

Chapter 2

Justice: Correctional Facilities

Overall Conclusions:

- Given shortcomings identified in key areas, improvements are needed to the Department of Justice's management of correctional facilities to better promote safety and security.

Management of Correctional Facilities

Conclusion:

- Many policies that promote safety and security not consistently followed
- No comprehensive risk assessment framework
- No performance management framework

Examples:

- Risk assessments limited to specific units at individual facilities
- No performance indicators
- 9 of 47 close confinement cases not properly approved
- 5 of 47 close confinement cases with no documentation of the reason for confinement
- Healthcare documentation not required for medical confinement
- Poor monitoring of offenders in close confinement
- Required rounds and searches of facilities not always completed
- Some offenders admitted to facility without documentation of medical history
- Security assessments not completed for some admissions

Recommendations:

- Compile a comprehensive risk assessment framework
- Set performance indicators
- Implement quality assurance process
- Ensure close confinement is approved and monitored
- Work with NSHA to improve medical confinement documentation
- Complete required rounds and searches
- Complete offender medical history and security assessments
- Review offender medical history prior to planned use of force and document offender injuries received when force is applied

Staff Training, Development, and Hiring

Conclusion:

- Staff training not fully completed in accordance with policies
- Hiring practices not consistently followed
- Performance evaluations not completed as required

Examples:

- 16 of 20 recently hired correctional officers (COs) did not complete all required training
- Understanding mental health course stopped in 2014; new course did not start until 2017
- 16 of 20 COs had expired training certifications
 - 3 COs with expired use of force training
 - 7 COs with expired Emergency 1st Aid
- Some correctional facility staff hired without all required background checks
- No consistent volunteer policy
- Only 11 of 20 COs had performance evaluations

Recommendations:

- Ensure COs complete all required training
- Complete all steps in the hiring process
- Complete CO performance evaluations
- Implement consistent volunteer policy