

- Oneness allows us to:
- remove operational silos, focusing on the common mission of helping people to be better
- come together to find common ground to create shared meaning

As part of a healing, rewarding and motivating culture, VADOC promotes organizational oneness in which we are all part of the same team across the Commonwealth of Virginia.

**Healing Environment**  
Initiated department-wide in 2011, the Healing Environment constituted a change in VADOC culture. The Healing Environment is a purposeful practice that encourages all to use their initiative to make positive, progressive changes to improve lives while forming relationships within safe 'containers.' When the 'container' or pattern of relationships is adequate, then the atmosphere is conducive to dialoguing, thinking, and successful collaboration. The Healing Environment is safe, respectful and ethical; people are both supported and challenged to be accountable for their actions.

Working Dialogue requires:  
 • understanding the current situation;  
 • defining the desired outcome; and  
 • laying out the changes required to achieve the desired outcome.  
 Information and perspectives held by different people are incorporated into the changes proposed. Each person has an understanding and voice in the decision-making process. This is how cultural change occurs in the VADOC.

**Working Dialogue**  
Designed specifically for the VADOC, Working Dialogue incorporates basic dialogic skills to make it easier to address ideas, opportunities and issues with stakeholders, departments and those who are affected by the outcome.

**Dialogue**  
Dialogue is the method in which mutual respect is created in VADOC. Effective Dialogue is achieved through the development of several communication skills and actions. Dialogic actions are the building blocks of creating a healing, rewarding and motivating organizational culture.

**Values**  
We have identified our core values which we nurture and embody in our daily work to fulfill our Mission: **Citizenship, Commitment, Communications, Ethics, Honesty, Learning, Safety, and Support.**

**Vision**  
A premier correctional organization where all individuals achieve their full potential.

**Mission**  
*We are in the business of helping people to be better* by safely providing effective incarceration, supervision, and evidence-based re-entry services to inmates and supervisees.

## Strategic Goals

-  **1. Recruit, develop, retain, and reward a diverse workforce of corrections professionals.**
-  **2. Foster a high level of safety and security.**
-  **3. Provide opportunities for individuals to live healthy, safe, and successful lives.**
-  **4. Demonstrate and promote operational excellence.**
-  **5. Champion a progressive and healing environment within our organizational culture.**
-  **6. Cultivate learning, innovation, and collaboration.**

### Leadership

**Harold W. Clarke**  
Director

**A. David Robinson**  
Chief of Corrections Operations

**Joseph Walters**  
Deputy Director of Administration

**Scott Richeson**  
Deputy Director of Programs,  
Education, and Re-Entry

For more information about the VADOC, visit our website.  
vadoc.virginia.gov

Prepared by the Research Unit  
January 2022

# VADOC Business Practices Pocket Guide 2022

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-Harold W. Clarke, Director



## Director's Diversity and Inclusion Council

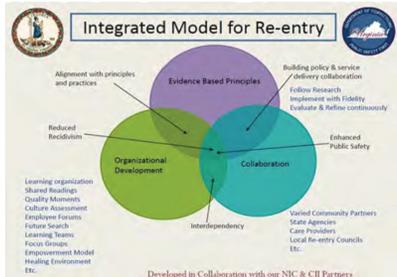
The Director's Diversity and Inclusion Council, consisting of a cross-section of VADOC employees, works collaboratively to promote a diverse, equitable and inclusive culture that continues to recognize, value, and leverage differences for the good of all of our employees, stakeholders and communities.

To advance this mission, the Council has developed a DOI Strategic Plan which includes five strategic goals: Workforce Diversity, Transparent Equity, Inclusive Culture, Learning & Growth and Commitment & Accountability.

We continue to dialogue and promote a healing environment that is inclusive of every employee by recognizing and effectively utilizing their diverse talent, skills, and perspectives to create a diverse, engaged and high-performing workforce.

## Integrated Model for Re-Entry

The Integrated Model for Re-Entry prepares inmates for successful re-entry beginning at the time of sentencing and continuing until the inmate is released from incarceration and/or through the successful completion of probation or supervision.



When the following converge, we improve inmate outcome.

- *Evidence-Based Principles* – Implement programs and services with fidelity as proven by research to reduce recidivism. Fidelity is the extent to which the delivery of an intervention adheres to the model.
- *Organizational Development* – Become a learning organization with Culture Assessment.
- *Collaboration* – Collaborate with care providers, community and other state Agency partners.

Outstanding reintegration requires staff to embrace a culture that promotes communication and collaboration, which is achieved, in great part, through the Healing Environment and the practice of Dialogue. Re-entry programs offer a variety of services taught by certified treatment providers, VADOC staff, volunteers, and faith-based organizations. Some of the available programs include substance abuse programs, therapeutic community programs, cognitive behavioral programs, group therapy, parenting and relationship classes, workforce development, and pre-release planning.

## 3-D: Data Driven Decisions

Management by data is a process by which all VADOC staff use data in order to make decisions, address issues, examine concerns and solve problems. At the center of the model is Evidence-Based Practices which guide all of our re-entry efforts. 3-D encourages staff to use data to examine challenges and develop solutions.



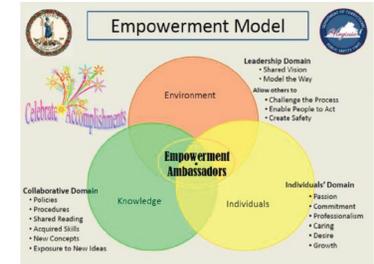
- *Issue Identification* – Considers the VADOC mission, goals and stakeholder input as well as clearly defining the issue.
- *Measurement Design* – Determines what will be the evidence of goal accomplishment with output (process) and outcome (result).
- *Data Analysis* – Determines the method of analysis with data used to answer the question.
- *Action Plan* – Designs the process to implement desired goals (outcomes) with an ambitious yet realistic plan.
- *Implementation* – Puts into practice the actions as defined in the plan to ensure items are done with fidelity (the extent to which the delivery of an intervention adheres to the model).
- *Evaluation* – Reviews the result of evaluation to determine recommendations for continuing, modifying or starting a new action plan.

## Learning Teams

As a leader and innovator in the implementation of Correctional Evidence-Based Practices, the VADOC has taken purposeful steps in becoming a learning organization. VADOC recognizes that staff are the foundation of it being a learning organization. A critical component is the development and nurturing of Learning Teams and infusing them into the culture of the Department. Learning Teams work within a safe container to create and sustain opportunities to share information, have input, practice new skills, and generate knowledge and innovations in a way that fosters positive change and growth together. The participation of all staff in Learning Teams within the VADOC is a vehicle to create shared understanding by engaging all voices in the continued evolution of our organization. This allows the agency to focus on highly relevant matters.

## Empowerment Model

VADOC is committed to providing the framework by which staff are empowered as ambassadors within the Department. Empowerment is when one chooses to give the best of their abilities and skills, while accepting challenges and opportunities to grow. The Empowerment Model consists of three domains that, when combined, enables individuals to do their finest and give the best of their talent.



- *Environment* – Leadership models the way, creating a safe environment.
- *Knowledge* – Together, leadership and staff create the knowledge necessary to move the agency forward.
- *Individuals* – One must embody the desire to care and a willingness to learn and grow, while being as professional as possible.

When these three domains are brought together, a safe environment is created in which we can work together, sharing the knowledge necessary to move the agency forward with individuals who are passionate, committed and caring.

## Training Opportunities

The VADOC in conjunction with the Academy for Staff Development is dedicated to providing progressive, innovative training in support of the VADOC's mandates, initiatives and Departmental procedures.

- *CORRIDORS* – Provides employees a foundation for development through assessments, develop mental planning, individual and group projects, classroom instruction and mentoring.
- *CCIT* – First responder training aimed at effectively and humanely interacting with an individual suffering with a mental illness.
- *EPICS II* – The VADOC business model to equip staff with strategies and interventions in core correctional practices that are proven by research to create inmate behavior change.
- *LEAD* – VADOC contracts with the American Correctional Association (ACA) to provide Leadership Development for the Corrections Professional for Middle Managers and Supervisors addressing the succession planning needs of the Department.

- *Leadership Institute* – A multi-tiered program that properly equips agency leaders with the essential skills to create a workplace where all staff take equal responsibility for leadership development.