NEW INSTITUTIONS TRANSITION ASSISTANCE PROGRAM

In 1993, the Commission of Correction established the "New Institutions Transition Assistance Program" (NITAP) team. The goal of the NITAP team, consisting of staff assigned to the agency's Field Operations unit, is to provide technical assistance to jurisdictions in New York State that are constructing new local correctional facilities or additions to existing correctional facilities. Since 1993, approximately 15 counties have constructed new correctional facilities or additions. Such construction was in response to severe overcrowding of existing facilities and/or the poor physical plant condition of older facilities. Historically, jurisdictions throughout the nation have underestimated the importance of developing a comprehensive transition plan to ensure the safe opening of new correctional facilities. Over the years, poorly planned transitions into new facilities have resulted in major operational problems, inmate riots, escapes, extensive damage to property, staff injuries, and lawsuits. The Corrections community has come to realize that transitioning into a new facility requires extensive planning, staff training, complete cooperation of multi-jurisdictional agencies, and the tireless dedication of facility staff. To that end, the Commission remains committed to providing technical assistance to those jurisdictions constructing new facilities to ensure a safe and efficient transition into such facilities. Listed below are the major components of transition as well as the types of technical assistance offered by the Commission of Correction.

Transition Team Establishment

Once a jurisdiction has committed to constructing a new facility, the Commission will require the facility to establish a full-time transition team in a timely manner to plan, test, and implement the transition into the new facility. The size of a particular transition team will depend on the size and complexity of the construction project. The Commission can provide assistance with respect to the size and makeup of a transition team. The team must consist of jail security staff and may also include civilian staff. Ideally, a team should be on-line prior to ground breaking for construction. A team leader or coordinator should be designated to oversee the team throughout the transition process. It is critical that competent, dedicated staff with leadership qualities be assigned to the team. Staff selection should be based on any of the following skills and qualities: dedication, good communication, loyalty, hard working, good writing skills, computer skills, interest in training, and knowledge of administrative and security practices. Those interested need to be aware that being a member of the team will mean long working hours, little or no vacation time during the transition period, and the usual problems associated with the transition process. Facilities must ensure that transition teams are provided with the following:

- training in areas including but not limited to: transition process, use of computers, time management, and how to read construction documents.
- sufficient work and meeting space as close to the work site as possible
- equipment such as computers, printers, telephones, photocopiers, fax machines, desks, chairs, tables, and up-to-date blueprints.
- sufficient funds for traveling to other facilities
- most important of all, the support of the jail administration and staff, and the county officials.

Helpful Hints:

- If at all possible, avoid having the team work within the existing facility. Experience has shown that this arrangement often results in team members being asked to assist with jail operations and other distractions.

- Consideration should be given to allowing the team to wear comfortable clothing during the transition process. Members often spend time at the construction site which would obviously increase the potential of damaging their uniforms.

- All other jail staff not assigned to the transition team should be made aware of the team's purpose, goals, and numerous responsibilities. In many cases, the team can easily become alienated because of the appearance that they are the administration's "favorites" and will be working easy hours, with weekends off. Once the remainder of the facility recognizes the magnitude of the team's responsibilities, they tend to offer more support.

Policy and Procedure Development

The development of new written policies and procedures is one of the most critical and time-consuming components of the transition process. The Commission provides technical assistance in the area of policy and procedure development, reviews of draft procedures, and testing of the procedures.

Before policy and procedure development begins, one must first realize that there are distinct differences between a "policy" and a "procedure".Remember, a "policy" is a statement of an agency's position on a particular subject or topic. A "policy" answers the questions "what" and "why" - What has to be done? and Why must we do it? That's all a policy statement should answer.

A "procedure" is a step-by-step description of the actions to be taken to carry out a particular policy. A "procedure" answers the questions how, when, and who. How do we carry out a particular function? When must this function be carried out? Who is responsible for carrying out a particular function? That's all a "procedure" is.

As mentioned above, developing policies and procedures is time-consuming process. It can take several months to develop a policy and procedure manual for the simple reason that procedures need to be as specific as possible to assure that those reading the document can understand its content and adequately perform the task at hand. It also requires the collaborative efforts of numerous individuals, groups, and agencies.

Before you begin to write policies and procedures, you must be able to:

- identify the various resources you will need to develop the policies and procedures: (equipment, minimum standards, blueprints, applicable law books)
- identify the various activities that occur in your facility that need a policy and procedure.
- identify all of the "users" of the facility - this includes staff, outside agencies, and the public.
- identify all of the equipment needed to carry out specific functions

SAMPLE POLICY AND PROCEDURE

ANY COUNTY JAIL

GENERAL ORDER: Inmate Services	DATE OF ISSUE: 1/1/99	EFFECTIVE DATE: 1/1/99	NUMBER: 1111
SUBJECT: Commissary	**DISTRIBUTION:** All Manuals	**REFERENCE:** 9 NYCRR, Part 7016	**RESCINDS:** All Previous

POLICY:

In an effort to provide inmates the opportunity to purchase items while incarcerated, the ANY COUNTY JAIL will operate a commissary program.

PROCEDURAL GUIDELINES:

A. General Information

1. Commissary will be available to all inmates who have funds in their personal account. Inmates who are not eligible for all commissary privileges as follows:

    a. Any inmate housed in Punitive Segregation; and

    b. Any inmate who is currently awaiting a disciplinary hearing.

2. Commissary will be offered once each week. If a holiday falls on a commissary day, commissary will be held on either the day before or after the holiday, at the discretion of the Jail Administrator.

3. All items available in the commissary must be approved by the Jail Administrator.

   a. The prices of commissary items shall be fixed by the Jail Administrator or his designee, to the extent that the operation will be self-supporting and provide a modest return above costs. Profits derived from inmate commissary will be deposited in the Inmate Commissary Fund (Policy #12a).

4. Commissary Order Forms will be available upon request in every housing unit, and commissary prices will be posted in all housing units.

B. Ordering Commissary

1. Inmates wishing to purchase commissary shall request a Commissary Order Form from the Housing Unit Officer. The following rules shall be observed when filling out the Commissary Order Form.

   a. The form must be filled out legibly so that the Commissary Officer can distinguish the inmate's name and the of each item he has ordered.

   b. The form must be filled out completely; including the date, inmate's name and his housing unit.

   c. The form must be signed by the inmate.

   d. If the form is not filled out in the manner described above, the form shall be returned to the inmate and he will not be eligible for commissary that week.

2. Completed Commissary Order Forms will be collected by the Housing Unit Officer and forwarded to the Commissary Office. Commissary orders must be submitted no later than the evening prior to commissary in order to be eligible.

   a. An inmate is only permitted to submit one (1) Commissary Order Form per week.

   b. Inmates will be allowed to spend a maximum of twenty-five dollars ($25.00) per order.

3. Inmates who are in disciplinary status will receive a special order form to order commissary. This form will list only those items that are permitted for inmates in disciplinary status.

4. Commissary purchases shall be made on the amount of funds in the inmate's personal account at the time the order is filled out. Money deposited into an inmate's account on the day that commissary is being held cannot be used for that day's commissary purchases.

Preparing Commissary Orders

1. The Commissary Account Clerk will gather all Commissary Order Forms and arrange them according to housing units.

2. Once the order forms have been sorted, the Commissary Account Clerk will enter each order into the computer. The computer will check the account to ensure there are sufficient funds to fill the order, process the order, and generate a double-receipt.

   a. If the inmate does not have sufficient funds in his account to fill the order, the computer will process the order until the funds are diminished (the computer will systematically choose the highest priced items first, then proceed to the lower priced items).

   b. Each processed Commissary Order Form shall be retained for jail records for a period of one (1) year.

3. After processing the Commissary Order Forms through the computer, the Commissary Account Clerk will subtract the amount of each inmate's purchase from their respective money cards.

4. The Commissary Officer will obtain the double-receipt and fill the orders, one housing unit at a time.

5. When all the orders for a housing unit are complete, the Commissary Officer will place the bags on a cart and proceed to the designated housing unit.

D. Delivering Commissary Orders

1. The Commissary Officer will proceed to the designated housing unit and call each inmate who has a commissary order, one at a time, to come forth and claim their order. Upon verification of the inmate's identity, the Commissary Officer will perform the following functions:

   a. Hand the inmate his commissary bag, and on-half of the double-receipt (inmates receive the half of the receipt with their inmate account balance on it).

   b. Instruct the inmate to check his order (in the presence of the Commissary Officer) to ensure that it is accurate.

2. The Commissary Officer will be responsible for resolving any discrepancies that may occur.

   a. If the Commissary Officer determines that the jail is responsible for the discrepancy, the Commissary Officer will rectify the error prior to going on to the next housing unit.

   b. If the Commissary Officer determines that the inmate is responsible for the discrepancy, the inmate must either accept the order as it stands, or return the entire order.

3. Once the inmate has verified his order, the Commissary officer will have the inmate sign the second half of the double-receipt and retain that part of the receipt for commissary records (the inmate will keep the balance of the receipt).

4. If the inmate is not present in the housing when commissary orders are being delivered, the Commissary Officer will return the order to the Commissary Office and secure it until he is notified by the Housing Unit Officer that the inmate has returned.

   a. Upon notification that an inmate has returned to his housing unit, the Commissary Officer will be responsible for delivering the inmate's commissary to him in a timely manner.

5. If an inmate is released from custody after he has placed an order for commissary but he has not yet received the order, he will not be entitled to a refund and is obligated to take the order.

E. Secondary Duties of the Commissary Office

1. In addition to preparing and delivering inmate commissary orders, the Commissary Office will also be responsible for a number of duties. These duties include, but are not limited to, the following:

   a. Ordering commissary stock (candy, stamps, stationary, etc.);

   b. Filing Property Sheets;

   c. Issuing checks to inmates who have been released (if they have money remaining in their account);

   d. Making bank deposits

   e. Ordering newspapers

   f. Inventory control and regulation; and

   g. Various accounting and bookkeeping functions.

Helpful Hints:

- Be sure policies and procedures are legal and realistic. If you know that you can't carry out a particular policy and procedure, do not include it in your manual. Remember, if you have it in writing, you had better be performing the function.

- If you use other jails' manuals to assist in you development, beware of the potential dangers of "cutting and pasting". Make sure the information you are copying pertains to your facility, is realistic, and can be carried out. All too often, we see jails that have plagiarized another facility's manual without giving careful thought to those particular procedures.

- You may want to avoid the inclusion of actual schedules of functions to be performed. Instead, post the schedule in an area that will provide unlimited staff access to the document. It will be much easier and less costly to replace a minimal number of schedule sheets than to replace pages in a significant number of policy and procedure manuals, particularly if each staff member has been issued a manual.

- Do not use individuals' names when developing policies and procedures for the same reasons listed above. Instead, use rank or title, if necessary.

- Be sure to have the computer conduct a "spell check" on the documents to identify spelling and/or grammatical errors.

- Use simple terminology that can be easily understood.

- Avoid confusing phrases or terms that can easily be interpreted differently than its original intent.

- Be sure the policy and procedure "effective date" is realistic and that the head of the department reviews, approves, and signs off on the manuals.

- Staff should be required to provide their signature when they receive policy and procedure manuals or are instructed as to the location of the manuals and their responsibility to review them.

Post Order Development

What are post orders?
Post orders are written documents (that contain specific information regarding a particular facility post) that serve as a reference for staff assigned to a post. They answer the questions What? When? Who? - What task must occur? When must it occur? Who performs the task? Post orders are a combination of the facility's master schedule and specific policies and procedures and can be used to remind staff of specific activities and times of activities that take place on the post. The key information that should be included in post orders can be broken down into the following five separate areas:
Post Coverage
Required Equipment
General Instructions
Scheduled Events
Non-Scheduled Events

Post orders simply tell staff what has to be done, when it has to be done, and who has to do it. They are not intended to tell staff how to perform those tasks; that's what policies and procedures are for. Rather, post orders can make reference to the policies and procedures of those tasks to be performed so staff can simply look up the information they need.

Helpful Hints:

- Make sure the equipment listed is realistic. For example, not all staff are to be in possession of chemical agents.

- Try to keep post orders to 1-3 pages maximum. Remember, they are only to serve as reference.

- Keep information brief and remember not include actual procedures in the post orders; however, be sure to make references to policies and procedures where appropriate.

- Make sure staff are assigned to update post orders as needed.

SAMPLE POST ORDER
HOUSING UNIT OFFICER

Hours of Duty:	0645 - 1500	**Days:** Mon. - Sun.
Equipment:	Complete Uniform Pen & Pad Body Duress	Radio/Battery Keys Handcuffs/Case

General Instructions:

1. Be in uniform for duty assignment.
2. Check bulletin board for new information.
3. Read and implement policies, procedures and post orders.
4. Draw necessary equipment.
5. Follow instructions of supervisor.

Scheduled Duties:

0700	Assume duties at post, review logbook
0715	Let inmates out of cells Order beds made
0730	Breakfast meal - (Policy #4-32-a)
0800	Sick call - Policy (#7-3-d)
0830	Outdoor exercise - (Policy #1-9-c)
0930	Visits - (Policy #11-5-j)
1115	Lock-in
1130	Lunch meal
1230	Programs - (Policy #9-2-k)
1300	Laundry - (Policy #7-02-b)
1445	Lock-in

Non-Scheduled Duties:

1. Supervise and log all activities such as: Movement, exercise times, meals, sick call, medication, counseling, religious services, linen and clothing exchanges, library, commissary, admissions and releases from the unit, visitation and refusals.

2. Ensure inmates maintain an acceptable level of hygiene.

3. Log and write reports on all incidents, bizarre behavior.

4. Maintain control of the unit when inmates are being restrained. The housing unit officer should not directly participate in the restraining process.

5. Administer first aid, C.P.R.

6. Maintain control of the unit when the unit is being searched and shakedowns are being conducted. The housing unit officer should not directly participate in the shakedown process.

7. Know and practice the fire evacuation plan on the unit.

8. Fill out a work order for unit defects (plumbing, doors, lighting, railings, etc.), and forward to the Zone Sergeant.

9. Cell inspection sheet. Complete upon inmate initial assignment and discharge from the unit.

10. Pass on information to on-coming shift.

11. Conduct formal and informal counts.

12. Initiate disciplinary actions when appropriate.

13. Operate security systems for lockdown and unlock.

14. Enforce facility rules and regulations.

15. Orient inmates to rules and regulations of the unit.

16. Act professionally at all times.

TRAINING

Training is another critical component of the transition process that cannot be overlooked or underestimated. Serious thought and consideration needs to be given with respect to the type of training to be provided and to whom, the methods of instruction, criteria for instructors, and identification of resources needed. Listed below are some of the training issues that need to be considered:

Identify All of the Staff Posts/positions Within the Facility
Simply list out all of the posts that you have within the facility.

Determine the Type and Amount of Training Required for Each Post
Policies and procedures, equipment, etc.

Determine Which Training Is Mutual to All Posts
You can make this a more efficient process by doing this. For example, almost all staff will need training on use of the facility's intercom system, evacuation procedures and routes, and familiarization with the facility layout.

Divide the Training into Methods of Instruction
Will the training include: classroom instruction
hands-on instruction in the new facility
use of videotapes

Determine the Number of Staff to Be Trained for Each Post
Remember, each staff member does not need training (initially) on every facility post. You will most likely not have sufficient time or resources to train everyone on all posts. For example, only a small core group of staff will need training on control room operations. After the new facility opens, you can begin to cross-train staff to make your operations more efficient.

Determine Who Will Conduct the Training
Will facility staff teach?
Are manufacturers required to provide training pursuant to the contract?
Will staff from other correctional facilities be needed to assist?

Determine the Resources Needed for the Training
Adequate funding is needed to allow the staff to attend training.
What equipment is needed? Written Materials?
Scheduling

Be sure to schedule additional training sessions to take into account staff that could not attend initial training or staff that need remedial training

MOVE LOGISTICS

One of the biggest misconceptions regarding the opening of a new correctional facility is that inmates can be immediately, or within days, be transferred from the old facility to the new. This simply is not the case. Imagine moving into a new house without having it first inspected for structural defects or insect infestation. Or not testing the electrical, mechanical, and plumbing systems. It would be a true risk, both from a financial and personal safety standpoint. The same holds true for moving into a new correctional facility, but on a much larger scale. Prior to opening a new facility, many areas need to be addressed to ensure the safety of staff and inmates. A comprehensive written move plan should be developed. Some of the key move logistic areas and a brief description of each are listed below:

Building Shakedown and Search

- The transition team must arrange for a shakedown of the new facility to locate and remove tools and other items left by construction workers. Use several teams to search the facility, with each team searching areas searched by a previous team. This will increase the chances of staff finding and removing contraband. Don’t be surprised if you locate ammunition blanks that have been used to drive screws into floors, etc. This is just one type of tool used by in construction that you don’t want in the hands of inmates.

- Staff should be allowed to wear street clothes during any searches.

- The searches need to be very thorough. Don’t hesitate to lift a staff person up and remove a drop ceiling panel(s) and have them look to see the type of layout above the ceiling. You need to know how far an inmate can crawl if he/she were to ever gain access to the ceiling. Notify appropriate personnel if the layout allows one to move from one room or area to another so that some type of barrier can be installed, if warranted.

- Shakedowns are also an excellent method for staff to become familiar with the physical plant layout of all areas of the facility.

Receiving New Equipment

- Arrange for delivery dates as close to the opening of the new facility as possible.

- Assign staff to be present when equipment is delivered to ensure that the equipment delivered is the correct type and model.

- Verify where you want vendors to place newly delivered equipment.

- Plan for the removal of empty boxes.

- Ascertain with respective manufacturers whether it is necessary to keep the boxes in which the equipment was delivered. Some companies will actually void a warranty if damaged or malfunctioning equipment is not returned in the original box.

- Be sure to develop a plan for notifying companies when equipment malfunctions.

- If the jail opening is delayed, will the vendors delay the beginning of their warranty period for equipment? Situations have occurred whereby warranties had actually expired before the jail opened due to extensive delays.

Testing Equipment

- Conduct extensive, thorough tests of all equipment and systems prior to opening the new facility. You will probably have to assign several staff to assist in this endeavor.

- Test the electrical system - make sure the electrical system can handle a power surge and that backup generators function properly when the power is lost. Test intercoms. Work with the facility or county maintenance staff in this endeavor.

- Test every computer - make sure they function properly and can handle a power surge. Make sure staff know procedures to follow (e.g., notifying manufacturer) when the system does not function.

- Test the plumbing system - make sure the water pressure is sufficient. Have several staff flush cell toilets simultaneously to ensure the system can handle the flow of water.

- Test the fire safety systems (alarms and fire fighting equipment) with local fire safety personnel.

- Test food service equipment - actually serve meals to staff assisting with the testing to ensure the equipment works and that food temperatures are properly maintained.

- Test all locking mechanisms to ensure they function properly.

Moving Equipment

- In most cases, at least some equipment at the existing facility will be used in the new facility. As such, a plan needs to be developed to ensure the:
    - identification of equipment to be moved
    - identify how it will be moved
    - identify who will move it
    - determine what will be done with old equipment

Preparing Facility Users

- Advise outside law enforcement agencies of the dates and times when booking will discontinue at the old facility and commence at the new.

- Notify the public when visiting hours will be discontinued at the old facility and commencing at the new.

- Advise all users of the facility of any new procedures that will affect them.

- Notify inmates of any pending delays or disruptions in facility services (e.g., exercise, visitation, etc.).

Moving the Inmates

- Orient the inmates - explain to them what they can expect at the new facility and what is expected of them by the facility administration and staff.

- Advise inmates of potential schedule interruptions.

- Develop an inmate orientation video - show this to the inmates before you move. Explain the benefits of being housed in a new facility. Make them want to move.

- Consider allowing trusty inmates to tour the new facility prior to the move. They in turn, will most likely explain the "niceties" of the facility to other inmates.

- Reclassify inmates prior to transfer to the new facility. This makes the admissions process much more efficient. You will know exactly where inmates are to be housed and what their special needs are.

- If possible, develop a phased-in move plan. This will allow staff to become acclimated with facility operations with a minimal number of inmates initially.

- Develop an inmate property and valuables move plan.

Move Logistics Plan

- Make sure the written plan is as detailed as possible and that every portion of the move is accounted for.

- Test the draft written move plan to ensure that it works as written. Make adjustments accordingly.

- Involve staff in the planning of the move.

- Conduct practice moves.

- The plan should include contingency plans for each area. For example, the plan should identify not only the primary route to be taken from the old jail to the new, it should also include a secondary route(s) if traffic or other problems are experienced in the primary route.

- Provide copies of appropriate sections of the plan to staff involved in the move. They need to be fully aware of their responsibilities during the move.

- Ensure a sufficient number of staff are available during the move.

- Limit the number of hours officers can work during the move(s).

- Conduct debriefings after each portion of the move(s) to discuss with staff what went well and what adjustments need to be made.

- Be patient during the initial stages of a move. Often, the first few stages can be difficult. Slight adjustments may have to be made.

Old Facility Closure

- Don't make the mistake of forgetting about the old facility. There are many issues to consider with respect to closing it.

- Determine who is responsible for actually closing the facility. Some old facilities are renovated for use as office space by the county. In that case, county officials may be responsible for taking over control of its closure. However, in many cases, the jail administration is charged with closing the old facility.

- Determine what is to be done with old equipment that will not be used in the new facility. Will it be surplused? If so, who is responsible for moving it?

- You may want to consider keeping old jail keys. Some facilities have used them for retirement gifts and had them mounted on plaques.

- Determine what utilities, if any, are to be shut off. You may not want the heat shut off in the middle of winter, particularly if the building is to be used for other purposes.

Pre-Opening Activities

- Determine if public tours of the new jail will be conducted. They provide the county with the opportunity to display a new facility and allows the jail staff to test equipment during such tours. Other issues to consider:

- How will the public be notified?

- Who will conduct the tours? Consideration should be given to allowing jail staff to conduct the tours. They will be more familiar with the layout and jail operations.

- What areas of the jail will be blocked off to the public?

- Be prepared to answer questions from the public. Quite often, they may question why the jail is clean, modern, and in some cases, carpeted (in housing units).

- Determine if "overnighters" will be held. If so, this requires substantial planning.

- Will meals be served?

- Will a fee be charged? Quite often, any revenue generated during overnighters are donated to charity - good public relations.

- Will a dedication ceremony be held?

MOVE LOGISTIC ISSUES

Written Move Plan
- ☞ Should be as detailed as possible, describing all procedures to be followed
- ☞ Should describe the duties of each group of staff during the move
- ☞ Should be issued to appropriate staff in advance of the move
- ☞ A copy of the finalized plan should be placed in the transition file

Inmate Property
- ☞ List of allowable property in new facility should be issued well in advance of move to allow them to send property out of the facility
- ☞ Inform inmates that any non-allowable property remaining in their possession will be considered contraband and will disposed of immediately
- ☞ How will it be packaged?
- ☞ How will property bins be identified?
- ☞ Who will move property to new facility?

Inmates
- ☞ Will they be restrained during the move?
- ☞ Will disciplinary inmates be moved first or last?

Medical
- ☞ Will medical staff be available during the move?
- ☞ How will inmates with injuries be moved?
- ☞ Who is responsible for issuing medications during the move (e.g., insulin, inhalers, etc)
- ☞ Will ambulances be on call during the move?

Mode of Transportation
- ☞ What types of vehicles will be used?
- ☞ Will they be inspected prior to the move?
- ☞ Who is driving them?
- ☞ Have primary routes been established?
- ☞ Have secondary routes been established?
- ☞ How many inmates allowed per vehicle?

- ☞ Will drivers be armed?
- ☞ Will other law enforcement agencies be involved in the move?
- ☞ If so, are they aware of their role in the move?
- ☞ How many vehicles are allowed in the garage of the new facility at one time?

Meals
- ☞ What meals will inmates be served?
- ☞ Will they receive the regularly scheduled meal?
- ☞ Will they receive “bag” lunches?
- ☞ You must ensure that appropriate inmates receive medical or religious diets

Preparation of New Facility
- ☞ Ensure that necessary paperwork for inmate admissions is at the facility
- ☞ Staff should be assigned to strategic areas throughout the facility to ensure that the move is operating as planned. Those staff need to document any problem areas and report to their immediate supervisors

Arrival at New Facility
- ☞ Will inmates be placed in holding cells at the new facility or will they be allowed to stay in a general area?
- ☞ Will inmates be photographed?
- ☞ When do they receive an inmate manual?
- ☞ What type of orientation will inmates receive?
- ☞ Will they be locked in their housing unit cells initially?
- ☞ Will there be a delay in starting any inmate programs?

Staff
- ☞ Staff should receive sufficient breaks throughout the move
- ☞ Proper communication between must be maintained throughout the move
- ☞ No staff should exit the facility (at end of shift) until authorized by supervisory staff

Post-Move
- ☞ A debriefing should be conducted to ensure that all areas of the move have been addressed
- ☞ A master list of problem areas identified should be developed along with an appropriate plan for corrective action

ACTION PLANNING

Obviously, the tasks associated with the transition process are numerous and at times, overwhelming. One method that can be used to assist with organizing the many tasks is action planning. An action plan is a short-range plan which defines specific actions to be taken to accomplish an intended outcome, to identify staff involved, and to identify completion dates. Action planning allows you to reduce large, and sometimes intimidating tasks to smaller, more manageable sub-tasks. It will allow you to focus on more specific sub-tasks and makes it easier to track activities. It also makes it easier for you to hold staff more accountable for their assigned responsibilities.