



criminal, civil and administrative enforcement pertaining to employees of ODOC (4,500) and/or the adults in custody (14,500).

**b. Describe the primary purpose of this position, and how it functions within this program. Complete this statement. The primary purpose of this position is to:**

Provide strategic leadership in the area of management, supervision, investigation, evaluation, research, negotiation, and resolution of claims, complaints and legal actions related to state and federal programs. Develop objectives, resources and strategic organizational plans for the effective delivery of services requiring the integration and possible redesign of dissimilar functions throughout the organization. This position is an executive level position, provides no property rights and reports directly to the Director and holds this role at the pleasure of the Director.

Leads and directs the functions of DOC's investigations, hearings, security threat management, PREA and intelligence units within the division. The mission of the Office of the Inspector General is to provide independent oversight that promotes accountability, integrity and efficiency; advises the Agency Director, Governor and the Legislature; informs DOC employees and the public, while protecting adults in custody.

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### **SECTION 3. DESCRIPTION OF DUTIES**

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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 is 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

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unifies procedures and personnel to balance departmental resources and an inmate's needs throughout his/her incarceration and community supervision. 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.

Correctional Outcomes through Research and Engagement (CORE), is designed to monitor and measure the work we do every day. This allows ODOC 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.

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
40%	R	E	<b>Leadership &amp; Policy:</b> Establish and communicate strategic vision, goals and objectives for Inspector General (IG) function within ODOC and for inspectors, administrative investigators and a variety of other specialists whose activities include the detection and prevention of fraud, waste, abuse, and mismanagement of programs within ODOC. Facilitates the development of plans to achieve goals and objectives, including communication strategies and change management best practices. Ensures appropriate checks and balances, processes are in place for inmate rights. Establishes agency law, rule and policy.
20%	R	E	<b>Risk Management:</b> Oversees the investigative process regarding complaints alleging fraud, waste, abuse, corruption; examines the management and operations of DOC units. Maintains independence regarding the application of the processes in order to act as final authority on appeals and judgements.
10%	R	E	<b>Accountability:</b> Facilitates the development and reporting of performance metrics for the IG function. Supports efforts to improve underperforming metrics through use of breakthrough initiatives and 7-step problem solving teams to solve problems and improve processes.

10%	R	E	<b>Internal &amp; External Relationships:</b> Builds relationships with staff throughout DOC, teaches and communicates, listens and learns, seeks to understand the perspective of others, builds on effective processes. Provides leadership for the division in meeting the internal needs as well as supporting other state agencies, external law enforcement departments in the areas of investigations, rules and policies, inmate disciplinary hearings and the sharing of intelligence information. Monitors and evaluates the effectiveness of these programs through the review of reports and/or statistical data and conferences with internal and external staff and stakeholders; allocates and distributes resources as appropriate to meet changing needs. Interface with legislative leadership and community stakeholders as the spokesperson for Inspector General related issues; present information at meetings and conferences; and represent the agency as an official before city, county, and state governmental bodies.
10%	R	E	<b>Supervisory:</b> Perform supervisory functions by interviewing, selecting, hiring, and directing, coaching or providing training for subordinate supervisors; by approving or disapproving recommendations from subordinate staff on personnel actions including progressive discipline; by providing regular performance feedback to subordinates; by terminating employment relationships when necessary; by supporting employee development plans; by supporting and applying strategies for retention and succession planning in the IG function. Insure IG managers are providing regular performance feedback. Support and guide affirmative action and diversity- valuing efforts and practices in the workplace.
5%	R	E	<b>Budgetary Oversight:</b> Lead the development of IG budget requests by determining divisional priorities and preparing required documentation for incorporation into the department's budget request. Monitor monthly expenditures of all units within the division to ensure compliance with stated budget goals.
5%	R	E	<b>Other:</b> Perform other special projects as assigned by the director or deputy director.

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#### SECTION 4. WORKING CONDITIONS

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

Regular office environment with daily contact with inmate workers, assigned staff, Central Office staff and visitors. Expected to periodically visit all state of Oregon correctional institutions and facilities, meet with local management and staff, to include labor representatives, IG staff stationed throughout the state. Acts as a liaison for ODOC and the IG function by actively networking and supporting external law enforcement, criminal justice organizations, community groups and other

government agencies. Intermittent travel, both in-state and out of state are a requirement of this position.

## 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.

- Oregon Revised Statutes and Oregon Administrative Rules
- Department of Corrections Policies and Procedures
- Federal Laws and regulations such as PREA, ADA, FSLA, OSHA
- Collective Bargaining Agreements
- Other state and federal requirements including environmental, labor, financial management, and contractual regulations.
- Adherence to quality standards promulgated by the Association of Inspectors General

b. How are these guidelines used?

As reference documents and to provide a framework for the performance of duties. These guidelines may also be used for research purposes or in making decisions. This position must have knowledge of the above guidelines and regulations and the ability to use and interpret them to find answers to questions. This position is responsible for interpreting these guidelines as part for advising Department heads and other managers, and by implementing the guidelines through contractual agreements, monitoring for compliance and assisting staff.

## 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>			
Director/Deputy Director	Telephone/Writing/Person	Information/Meetings/Questions	Daily
DOC Mgmt/Staff	Telephone/Writing/Person	Information/Meetings/Questions	Daily
Gov. Agencies – city, county, state, federal	Telephone/Writing/Person	Information/Meetings/Questions	Daily
Governor's Office	Telephone/Writing/Person	Information/Meetings/Questions	As Needed
Consultants	Telephone/Writing/Person	Information/Meetings/Questions	As Needed
Legal Staff such as District Attorney's, DOJ staff	Telephone/Writing/Person	Information/Meetings/Questions	As Needed
General Public	Telephone/Writing/Person	Information/Meetings/Questions	As Needed
Community Groups	Telephone/Writing/Person	Information/Meetings/Questions	As Needed
Community Officials	Telephone/Writing/Person	Information/Meetings/Questions	As Needed

## SECTION 7. POSITION RELATED DECISION MAKING

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

The decisions of this position impact both ODOC staff and inmates. Provides leadership direction taking into account Federal and state laws regarding inmate rights. Makes decisions regarding rules compliance, inmate disciplinary actions, use of force issues, discrimination complaint appeals. Makes decisions about release of information, PREA issues. Decides resources (human, budget) to use to achieve goals and objectives. Recommends actions to the Director and Deputy Director concerning legal issues.

This position makes decisions that impacts the operations of ODOC, decisions that are often covered in the media. Improper decisions could result in adverse legal actions, over expenditure of budget allocations, denial of due process in the inmate disciplinary rulings; improper oversight decisions could impact the missions, value and vision of ODOC.

**SECTION 8. REVIEW OF WORK**

**Who reviews the work of the position?**

Classification Title	Position Number	How	How Often	Purpose of Review
<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 Director and Deputy Director		Telephone/Written/In Person	As Needed	To determine effectiveness

**SECTION 9. OVERSIGHT FUNCTIONS**

**THIS SECTION IS FOR SUPERVISORY POSITIONS ONLY**

- a. How many employees are directly supervised by this position? 5  
 How many employees are supervised through a subordinate supervisor? 54

**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:

This position requires a leader that sustains relationships with employees and all stakeholders through collaboration and engagement. This leader partners with law enforcement agencies,

district attorneys, city, county, state and federal organizations by collaborating on clear goals and objectives, fosters policy research and analysis, communicating regularly about goals and objectives, initiatives and processes, sharing budget information, listening to the input of the front line workers, helping people develop skills in areas of teamwork, communication, change management. This leader must remove obstacles to help people and processes be effective and have ownership and accountability of end results. Collaborate with stakeholders to set performance metrics, targets and ranges, encourage regular discussion of results, support efforts to improve metrics. This leader is open to change, proactive, interested in feedback for her/himself and has the confidence to delegate by building on the talents and interests of subordinates.

One or several of the certifications offered through the Association of Inspectors General organization is required. Knowledge of internal affairs investigations and criminal investigations in order to provide direction, feedback and create strategy. Ability to design tools and structures to stay ahead of evolving threats to ODOC and the adults in custody we are responsible for.

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

Operating Area	Biennial Amount (\$00000.00)	Fund Type
DOC	\$13,700,000.00	General Funds, Other Funds, and Federal Funds.

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

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## SECTION 11. ORGANIZATIONAL CHART

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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.

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## SECTION 12. SIGNATURES

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\_\_\_\_\_ Date

Kim Brockamp, Deputy Director \_\_\_\_\_ Date

\_\_\_\_\_ Date  
Appointing Authority Signature

