opportunities for Safer Communities" by prioritizing development of a healthier workplace culture and climate.

b. Build leadership skills at all levels, with an intentional focus on mid-level management.

c. Goal of having a more meaningful performance appraisal process.

**5. Organizational Culture**

a. Prioritize competencies and mindsets that support the ideal future state vision for institutions, districts and Central Office to operate as one team.

b. Focus on ensuring all staff understand key functions of DOC and how to best work together to achieve DOC's mission.

c. Establish robust infrastructure for providing proactive wraparound services (housing/placement, medical treatment, career development, etc.) to incarcerated individuals through effective communication and collaboration.

d. Culture Training Pillars

1. Professional Development - Develops talent, mentorship, leadership, organizational savvy.

2. Trust - Accountability, active listening, consistency, honesty transparency.

3. Courage - Conflict resolution, decision-making resilience.

4. Flexibility - Adaptability, change management, managing ambiguity.

5. Innovation - Creative thinking, collaboration, leadership.

## H. Four Target Areas

### 1. Train and Empower

a. In order to effectively accomplish the three core priorities, leadership needs to make it essential that staff are trained effectively and empowered.

b. It is the goal of the department that staff are empowered to execute their duties, motivated to execute those duties in accordance with the department's policies and strategic plan, and trained to effectively contribute towards the goals and mission of the department.

### 2. Reduce Risk and Increase Protective Factors

a. With proper programming and placement efforts, skill-building to attain adequate employment, and positive peer groups, people's risk factors can actually be reduced over time (thus leading to protective factors).

b. It will be the goal of the department to make efforts to reduce an individual's risk by focusing on making sure clients and incarcerated individuals are being placed in the right treatment program that address multiple risk factors, attain employment/education, are getting necessary medical/mental health treatment, and measuring their outcomes.

c. Staff will appropriately identify existing protective factors, reinforcing those and working to decrease barriers that make reentry challenging while also helping justice involved individuals in building protective factors such as meaningful employment and positive peers.

## 3. Reduce Barriers

a. With over 90% of those incarcerated returning to the community, and with over 30,000 people at any time being on correctional supervision in the community, it is a priority for the department to identify, develop plans to address, and implement strategies to reduce the barriers that clients and/or incarcerated individuals face that reduce the likelihood of successful rehabilitation or reintegration.

b. This includes obtaining a State Identification/State Driver's License or obtaining employment.

## 4. Continuous Quality Improvement

a. The department will be making continuous quality improvement a target area.

b. This means focusing on assessing the quality of the tools and programs we are using, providing, and taking efforts to improve this quality over time.