



**POLICY STATEMENT**  
Commonwealth of Pennsylvania • Department of Corrections

<b>Policy Subject:</b> <b>Empowerment</b>		<b>Policy Number:</b> <b>1.1.12</b>
<b>Date of Issue:</b> <b>July 22, 2010</b>	<b>Authority:</b> <b>Signature on File</b> <b>Jeffrey A. Beard, Ph.D.</b>	<b>Effective Date:</b> <b>July 29, 2010</b>

**I. AUTHORITY**

The Authority of the Secretary of Corrections to direct the operation of the Department of Corrections is established by Sections 201, 206, 506, and 901-B of the Administrative Code of 1929, 71 P.S. §§61, 66, 186, and 310-1, Act of April 9, 1929, P.L. 177, No. 175, as amended.

**II. APPLICABILITY**

This policy is applicable to all facilities operated under the jurisdiction of, or conducting business with the Department of Corrections.

**III. POLICY**

It is the policy of the Department to promote the professional and personal growth for Department employees and to recognize and appreciate its diversity.

**IV. PROCEDURES**

All applicable procedures are contained in the procedures manual that accompanies this policy document.

## V. SUSPENSION DURING AN EMERGENCY

In an emergency or extended disruption of normal facility operation, the Secretary/designee may suspend any provision or section of this policy for a specific period.

## VI. RIGHTS UNDER THIS POLICY

This policy does not create rights in any person nor should it be interpreted or applied in such a manner as to abridge the rights of any individual. This policy should be interpreted to have sufficient flexibility to be consistent with law and to permit the accomplishment of the purpose(s) of the policies of the Department of Corrections.

## VII. RELEASE OF INFORMATION AND DISSEMINATION OF POLICY

### A. Release of Information

#### 1. Policy

This policy document is public information and may be released upon request.

#### 2. Confidential Procedures (if applicable)

Confidential procedures for this document, if any, are not public information and may not be released in its entirety or in part, without the approval of the Secretary of Corrections/designee. Confidential procedures may be released to any Department of Corrections employee on an as needed basis.

### B. Distribution of Policy

#### 1. General Distribution

The Department of Corrections' policy and procedures shall be distributed to the members of the Central Office Executive Staff, all Facility Managers, and Community Corrections Regional Directors on a routine basis. Distribution of confidential procedures to other individuals and/or agencies is subject to the approval of the Secretary of Corrections/designee.

#### 2. Distribution to Staff

It is the responsibility of those individuals receiving policies and procedures, as indicated in the "General Distribution" section above, to ensure that each employee expected or required to perform the necessary procedures/duties is issued a copy of the policy and procedures either in hard copy or via email, whichever is most appropriate.

## VIII. SUPERSEDED POLICY AND CROSS REFERENCE

### A. Superseded Policy

#### 1. Department Policy

This document establishes policy and procedure on this subject.

#### 2. Facility Policy and Procedures

This document supersedes all facility policy and procedures on this subject.

### B. Cross Reference(s)

#### 1. Administrative Manuals

1.1.11, Staff Mentoring Program

#### 2. ACA Standards

- a. Administration of Correctional Agencies: None
- b. Adult Correctional Institutions: None
- c. Adult Community Residential Services: None
- d. Correctional Training Academies: None



**PROCEDURES MANUAL**  
Commonwealth of Pennsylvania • Department of Corrections

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Release of Information:

**Policy Document:** This policy document is public information and may be released upon request.

**Procedures Manual:** The procedures manual for this policy may be released in its entirety or in part, with the prior approval of the Secretary/designee. Unless prior approval of the Secretary/designee has been obtained, this manual or parts thereof may be released to any Department employee on an as needed basis only.

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## **Section 1 – General Information**

### **A. Initiative Objectives**

1. To continue the dialogue and interactions created at the Statewide Symposium on local and regional levels.
  - a. Survey staff at each facility to see who wants to present a workshop at a local, regional, or statewide symposium and/or participate in the planning process.
  - b. Cooperation between neighboring facilities. Share ideas, network, and work together. The Chairperson and Co-Chairperson will receive copies of all quarterly reports from other facilities and regions.
2. To inspire growth and job satisfaction through mentoring and networking.
  - a. Participate in job shadowing.
  - b. Involvement in the Mentoring Program. The Mentoring Committee should be a sub-committee of the Local Empowerment Committee. The Co-Chairperson of the Local Empowerment Committee should also be a member of the Mentoring Committee.
  - c. Committee members shall be encouraged to exchange business cards and contact information.
  - d. Network at training, meetings, conferences, and with partnering agencies.
3. To maximize the participation of the Department's diverse workforce.
  - a. Consciously decide who will be involved using diversity as an anchor.
  - b. Find creative ways to involve more staff.
  - c. Develop a retention sub-committee.
  - d. Public Relations – spread the word about what the committee is doing, establish an Empowerment bulletin board, hang posters that represent your objectives.
  - e. Recognize outstanding employees.
4. To educate employees about the Department workforce and appropriate relationship building as it relates to acceptable conduct in an employees' professional and personal life.
  - a. Sponsor growth and development workshops.
  - b. Build teams.

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**Section 1 – General Information**

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- c. Orient new employees.
- d. Display flyers.
- e. Understand and accept other roles.
- f. Foster mentor/mentee relationships.

**B. Responsibilities**

It is the responsibility of the respective Regional Deputy Secretary to review and monitor the progress of the Empowerment Committees and document findings in the quarterly tour reports for each facility he/she is responsible for.

**C. Funding for Empowerment Activities**

Individual Empowerment Committees are responsible for raising monies to sponsor activities and events. Sources of funds for these purposes may be donations from Employee Associations, other committees and approved fund raising drives.

**Section 2 – Committees**

**A. Statewide Empowerment Committee**

1. The Statewide Empowerment Committee will meet as frequently as needed to complete its mission and objectives. They are responsible for planning and implementing an annual statewide symposium. This committee is also to serve as a resource for the regional and local committees. Meeting minutes will be generated and provided to the Secretary, Executive Deputy Secretary, and the appropriate Regional Deputy Secretary.
2. Participants in the statewide symposium should be selected with diversity in mind.
3. The number of participants from each facility or bureau should be based on the total staff complement.
4. The Statewide Empowerment Committee will maintain a correct/current distribution list of all regional and local committee chairperson and co-chairpersons.

**B. Regional Empowerment Committee**

1. The state is divided into three geographical regions. Each region is to have a separate Regional Empowerment Committee.
2. The Regional Empowerment Committee at a minimum shall be made up of the Chairperson and Co-Chairperson of the regional symposium host facility, a group of staff that is diverse in their job classifications and represents both genders, and a representative from each facility in the region. Once established, the local and statewide committees will be notified of any changes of the designated Chair/contact person.
3. The established regions are as follows:
  - a. Eastern
    - (1) Waymart;
    - (2) Dallas;
    - (3) Retreat;
    - (4) Coal Township;
    - (5) Mahanoy;
    - (6) Frackville;
    - (7) Graterford; and
    - (8) Chester.

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**Section 2 – Committees**

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b. Central

- (1) Muncy;
- (2) Quehanna;
- (3) Rockview;
- (4) Houtzdale;
- (5) Huntingdon;
- (6) Cresson;
- (7) Smithfield;
- (8) Camp Hill;
- (9) Training Academy;
- (10) Central Office; and
- (11) Community Corrections.

c. Western

- (1) Albion;
- (2) Cambridge Springs;
- (3) Fayette;
- (4) Forest;
- (5) Mercer;
- (6) Pittsburgh;
- (7) Greensburg;
- (8) Laurel Highlands;
- (9) Somerset;
- (10) Greene;
- (11) Pine Grove; and

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**Section 2 – Committees**

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(12) Waynesburg.

4. Each regional committee is responsible for planning and implementing an annual regional symposium.
5. Participation should be open to the facilities and bureaus in that region. Participants should be selected with diversity in mind. The number of participants from each facility or bureau should be based on the total staff complement.
6. The regional committee shall meet as frequently as needed in order to complete their mission and objectives. Meeting minutes shall be recorded and a copy forwarded to the Statewide Empowerment Committee and the effected Regional Deputy Secretaries.

**C. Local Empowerment Committees**

1. Each facility and bureau within the Department shall establish and maintain a Local Empowerment Committee. This is ultimately the responsibility of the Facility Manager/Bureau Director.
2. The committee shall be chaired by the Facility Manager/Bureau Director. It is acceptable to designate another local staff member to serve as the Co-Chair of the committee. However, the Facility Manager/Bureau Director is expected to attend meetings and play an active role in the empowering process.
3. The local committee shall meet once per quarter at a minimum. The committee can meet more frequently according to need.
4. Committee meeting minutes should be generated and distributed to committee members.
5. It is required that a **Quarterly Report (Attachment 2-A)** be completed and submitted to the Regional Deputy Secretary by the 15<sup>th</sup> of the first month after the quarter ends. This report should reflect the activities, projects and tasks that the local Empowerment Committee and its sub-committees have been involved in during the past quarter.
6. The report covers the following specific areas: new committee members, suggestions provided/implemented by the committee, best practices for staff recognition, best practices for prevention of fraternization/inappropriate relationships, mentoring committee activities, and a section for additional comments.
7. Any changes in the designated Chairperson or Co-Chairperson should be reported to the appropriate regional contact person.
8. As the local committee grows in membership, it may be helpful to create a smaller Steering Committee and create sub-committees that focus on individual projects or initiatives. These sub-committees do not have to be titled "Empowerment." These may be titled differently in order to reflect their focus, i.e., Recruitment and Retention, Military Recognition, Outstanding Employee Performance, etc.



**Empowerment  
Quarterly Report**

<b>To:</b> Deputy Secretary -	<b>From:</b> Superintendent
<b>Quarterly Report for Period:</b>	<b>Date:</b>
<b>Committee Members: (Report only additions/deletions)</b> <b>Name and Title of Co-Chairperson:</b> <b>Deletions:</b> <b>Additions:</b>	
<b>Suggestions Provided/Implemented by the Committee:</b>	
<b>Best Practices for Staff Recognition:</b>	
<b>Best Practices for Prevention of Fraternization/Inappropriate Relationships</b>	
<b>Additional Comments:</b>	

Cc: Secretary Beard  
Special Assistant to the Secretary  
Chair, Statewide Empowerment Committee  
File

## Section 3 – Job Shadowing

### A. Request for Approval

1. An employee requesting to job shadow another employee shall submit a completed **Job Shadowing Request (Attachment 3-A)** to his/her immediate Department Head or respective **Deputy Superintendent** for approval indicating which Department or area is to be observed.
2. The rationale for the request section must be completed. The purpose of the job shadowing may include, but is not limited to, increasing inter-departmental interaction, job knowledge, cross-training or promotional consideration.
3. The employee shall indicate his/her preference for half-day or full-day observation and tentative date for observation.
4. If approved by the respective Department Head and/or respective **Deputy Superintendent**, the **Job Shadowing Request** shall be forwarded to the Facility Manager/designee for approval/disapproval.
5. The Facility Manager/designee shall approve/disapprove with a comment. If approved, the Facility Manager/designee shall return the **Job Shadowing Request** to the respective Department Head for insertion of the date, time, and place of job shadowing.

### B. Observation

1. The employee shall meet with his/her immediate supervisor and the job shadowing Department Head to discuss goals of the observation.
2. After completion of the job shadowing, the employee shall meet with his/her immediate supervisor to discuss the observation period. The employee shall complete a **Job Shadowing Evaluation by Employee (Attachment 3-B)**. A **Job Shadowing Evaluation by Department Shadowed (Attachment 3-C)** shall also be completed by the job shadowing Department Head. The completed **Job Shadowing Evaluation by Employee** and the **Job Shadowing Evaluation by Department Shadowed** shall be forwarded to the Corrections Classification and Program Manager (CCPM).

## Job Shadowing Request

From: \_\_\_\_\_ To: \_\_\_\_\_  
(Employee who wants to shadow) (Respective Deputy or Department Head)

In an effort to gain an appreciation and understanding for other positions at SCI-\_\_\_\_\_, I formally submit my request to job shadow \_\_\_\_\_. I will approach this opportunity with an attitude of teamwork and respect.

Rationale: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

My preference is indicated below:

Half Day \_\_\_\_\_ Full Day \_\_\_\_\_ Requested Date & Time: \_\_\_\_\_

**Approved/Disapproved:** \_\_\_\_\_ Date: \_\_\_\_\_  
(Respective Department Head)

Comment: \_\_\_\_\_

\_\_\_\_\_  
**Approved/Disapproved:** \_\_\_\_\_ Date: \_\_\_\_\_  
(Respective Deputy – DSFM or DSCS)

Comment: \_\_\_\_\_

\_\_\_\_\_  
**Final Approval**  
**Approved/Disapproved:** \_\_\_\_\_ Date: \_\_\_\_\_  
(Facility Manager)

Comment: \_\_\_\_\_

Date, Time & Place of Shadowing: \_\_\_\_\_  
(To be determined by both respective Department Heads. Operational needs and/or confidential situations of a sensitive nature will be taken into consideration during the approval process.)

cc: Facility Manager, DSFM, DSCS, HRFPO, Employee, Affected Departments

**JOB SHADOWING EVALUATION  
BY EMPLOYEE**

Your reaction to this job shadowing experience is important in planning and conducting future experiences. Please complete this evaluation and return to the Corrections Classification and Program Manager (CCPM).

Name: \_\_\_\_\_ Department: \_\_\_\_\_

Department Shadowed: \_\_\_\_\_

Dates Shadowed: \_\_\_\_\_ Total Time Observed: \_\_\_\_\_

Staff Member(s) Shadowed: \_\_\_\_\_

1. Reason for requesting job shadowing experience:

Inter-Departmental Interaction \_\_\_\_\_

Job Knowledge \_\_\_\_\_

Cross Training \_\_\_\_\_

Promotion Consideration \_\_\_\_\_

Other \_\_\_\_\_

2. Which aspects of the experience were most valuable? Please explain.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. Which aspects of the experience were least valuable? Please explain.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. Did the experience benefit you based on the reason you applied? (see item #1)

Yes \_\_\_\_\_ No \_\_\_\_\_

Please explain:

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5. Were there any other benefits to the job shadowing experience? Please explain.

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6. Would you recommend this job shadowing experience to your co-workers?

Yes \_\_\_\_\_ No \_\_\_\_\_

Please explain:

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**JOB SHADOWING EVALUATION  
BY DEPARTMENT SHADOWED**

Your reaction to your Department's recent job shadowing experience is important in planning and conducting future experiences. Please complete this evaluation and return to the Corrections Classification and Program Manager (CCPM).

Name: \_\_\_\_\_ Department: \_\_\_\_\_

Name of Employee Participant: \_\_\_\_\_

Dates Shadowed: \_\_\_\_\_ Total Time Observed: \_\_\_\_\_

1. Do you feel this was a valuable experience for the employee? Please explain.

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2. Did you or your Department benefit from the job shadowing experience? Please explain.

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3. How did this experience impact your operation? Please explain.

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4. Would you recommend job shadowing to other Departments?

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**Glossary of Terms**

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**Local Empowerment Committee** – The committee that is formed at the facility or bureau level. This committee shall be chaired by the Facility Manager/Bureau Chief/Director. The committee is tasked with formulating an annual facility symposium and promoting the objectives of the empowerment initiative in their worksite through multiple and varied activities. It is recommended that the committee meet monthly, but at a minimum quarterly meetings are required.

**Local Symposium** – A symposium similar to the statewide symposium in its format and goals, but offered to a specific facility's or bureau's staff. This event is formulated by the Local Empowerment Committee.

**Mentoring Committee** – A sub-committee of the Empowerment Committee that has responsibility for oversight and management of the mentoring program on a local level. Additionally, the Mentoring Committee is responsible for the recruitment of participants. Mentoring committee members do not have to be members of the Empowerment Committee, however, they must be permanent employees of the Department for a minimum of two years. Refer to Department policy 1.1.11, “**Staff Mentoring Program**” for additional details on mentoring.

**Regional Empowerment Committee** – A Regional Empowerment Committee is to be established in the three geographical regions and is responsible for planning and implementing an annual regional symposium.

**Regional Symposium** – A symposium similar to the statewide symposium in its format and goals, but offered to a specific Region of employees. The state is divided into three regions: East, Central, and West. This event is formulated by the Regional Empowerment Committee member. The Regional Committee should also serve as a resource and advisor to the local committee.

**Statewide Empowerment Committee** – The committee designated to formulate the statewide and regional symposiums and to serve as a resource for local committees.

**Statewide Symposium** – An annual symposium that brings together participants from all facilities and bureaus and offers them an opportunity to network, exchange ideas and attend multiple small workshops, which are centered around specific topics that fit the initiative's overall mission.