



SECRETARY'S DIRECTIVE

	Title: Department Organization, Delegation of Authority, and Lines of Communication	Directive Number: DPSCS.010.0001 - Revised
	Number of Pages: 6 Number of Appendices: 3	Supersedes: DPSCS.010.0001 , dated November 2, 2022
Related Statutes and Regulations: Correctional Services Article, §§2-103, 2-105, 2-106, 2- 108, 2-113, - 2-115, & 2-201, Annotated Code of Maryland; State Government Article §§ 8-205 and 8-305, Annotated Code of Maryland; and COMAR 17.04.01.04		Issued Date: October 16, 2023 Effective Date: October 12, 2023
Related ACA and MCCS Standards: ACA: 2-CO-1A-06 - 10; 2-CO-1A-12 - 14; 2-CO-1A-17- 22; 2- CO-1A-24; 2-CO-1A-28; 4-ALDF-7D-04; and 4-4010. MCCS: .05B		
Related Directives and Orders: All Department 10 Series Policies – Organizational Structure and Function		 Carolyn J. Scruggs Secretary
Variance: Each Unit of the Department may issue a policy to implement specific procedures related to this policy.		

.01 Purpose.

The purpose of this directive is to describe the responsibilities of the Office of the Secretary and executive staff and to define the Department of Public Safety and Correctional Services’ (Department) organizational structure for operational and administrative functions as required under Maryland law.

.02 Scope.

This directive applies to all units of the Department.

.03 Policy.

The Department shall:

- (1) Ensure the continuity of administrative and operational leadership by establishing procedures for properly designating an individual to acting capacity when an appointing authority is absent from the State, unavailable, or otherwise incapacitated;
- (2) Manage and organize the administrative and operational functions of the Department in a manner consistent with established statutory and fiduciary requirements; and

- (3) Define the organizational structure and maintain a chain of command for administrative and operational communications.

.04 Definitions.

A. In this directive, the following terms have the meanings indicated.

B. Terms Defined.

- (1) "Appointing Authority" has the meaning stated in the State Personnel and Pensions Article, §1-101(b), Annotated Code of Maryland:
 - (a) A Department official designated by statute as an appointing authority or head of an agency who has the authority to hire, discipline, and conduct other personnel actions involving an employee;
 - (b) An individual identified in the Office of the Secretary's table of organization who is authorized to perform specific administrative or operational responsibilities under the authority of the Secretary or as established by Maryland law.
- (2) "Assistant Secretary" means a staff designation made by the Secretary authorized under Correctional Services Article, §2-106, Annotated Code of Maryland.
- (3) "Deputy Secretary" has the meaning stated under Correctional Services Article, § 2-105, Annotated Code of Maryland.
- (4) "Statutory Authority" means an individual or position specified in the Annotated Code of Maryland as the authority for administering an agency, division, program, or office.

.05 Responsibilities.

A. Office of the Secretary.

- (1) The Secretary shall:
 - (a) Have overall responsibility for the administrative and operational activities of the Department;
 - (b) Authorize a default designation of Acting Secretary for instances when the Secretary may be incapacitated or otherwise unavailable to designate an Acting Secretary; and
 - (c) Delegate to employees within the Executive Staff, the authority necessary to ensure that assigned operational and administrative functions are performed.
- (2) The Secretary with input from executive staff and selected key management personnel shall:
 - (a) Establish and prioritize Department goals;
 - (b) Establish policy and measurable objectives to monitor progress toward meeting established goals;

- (c) At least annually, review Department programs to ensure progress toward established goals;
 - (d) Establish and maintain the semi-annual publication of a Department Table of Organization Chart (TOC) to be posted, as required in State Government Article, § 8-305, Annotated Code of Maryland; and
 - (e) Ensure that short and long-term planning is performed to address:
 - (i) Employee recruitment, training, and development that works toward maintaining an organizational structure that can sustain effective performance over time;
 - (ii) Changing criminal justice issues and concerns;
 - (iii) Ongoing facility maintenance as well as anticipated needs for construction, acquisition, and leasing;
 - (iv) Continuing advancements in technology that promote the high availability of technological systems, backup and recovery of data, and information security necessary to operate effectively within the criminal justice system; and
 - (v) Continuity planning for emergencies as required in Public Safety Article, § 14-116, Annotated Code of Maryland.
 - (3) The Secretary, senior executives, the executive leadership team, and selected key management personnel shall meet at least monthly to discuss administrative and operational activities and maintain open lines of communication.
 - (4) The Secretary, executive staff, and selected key management personnel shall seek opportunities to interact with related criminal justice agencies to communicate programs and services available through the Department.
- B. Office of Secretary Chain of Command and Operational Structure.**
- (1) Senior Executive Staff in the Office of the Secretary consists of the following positions, each reporting directly to the Secretary:
 - (a) Chief of Staff;
 - (b) Deputy Secretary for Administration;
 - (c) Deputy Secretary for Operations;
 - (d) Assistant Secretary of Data, Policy, and Grants; and
 - (e) Assistant Secretary of Programs, Treatment, and Reentry Services.
 - (2) The Secretary has an Executive Leadership Team, each of whom report directly to the Secretary, the Chief of Staff, or a Deputy Secretary.
 - (3) The Executive Leadership Team includes the following positions:

- (a) The senior executives as stated in §.05B(1) of this Directive;
 - (b) Chairman of the Maryland Parole Commission, as appointed by the Governor of Maryland;
 - (c) Deputy Chief of Staff;
 - (d) Chief Financial Services Officer, Financial Services Division;
 - (e) Chief Human Resources Officer, Human Resources Services Division;
 - (f) Chief Information Officer for the Information Technology and Communications Division;
 - (g) Commissioner of Correction for the Division of Correction;
 - (h) Commissioner of Pretrial Detention and Services for the Division of Pretrial Detention and Services;
 - (i) Director of Patuxent Institution;
 - (j) Director of the Division of Parole and Probation;
 - (k) Director of the Office of Government and Legislative Affairs;
 - (l) Executive Director of the Intelligence and Investigative Division;
 - (m) Executive Director of the Office of Equal Employment Opportunity;
 - (n) Executive Director of Communications, Transformation, and Engagement; and
 - (o) Executive Director for the Maryland Commission on Correctional Standards; and
 - (p) Executive Director for the Public Safety Education and Training Center.
- (4) Legal Services are provided to members of the Executive Team by attorneys assigned to the Department by the Office of the Attorney General.

C. Members of the Executive Leadership Team shall:

- (1) Ensure that each office or unit within the Office of the Secretary, as well as each Division, develops and maintains a .010—*Organizational Structure and Function Series* directive or policy that defines:
 - (a) Its mandated purpose and role within the Department as authorized by Maryland law; or
 - (b) The state government operations and responsibilities delegated to it by the Secretary.
- (2) Maintain an organizational structure and chain of command that is consistent with statutory authority and ensures effective administrative and operational communications; and
- (3) Develop, maintain, and post a Table of Organization chart that:
 - (a) Establishes a chain of communication and command;

- (b) Identifies statutory authorities and key positions within the office, unit, or Division; and
 - (c) Is updated and authorized at minimum twice a year on July 1 and January 1.
- (4) Each member of the Executive Leadership Team shall hold a monthly staff meeting with the individuals who they directly supervise.
- (a) Participation is mandatory. Staff required to participate in the staff meeting may not delegate the responsibility to another without the approval of the executive leader conducting the meeting.
 - (b) Minutes from the monthly meeting shall be provided to the Secretary within 5 business days of the meeting.
 - (c) In accordance with the Department of Budget and Management's [Telework Policy, dated April 14, 2021](#), employees in Telework Eligible Classifications, who have been authorized to work a hybrid or full-time-remote schedule, may attend the staff meeting remotely, in accordance with their work schedule.

D. Acting Secretary.

- (1) Under Correctional Services Article, §2-105, Annotated Code of Maryland, the Secretary shall designate a Deputy Secretary as acting Secretary when the Secretary is absent from the State or otherwise unavailable.
- (2) If the Secretary is incapacitated and no opportunity exists for designating an Acting Secretary, the Deputy Secretary for Operations shall be Acting Secretary until the Secretary or, if necessary, the Governor determines otherwise.
- (3) If circumstances are such that the Acting Secretary under §.05C(1) or .05C(2) of this directive, cannot perform the duties and responsibilities required by Maryland law, the Deputy Secretary of Administration shall assume the responsibilities of Acting Secretary until the Secretary or Deputy Secretary of Operations is able to resume the authority granted by law and policy, or, if necessary, the Governor determines otherwise.
- (4) Unless the Secretary or the Governor establishes limits on the authority of the Acting Secretary, the Acting Secretary shall have the same power and authority as the Secretary for the period that the Secretary is unavailable.

E. Delegation of Authority.

- (1) Each Division head or appointing authority shall authorize a default designation for instances when he or she may be incapacitated or otherwise unavailable to delegate authority.
- (2) Notification of Delegation.

- (a) An appointing authority shall:
 - (i) Notify the Secretary of Public Safety and Correctional Services of any delegation of authority by providing the Secretary with a copy of the written delegation notice; and
 - (ii) Notify the Secretary of Budget and Management of any delegation of authority by providing the Secretary of Budget and Management with a copy of the written delegation notice.
- (b) In accordance with State Government Article, § 8-3A-01(c), Annotated Code of Maryland, only an appointing authority may delegate in writing the authority to act on the appointing authority's behalf, but only to an employee or officer under the jurisdiction of the appointing authority.
- (c) Delegation of authority—Exception. An appointing authority may not delegate the authority to make the final decision on the termination of an employee.

.06 Appendix.

- A. Office of the Secretary – Table of Organization for Senior Executive Staff
- B. Office of the Secretary – Table of Organization for Delegated Authority to Executive Staff.
- C. Sample Delegation of Authority Letter

.07 History.

- A. This directive supersedes the directive issued on August 1, 2016 and provisions of any other prior existing Departmental policy or communication with which it may be in conflict.
- B. DPSCS.010.0001 Dated December 3, 2014
- C. DPSCS.010.0001 dated July 31, 2013
- D. DPSCS.010.0001 dated December 19, 2012
- E. DPSCS.010.0001 Dated February 27, 2009
- F. Secretary's Directive 02-87 dated March 26, 1987

.09 Distribution.

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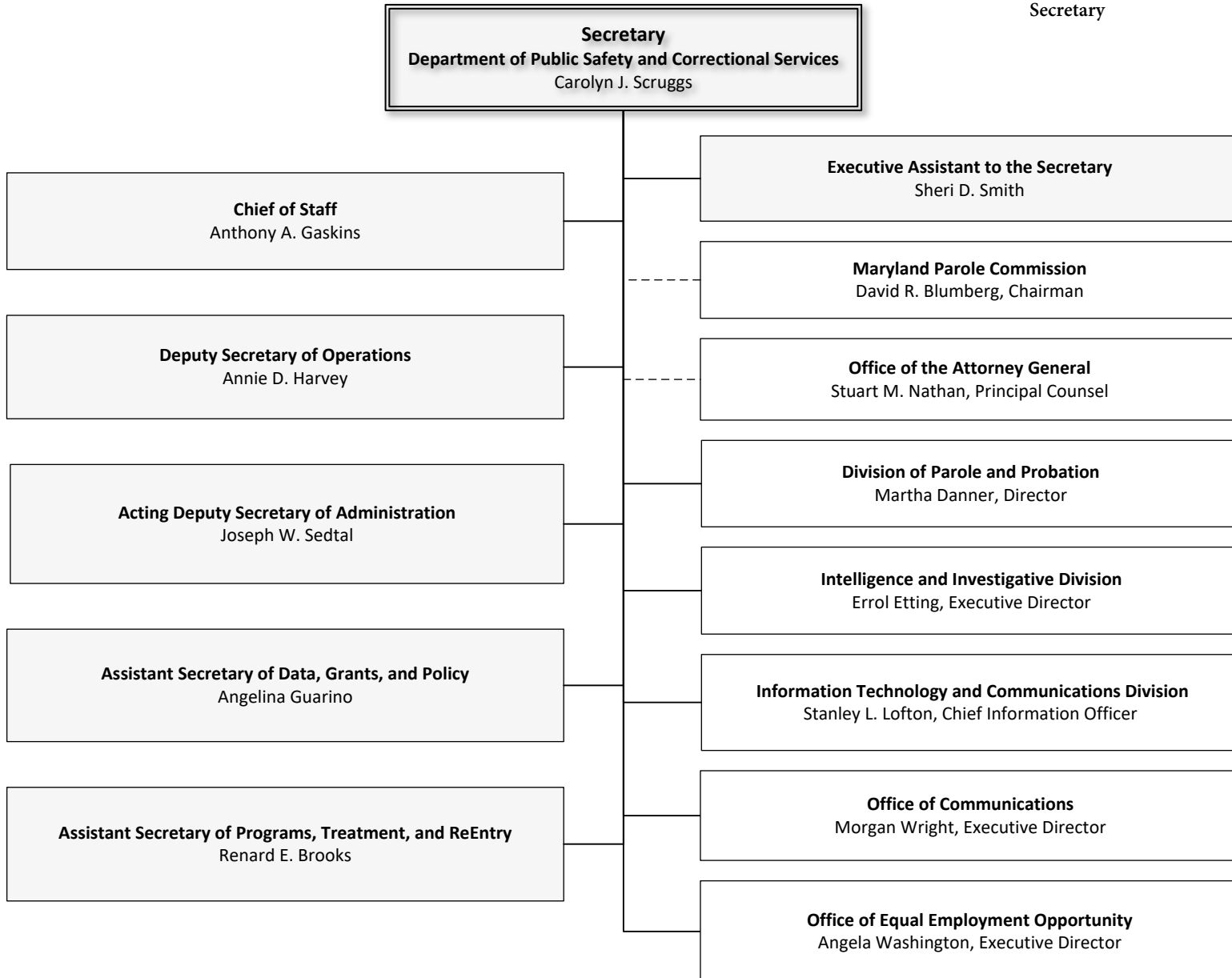
DEPARTMENT OF PUBLIC SAFETY AND CORRECTIONAL SERVICES

Office of the Secretary – Direct Reports

Carolyn J. Scruggs
Secretary

October 13, 2023

Date





DEPARTMENT OF PUBLIC SAFETY AND CORRECTIONAL SERVICES

Table of Organizational Structure and Delegated Authority

Carolyn J. Scruggs
Secretary

October 13, 2023

Date

Secretary
Carolyn J. Scruggs

Acting Deputy Secretary of Administration
Joseph W. Sedtal

Chief of Staff
Anthony A. Gaskins

Assistant Secretary of Data, Policy, and Grants
Angelina Guarino

Assistant Secretary of Programs, Treatment, and ReEntry
Renard E. Brooks

Deputy Secretary of Operations
Annie D. Harvey

Financial Services Division
Nija S. Roberts
Chief Financial Officer

Human Resources Services Division
Tara D. Nelson
Chief Human Resources Officer

Incarcerated Individual Grievance Office
Frank T. Taylor
Executive Director

Office of the Inspector General
Joseph M. Perry
Inspector General

Procurement Services Division
Joseph W. Sedtal
Executive Director

Real Estate Management
Tracei A. Johnson
Director

Labor Relations
Owen Billing
Acting Director

Deputy Chief of Staff
Sha-Keara Pinkney

Office of Government and Legislative Affairs
Janelle Mummy
Executive Director

Public Safety Education and Training Center
Kathleen Gossard
Acting Executive Director

MD Commission on Correctional Standards
Veronica D. Moore
Executive Director

Office of Data Development
Jay E. Miller
Executive Director

Office of Grants
Patricia Piepenbring
Director

Office of Policy and Regulations
Elizabeth Bartholomew
Director

Americans w/ Disability Act Compliance
Michele C. Gardner
Coordinator

Correctional Education
Danielle Cox
Director

Disciplinary Proceedings
Scott Rowe
Chief Hearing Officer

Health and Clinical Services
Oscar H. Jerkins
Chief Medical Officer

Mental Health Services
Lynda Bonieski
Director

Public Safety Works
Tiffany Evans
Director

Reentry and Transition Services
Vacant
Executive Director

Substance Use Disorder Treatment
Michael Richards
Director

Division of Correction
J. Philip Morgan
Commissioner

Division of Pretrial Detention and Services
Cleveland Friday
Commissioner

Patuxent Institution
Erin B. Shaffer
Director

Capital Construction and Facilities Maintenance
John Gauthier
Acting Director

PREA Audit Office
David Wolinski
Coordinator

Property & Fleet Management
Craig Johnson
Director

Security Operations
Andrew Lipchak
Acting Director



Department of Public Safety and Correctional Services

Office of the Secretary

6776 Reisterstown Road, Baltimore, Maryland 21215
410-585-3346 – TOLL FREE 877-379-8636 • www.dpscs.maryland.gov

SAMPLE DELEGATION MEMORANDUM

STATE OF MARYLAND

WES MOORE
GOVERNOR

ARUNA MILLER
LT. GOVERNOR

CAROLYN J. SCRUGGS
SECRETARY

ANTHONY A. GASKINS
CHIEF OF STAFF

JOSEPH SEDTAL
ACTING DEPUTY SECRETARY
ADMINISTRATION

ANNIE D. HARVEY
DEPUTY SECRETARY
OPERATIONS

ANGELINA GUARINO
ASSISTANT SECRETARY
DATA, POLICY AND GRANTS

RENARD E. BROOKS
ASSISTANT SECRETARY
PROGRAMS, TREATMENT & RE-
ENTRY SERVICES

To: Carolyn J. Scruggs, Secretary
Annie D. Harvey, Deputy Secretary of Operations

From:

Date:

Re: Designation of Acting

In accordance with COMAR 17.04.01.04—Management Rights, I, [name of delegator], delegate the authorities described within this memorandum to the [title of delegate], [name of delegee], on the following terms and conditions:

- Optional** - The [title of delegate] may exercise, on my behalf, the powers and authority of [delegator's title] as stated in [section or title of law authorizing the delegator's authority] of the Correctional Services Article, Annotated Code of Maryland.
- Optional** - The [title of delegate] may review and execute, on my behalf, contracts in an amount and duration not to exceed [dollar limit] and [period of time].
- Optional** - The contracts subject to this delegation are those relating to [if applicable describe nature of contracts].
- The [title of delegate] may act as the appointing authority of employees assigned to the [delegator's span of control].
- The effective date of this delegation is [date] and shall run [indicate time limit if any; if none, indicate that it shall run until revoked by delegating official or the official's successor].
- The authority delegated is not subject to sub-delegation without my prior and express written consent.

[signature] _____

[Name and Title delegating official]

[signature] _____

Name and Title [delegate]

cc: Joseph Sedtal, Acting Deputy Secretary of Administration
Tara Nelson, Chief Human Resource Officer, HRSD
Glendell Adamson, Manager, Employee Relations Unit
Keith Dickens, Deputy Commissioner of Correction