



**DEPARTMENT OF CORRECTIONS  
Institutions**



<b>Title:</b>	<b>Conflict Management</b>	<b>DOC Policy: 40.1.12</b>
<b>Effective:</b>	<b>6/6/16</b>	<b>Supersedes: 1/9/08</b>
<b>Applicability: All Employees, Volunteers and Contractors</b>		
<b>Directives Cross-Reference:</b> Prohibited Inmate Conduct – Div 105 Code of Conduct – 20.1.3		
<b>Attachments:</b> Inmate Conflict Report (CD1473) Notice of Employee/Client Relationship (CD1472) Conflict Management Decision Tree		

**I. PURPOSE**

The purpose of this policy is to maintain an information system that monitors and controls the identification and separation of conflicts for those inmates who pose a serious threat to other inmates, employees, or contractors within Department of Corrections facilities.

**Applicability:** This policy applies to all DOC and OCE employees and contractors that have responsibility for the classification, custody and control of inmates requiring management coordination and supervision.

**II. DEFINITIONS**

- A. Confidential Reliable Informant: An inmate, who provides information that if known to others, could endanger the safety of the inmate, other inmates, or jeopardize the safe, secure, and orderly operation of a DOC facility. Use of confidential information shall follow the same provisions as outlined in the DOC rule on Prohibited Inmate Conduct. Refer to OAR 291-105-0028.
- B. Conflict Approver: An employee designated by the functional unit manager who approves verified conflicts that require physical separation from staff or other inmates and enters the information in the Correctional Information System conflict screen.
- C. Conflict Investigator: An employee designated by the functional unit manager who investigates all reported conflicts that require physical separation from staff or other inmates. The conflict investigator will forward verifiable documentation by submitting the appropriate conflict form to the conflict approver.
- D. Conflict Review Committee: A committee chaired by a representative from the Office of Population Management and comprised of the Chief of Security, an Assistant Superintendent of Security or Security Manager on a rotating schedule and labor representation, who are responsible for reviewing requests for staff-inmate conflicts

- submitted by institution conflict approvers.
- E. Correctional Information System (W/W Relationship Screen): A program within the Correctional Information System (CIS) that is used to record and monitor inmate conflict concerns.
  - F. Critical Associates: Inmates that are considered co-conspirators involved in a documented incident that, if housed together, would create a serious management concern within a DOC facility.
  - G. DOC Contractor: Any person under contractual arrangement to provide services to the department.
  - H. DOC Employee: Any person employed full-time, part-time or under temporary appointment of DOC.
  - I. DOC Volunteer: Any approved person who donates his/her time and effort to enhance the activities and programs of the department (includes practicum students and interns)
  - J. Inmate: Any person under the supervision of the Department of Corrections who is not on parole, probation, or post-prison supervision status.
  - K. Inmate Conflict: Inmate-to-inmate conflicts include but are not limited to:
    - 1. Documented serious threat to personal safety;
    - 2. Documented history of assault with a weapon;
    - 3. Documented history of serious injury requiring medical attention;
    - 4. Documented serious incident in a county jail;
    - 5. A victim of a verifiable crime that occurred in the community;
    - 6. Documentation showing the inmate provided testimony against another inmate in court or provided information to law enforcement authorities; or
    - 7. Documented security threat/racial tension.
  - L. Oregon Corrections Enterprises (OCE) Contractor: Any person under contractual agreement to provide services to OCE; any person employed by private or public sector agencies who is serving under OCE-sanctioned assignment to provide services or support to OCE programs.
  - M. Oregon Corrections Enterprises (OCE) Employee: Any person employed full-time or part-time, or under temporary appointment by OCE.
  - N. Separation Level: Inmate conflict management by separation of complexes, housing unit, work assignments, medical areas, or DOC facilities.
  - O. Staff Conflict: Staff-to-inmate conflicts that rise to the level that would prohibit the

employee's ability to perform the duties of his/her job, or the situation presents a serious threat to the safety of the inmate and/or staff member. These may include, but are not limited to a:

1. DOC/OCE employee, volunteer or contractor who is a known relative or close personal acquaintance;
2. Victim of a verifiable crime;
3. Recipient of a documented serious threat to their personal safety; or
4. Victim of a serious physical injury requiring medical attention, including the use of a weapon by an inmate.

### **III. POLICY**

#### **A. Responsibility and Management**

1. Oversight: The Office of Population Management will provide oversight of the inmate conflict management system.
  - a. The Office of Population Management will notify institutions when conflicts are outside the established timeframes. The information will be dispersed to the appropriate conflict approvers.
  - b. The Office of Population Management and Operations Division will establish consistent guidelines and coordinate with the Professional Development Unit (PDU) to develop training for DOC/OCE employees and contractors on the conflict policy and procedures.
2. The Office of Population Management will conduct ongoing review of the Conflict Management System within the DOC Correctional Information System (CIS).
3. The Office of Population Management will assist institutions on transfer requests for inmates who need housing assignments, but due to validated conflicts have difficult placement concerns.
4. If an institution level conflict (staff-to-inmate or inmate-to-inmate) is validated but the inmate is in need of a program or service that is provided at the affected facility, the conflict separation will be managed operationally by facility administration after consultation with employee and labor.

#### **B. Procedures - Intake Center**

1. The Intake Operations Supervisor or designee will conduct an initial intake security review for potential conflicts on all inmates who are admitted to the Department of Corrections.
2. All inmates will receive a copy of the Intake Inmate Handbook that describes the procedure for inmates to follow when reporting a potential conflict to a DOC or

OCE employee.

3. All inmates will be informed during the Intake Admissions/Orientation class that if they have a conflict with another inmate, they shall provide documentation or assist DOC employees in obtaining documentation that verifies their conflict meets the criteria.
4. All conflicts generated at the Intake Center will be referred to the Intake Operations Supervisor or designee. This individual will be responsible for investigating the validity of the conflict, and if necessary, interview the inmate and the conflicting inmate party to determine if a conflict exists based upon the conflict criteria.
5. The Intake Operations Supervisor or designee will also perform the responsibilities of the conflict approver for conflicts reported at Intake.
6. The Intake Operations Supervisor or designee will review all preexisting and old conflicts for admitted inmates to determine current validity and if they should continue.

### **C. Procedures - Conflict Process or Relationship Notification**

1. Conflict Identification:
  - a. If a DOC or OCE employee or contractor becomes aware of a potential inmate-to-inmate conflict, he/she shall promptly communicate the conflict in writing to the Assistant Superintendent of Security or designee using the Inmate Conflict Report form (CD1473), inclusive of all supporting documentation.
  - b. If a DOC/OCE employee or contractor becomes aware of a potential staff-to-inmate conflict or a relationship, as per DOC Policy 20.1.3 Code of Conduct, he/she shall promptly communicate the relationship and/or conflict in writing to the Assistant Superintendent of Security or designee using the Notice of Employee/Client Relationship/Conflict Request form (CD1472), inclusive of all supporting documentation. Approval by the functional unit manager or designee is required prior to conflict validation.
  - c. For staff-to-inmate conflicts, the conflict should raise to the level that it would prohibit the employee's ability to perform the duties of his/her job, or the situation presents a serious threat to the safety of the inmate and/or staff member.
2. Conflict Documentation:
  - a. The conflict investigator will be responsible for investigating the validity of inmate-to-inmate and staff-to-inmate conflicts when reported.
  - b. Within **30 days** of a reported conflict, the conflict investigator will investigate

all submitted conflicts and forward them to the conflict approver. The conflict investigator will interview the inmate and the conflicting inmate party to see if a conflict exists based upon the conflict criteria.

- c. All conflicts shall require specific documentation to be valid. Self-reported inmate information is not sufficient without further verification. If the information appears to be valid, the conflict documentation will be forwarded to the conflict approver. All supporting documentation shall be attached. Documentation will consist of, but not limited to:
  - CD1472, Notice of Employee/Client Relationship
  - CD1473, Inmate Conflict Report form
  - Misconduct reports/Hearings Officer Findings of Fact (cite the specific incident)
  - Unusual Incident Reports
  - District Attorney's documents
  - Confidential reliable informants
  - Law enforcement reports/database
  - Indictments and/or judgment orders

3. Conflict Approval:

- a. The conflict approver will review all the information submitted for validation.
- b. Within seven days, all valid conflicts shall be approved outlining the reasons and level of separation needed to manage the inmate conflict. The reasons for a decision to approve or deny a conflict request shall be documented to demonstrate that the request was carefully considered. Recording of information shall include all applicable documents, numbers, dates, and details outlining the conflict verification.
- c. If a staff-to-inmate conflict is determined to be appropriate by the institution conflict approver, notification will be sent to Office of Population Management for review and approval by the Conflict Review Committee. Office of Population Management will notify of committee decision, enter the conflict into CIS (AS 400), return a copy of documentation to the conflict approver for placement in the employee file, and retain a copy of the documentation.
- d. Upon investigation of inmate-to-inmate conflicts, the conflict approver will enter both validated and those that do not meet criteria into CIS (AS400).
- e. The conflict approver may request additional information, if the conflict investigator's information is insufficient for validation.

4. Conflict Review:

- a. The conflict approver will review the conflicts during the normal course of

operations, and upon the conflict review date.

- b. If a previously approved inmate-to-inmate conflict no longer meets the criteria, the conflict approver will discontinue the conflict and specify the reason for discontinuing.
  - c. If a previously approved staff-to-inmate conflict no longer meets the criteria, a request needs to be filed with the Conflict Review Committee via the Office of Population Management.
  - d. If a previously approved staff-to-inmate conflict still meets criteria beyond the review due date, a request needs to be filed with the Conflict Review Committee via the Office of Population Management.
  - h. All approved conflicts will be recorded in the Corrections Information System conflict screens.
5. Appeal of a Staff-to-Inmate Conflict Denial: If at any point the conflict is denied, an appeal with additional information can be submitted to the Office of Population Management.

**D. Record Documentation**

- 1. The Inmate Conflict Report form (CD1473) and supporting documentation will be placed in the inmate's institution working file under the assignment record in section two.
- 2. The staff-to-inmate conflict report form (CD1472) and supporting documentation will be placed in the affected employee's DOC personnel file.

**IV. IMPLEMENTATION**

This policy will be adopted immediately without further modification.

Certified: signature on file  
Birdie Worley, Rules Coordinator

Approved: signature on file  
Kim Brockamp, Deputy Director