



# Issue Brief - 2008

OREGON DEPARTMENT OF CORRECTIONS

## Management Infrastructure

### Overview

The Oregon Department of Corrections (DOC) is organized to achieve its mission to promote public safety, hold offenders accountable and reduce the risk of future criminal behavior. Its management infrastructure is designed to not only provide leadership and direction through supervision of offenders, but also to deliver services that demonstrate agency values such as accountability, fiscal responsibility, mentoring, communication and diversity.

DOC managers embrace the reality that a job has to be done regardless of hours, time of day and convenience. Managers are willing to flexibly fulfill an array of duties and are eager to serve in the best interest of the organization.

### Director's Office

#### *Office of Planning and Budget*

The Office of Planning and Budget is responsible for the budget development, budget management and financial analysis activities of the agency, including determining the resources necessary to support existing and growing offender populations. The office develops and executes the Department's long-range construction plan to ensure appropriate institutions are in place to house offenders entering the system.

#### *Internal Audits*

Internal Audits provides an independent, objective assurance and consulting activity designed to add value and improve the Department's operations. Internal Audit helps the Department accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Internal Audit provides assurance that controls are adequate to mitigate risks; policies and procedures are being followed throughout the Department; processes are efficient, effective and economical; and management is meeting the Department's goals and objectives.

### *Office of Population Management*

The Office of Population Management is responsible for developing and implementing inmate-population-management strategies. The goal is to ensure that the Department designs and builds the correct type of facilities for the forecasted inmate population. The office is responsible for new prison construction, community development, capacity and resource management, inmate classification and the placement of special-needs inmates.

### Operations

The Assistant Director for the Operations Division is responsible for all functions regarding the oversight of the state's fourteen prisons, utilizing both a Westside Institutions Administrator and an Eastside Institutions Administrator. The division has a unit dedicated to Inmate Work Programs, aimed to give inmates meaningful work and a solid set of skills needed to get jobs and become productive citizens. The division also oversees the agency's Health Services unit, which provides health care, mental health care, dental care, and pharmacy services to inmates at each state institution.

### Human Resources

The Human Resources Division manages the personnel-related services of recruitment, affirmative action, employee development and training, employee safety and risk management, organization and leadership development, and consultation and assistance in administering the Department's classification, compensation, human resources policies and labor contracts. The division develops and implements a comprehensive, full-service human resources program that enables the Department to effectively recruit, develop, and retain a highly qualified and rapidly growing workforce of over four thousand employees, volunteers and contractors.

### Transitional Services

The Transitional Services Division plays a significant role in the successful transition of inmates as they re-enter community living after incarceration. The Division contributes to reintegration through community supervision and by delivering programs that address criminal risk factors including those related to alcohol and drug

problems, antisocial thinking, lack of educational or vocational achievement, family problems, and lack of social support.

This Division includes the operation of the state's community corrections, interstate compact, religious services, victim services, sentence computation, offender records, and institution programs such as workforce development, education, cognitive programs, and addictions treatment programs.

DOC operates community corrections in two Oregon counties – Linn and Douglas – in partnership with local, county-operated community corrections agencies. Community corrections activities include supervision, community-based sanctions and services directed at offenders who have committed felony crimes and have been placed under supervision by the courts (probation) or the Board of Parole and Post-Prison Supervision (parole/post-prison supervision).

### General Services

General Services Division includes many functions that serve the entire organization such as Facility Services, Distribution Services, Fiscal Services and Information Technology Services. The Information Systems Unit is responsible for the Department's network, desktop technical support and applications development and maintenance. Fiscal Services manages the accounting, central trust, commissary, purchasing and warehouse operations for the entire Department. Distribution Services manages statewide inventory, monitors and disposes of non-expendable assets, develops statewide food service standards and operational oversight related to feeding inmates and manages the inmate commissary program for all institutions.

### Public Services

The Public Services Division works closely with internal and external stakeholders. It comprises the following: Hearings Unit, Office of Inspector General, Office of Legal Affairs, Office of Project Management, The Office of Public Affairs and Central Support, Research and Statistics, Rules Unit, Special Investigations Unit and the Security Threat Management Unit.

Key objectives and services include developing and disseminating statistical and narrative information about the Department's policies, activities and mission to a broad array of stakeholders; investigating suspected wrongdoing by inmates, staff, contractors, volunteers, and inmate visitors; conducting disciplinary hearings in accordance with established rules and relevant case law for inmates accused of rule violations; managing professional project managers; providing a full range of public affairs and government relations services for the Department;

providing research and data to support evidence-based programs and coordinating agency rulemaking.

### *The Office of Inspector General*

The Office of the Inspector General provides an oversight function on behalf of the Director and Deputy Director of the DOC. The Office of the Inspector General was created in 1990 as recommended by an investigative report to the Governor. The Inspector General has broad responsibility for oversight of suspected, alleged or actual misconduct within the DOC, reporting to the Director and Deputy, and to other officials as required by law and the DOC Code of Conduct.

### Conclusion: Participative management

As a growing, responsive organization, DOC relies on its managers to effectively supervise and develop represented staff, create policy, make decisions that affect the entire agency and serve where and when the agency's mission requires.

Toward that end, DOC values participative management. The agency Policy Group develops and evaluates policy for DOC in conjunction with the Director and Deputy. The group is composed of the five agency Assistant Directors and the Planning and Budget Administrator. ■

**The mission of the  
Oregon Department of Corrections  
is to promote public safety by  
holding offenders accountable for their actions  
and reducing the risk of future criminal  
behavior.**



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