

including fiscal planning and budget management; labor contract administration; and facility maintenance. Responsibility for all aspects of personnel management as well as the planning and development of long-range program objectives and short-range operational goals.

Has direct responsible for the overall operation of the correctional institution, which houses adult male inmates. The facility implements the agency (ODOC) mission by ensuring the security and safety of staff, inmates and the community while providing transitional programming and release services to inmates nearing their release to the community. These services are evidenced based programs designed to address criminal risk factors and may include residential and outpatient drug and alcohol treatment, mental health counseling and services, health and medical/dental services, pre-release planning, work force development training and work opportunities for inmates in conformance with Oregon Constitutional requirements. Inmates work in a variety of support jobs within the institution and in community service and private sector jobs on outside work crews.

SECTION 3. DESCRIPTION OF DUTIES

The employee in this position is expected to recognize their responsibility to act ethically at all times in accordance with the very highest standards of integrity.

Regular attendance is an essential function required to meet the demands of this job and to provide necessary services.

The incumbent is expected to perform position duties in a manner which promotes customer service and harmonious working relationships, including treating all persons courteously and respectfully; engage in effective team participation through willingness to assist and support co-workers, supervisors, and other work-related associations; develop good working relationships with division and agency staff and supervisors through active participation in cross-divisional group projects and in identifying and resolving problems in a constructive, collaborative manner; demonstrate openness to constructive feedback and suggestions, in an effort to strengthen work performance, and contribute to a positive, respectful and productive work atmosphere.

The Oregon Accountability Model (OAM) depends upon a team approach to custody with security-series personnel and non-security personnel communicating effectively to maintain safe, secure, and sanitary correctional environments while preparing inmates for successful reentry into the community. The vast majority of ODOC inmates will return to Oregon communities. Enhanced public safety, lower crime rates, and reduced recidivism can all be tied directly to attitudes and actions of correctional staff who must effectively apply ODOC rules and transition initiatives in their daily interaction with inmates. All staff are expected to model pro-social behaviors; reinforce positive behaviors; redirect negative behaviors; and effectively communicate observed behaviors to responsible program staff, administrators, and supervisors in support of the OAM.

Correctional Case Management (CCM), the critical next step toward implementation of the Oregon Accountability Model, is a proactive, collaborative, multi-disciplinary process. The CCM process unifies procedures and personnel to balance departmental resources and an inmate's needs throughout his/her incarceration and community supervision.

Correctional Outcomes through Research and Engagement (CORE), is designed to monitor and measure the work we do every day. This allows DOC to identify opportunities to improve and/or streamline processes, use data to identify constraints, effectively use resources and, ultimately, promote public safety. CORE provides employees with opportunities to influence and improve the fundamental ways we do business.

The Oregon Department of Corrections has a zero-tolerance of sexual abuse and sexual harassment within its Institutions/Administration Buildings/Facilities owned, operated, or contracted. The intent of the Prison Rape Elimination Act (PREA) is to ensure a safe, humane, and secure environment, free from the threat of sexual abuse and sexual harassment for all inmates and employee/volunteer/contact/intern workers. All forms of sexual contact and sexual harassment between inmates and employees/volunteers/contractors/interns are prohibited by Oregon Department of Corrections policy. Therefore, if you are aware of any such incidents, you have a duty to report them to your supervisor.

All Department of Corrections staff have a valuable role in the delivery of multi-disciplinary services. Despite differences in their training, culture, and job specific mission, they all have some common goals. When all DOC staff share appropriate information and assist in the case planning of inmates, both the quality of change and the safety of the correctional environment improve. Mutual respect, proper orientation and training, and ongoing communication and cooperation provide the foundation of correctional case management. All staff are expected to follow CCM principles and practices.

Managers and supervisors are expected to provide leadership that contributes to the establishment of a working environment that is positive, productive and free from harassment and discrimination. As part of this effort, managers and supervisors are expected to participate in and encourage others to participate in the agency's activities that support affirmative action. This includes recruiting, selecting, retaining and promoting individuals with diverse background who are committed to the mission and values of the Department.

List the major duties of the position. State the percentage of time for each duty. Mark "N" for new duties, "R" for revised duties or "NC" for no change in duties. Indicate whether the duty is an "Essential" (E) or "Non-Essential" (NE) function.

%	of Time	N/R/NC	E/NE	DUTIES
10%	R	E	<p>The Superintendent maintains a thorough knowledge and understanding of multiple labor contracts, federal and state laws, as well as all applicable rules, regulations, and orders of the Executive Department. The person in this position resolves or denies employment grievances which are unresolved at lower levels. Understands and works within applicable laws, rules, collective bargaining agreements and policies. Conducts regularly scheduled meetings with management staff to share Departmental policy directions and to discuss and resolve institutional issues. Monitors program areas to ensure that program managers develop and revise position descriptions, work plans, and post orders of their subordinates.</p>	
10%	R	E	<p>The Superintendent develops and enforces all legal guidelines as it relates to inmate programs, processes and procedures that supports and maintains all housing, medical, dental, food, visiting, religion, recreation, personal hygiene, canteen, self-help groups, education, and work programs. This position works directly with the Department of Justice in investigations, preparations and defense against lawsuits.</p>	
10%	R	E	<p>The Superintendent is directly responsible for the development of all institutional personnel management practices consistent with Departmental Policy, Mission, and Goals including: recruitment, hiring/selection process, employee work analysis,</p>	

performance evaluations, staff training programs, employee union negotiations and relationships, staff morale, grievance procedures, disciplinary actions, layoffs and terminations, meeting Affirmative Action guidelines, and providing direct supervision of key management staff.

10%

R

E

The Superintendent is directly responsible for the overall management of the institution by maintaining control and custody of inmates. This position is responsible for providing a safe working environment for institution staff, contractors and volunteer personnel. The Superintendent ensures the institution is safely operated and provides a healthy environment for the inmates housed there. This position also ensures there are programs in place that promote safety, sanitation that govern the overall appearance of institution's facilities, buildings, and grounds.

10%

R

E

The Superintendent is directly responsible for development and control of the biennial budget allocations that supports the institution's needs. This position directly monitors the management of the institution's budget, trust accounts, and business services activity consistent with and in compliance with all requirements of the law and departmental directives through subordinate Managers. The Superintendent directly supervises the budget to ensure that essential programs are carried out in a prioritized manner and within legislative intent and authorization. Reviews program costs and manages resources effectively to ensure that expenditures remain within approved budget appropriations and approved purchasing procedures. Controls and maintains all items of capital and expendable property and supplies, by implementation of warehouse and inventory controls

10%

R

E

The Superintendent works directly with other agencies and is the liaison between the department and the local community in which the institution is located. Is expected to form solid working relationships with counterparts in the local public safety arena as well as establish strong ties with community leaders and members of the public. Is expected to establish and maintain a Prison Advisory Committee (PAC) and be involved in other local public safety and community based committees.

10%

R

E

The Superintendent motivates, leads, coaches, and counsel's employees and ad hoc committees and work groups. This position negotiates/sets goals and performance standards for the institutions. A Superintendent must develop and implement a dynamic recruitment and marketing strategy that establishes and maintains a talented and diverse workforce. This position develops and maintains strong collaborative relationships with labor unions. Recognizes employee

			contributions and encourage employee development, education, and reasonable risk taking.
10%	R	E	The Superintendent must recognize and respond to the needs of both staff and inmates alike. They must design, implement and monitor programs to further the decline of inmate recidivism. This position creates and maintains an environment where employees feel valued, trusted, and are encouraged to be innovative. Recognizes the needs of a multi-cultural environment and implements programs to ensure these needs are met.
10%	R	E	The Superintendent is directly responsible for the development and implementation of Rules, Policies and directives that govern inmate workers in a prison setting. These systems are in place 24 hours a day, seven days a week. This position is directly responsible for the management and control of emergency or major incidents, threats both inside and outside the institution, up to and including inmate incidents that pose a risk of injury to themselves, other inmates and staff assigned to both prisons. The Superintendent protects the general public by preventing breaches of security and escapes through the development of proper control of keys, tools, and contraband processes.

SECTION 4. WORKING CONDITIONS

Describe any on-going working conditions. Include any physical, sensory, and environmental demands. State the frequency of exposure to these conditions.

Daily contact with potentially hostile and violent medium and minimum security inmates. Work week routinely exceeds 40 hours. On call 24 hours a day.

Will be expected to share the mission, vision, and core values of the department; requires active modeling of pro social behaviors in support of workplace environment respectful of human dignity, social responsibility, personal growth, and transition readiness; must be able to acknowledge that everyone is capable of positive change, that incarceration provides a powerful opportunity to effect positive change, and that the future public safety of Oregon depends on maintaining environments where such change is valued and nurtured.

SECTION 5. GUIDELINES

- a. List any established guidelines used in this position, such as state or federal laws or regulations, policies, manuals, or desk procedures.**

Department of Corrections Administrative Rules, Procedures, and Directives
Oregon Revised Statutes

Internal Procedures
 Federal Laws and Regulations
 Executive Orders
 Collective Bargaining Agreements
 Emergency Response Plan

b. How are these guidelines used?

Position requires familiarity with these guidelines and ability to research and determine courses of action based on these guidelines.

SECTION 6. WORK CONTACTS

With whom, outside of co-workers in this work unit, must the employee in this position regularly come in contact?

Who Contacted	How	Purpose	How Often?
<i>Note: If additional rows of the below table are needed, place cursor at end of a row (outside table) and hit "Enter".</i>			
DOC Administration	In person/Phone/ FAX/In writing	Represent the institution/provide and obtain information	Daily
Elected Officials/ Governor/Dept. of Justice/Executive Branch staff	In person/Phone/ FAX/In writing	Represent the institution/provide and obtain information	In frequent
Inmates	In person/In writing	Counsel/Investigate/Obtain Information	Daily
General Public/ Vendors/Other Agencies	In person/Phone/ FAX/In writing	Provide and obtain Information	Daily

SECTION 7. POSITION RELATED DECISION MAKING

Describe the typical decisions of this position. Explain the direct effect of these decisions.

The Superintendent is responsible for making high level management decisions that directly affect the overall operation of the institution, including decisions which may impact the general public with potential for adverse community reaction and possible litigation. This position makes decisions that revise prison operations to meet the changing needs of the institution to allow for the most efficient, effective, and safe operation. In cases of emergencies the Superintendent makes independent life and death decisions as they relate to controlling the situation or disturbance.

SECTION 8. REVIEW OF WORK

Who reviews the work of the position?

Classification Title	Position Number	How	How Often	Purpose of Review
Institutions Administrator	0700726	Reports/Personal contact	On-going basis	To determine effectiveness and compliance with the department's mission and goals

Note: If additional rows of the below table are needed, place cursor at end of a row (outside table) and hit "Enter".

SECTION 9. OVERSIGHT FUNCTIONS

THIS SECTION IS FOR SUPERVISORY POSITIONS ONLY

- a. How many employees are directly supervised by this position? 4
- How many employees are supervised through a subordinate supervisor? 69
- b. Which of the following activities does this position do?
- | | |
|---|--|
| <input checked="" type="checkbox"/> Plan work | <input checked="" type="checkbox"/> Coordinates schedules |
| <input checked="" type="checkbox"/> Assigns work | <input checked="" type="checkbox"/> Hires and discharges |
| <input checked="" type="checkbox"/> Approves work | <input checked="" type="checkbox"/> Recommends hiring |
| <input checked="" type="checkbox"/> Responds to grievances | <input checked="" type="checkbox"/> Gives input for performance evaluations |
| <input checked="" type="checkbox"/> Disciplines and rewards | <input checked="" type="checkbox"/> Prepares & signs performance evaluations |

SECTION 10. ADDITIONAL POSITION-RELATED INFORMATION

ADDITIONAL REQUIREMENTS: List any knowledge and skills needed at time of hire that are not already required in the classification specification:

The Superintendent of a Prison requires a diverse background in sound correctional practices. This includes years of on the job experience in all custody levels, providing secure housing, programming and work opportunities to support this challenging population. In addition to the day to day routines of the general population, the Superintendent must address all Special Housing needs of the institution. These special needs unit houses those inmate offenders who violate rules of prohibited conduct and must be held accountable utilizing forward thinking methods. In emergency situations, the Superintendent must maintain an above average knowledge of the Emergency Preparedness Plan to address any situation that arises. It is critical that this position have a vast knowledge of what needs to be done in an emergency and more importantly when to do it. This experience is not something that can be learned from books, but only through years of practical on the job experience. As inmates reach the end of their sentences they require sound transitional programs to return to society. Keeping the institution operating with sound correctional practices is critical to the success of this position.

The Superintendent must possess an authoritative mastery of evidenced based Correctional practices, theories, and principles; and be seasoned in the field of business management to effectively and efficiently run a twenty-four hour, seven day a week, 365 day a year operation. Some of this experience comes from high level specialized technical training, extensive related work experiences, and/or highly specialized study at the graduate level.

BUDGET AUTHORITY: If this position has authority to commit agency operating money, indicate the following:

Operating Area	Biennial Amount (\$00000.00)	Fund Type
<i>Note: If additional rows of the below table are needed, place cursor at end of a row (outside table) and hit "Enter".</i>		
S&S/Personal Services	Approx. \$16 million	General & Other Funds

SECTION 11. ORGANIZATIONAL CHART

Attach a current organizational chart. Be sure the following information is shown on the chart for each position: classification title, classification number, salary range, employee name and position number.

SECTION 12. SIGNATURES

_____	_____	_____	_____
Employee Signature	Date	Supervisor Signature	Date
_____	_____		
Appointing Authority Signature	Date		