

MEMORANDUM

FROM: Sharon Rues Pettid
DATE: June 1, 2016
SUBJECT: NDCS Culture Study Qualitative Responses

The following documents are the qualitative responses from the NDCS Culture Study for Survey 1, Survey 2, Human Resources, and Leadership participants.

Some information has been redacted, per Nebraska Statute 84-712.05, to protect personal information of state employees, safety and security reasons, or for purposes of labor negotiations. Other data may include abbreviations used by individual interviewers and may not be in sentence format. Spelling corrections were made only in obvious circumstances.

These responses represent the individual opinions and statements of NDCS employees. Neither NDCS nor DAS can validate the veracity or accuracy of responses provided. The study was informational and not investigatory in nature.

HR Survey Data

| Q1: What are the 3 most common issues employees come to you for? |
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| 1 - do payroll from July; payroll questions |
| 1 - Lack of communication between admin and front line workers: Complaints that policies and procedures are changing without notice. Setting up employees for failure? Not fair to the employee. That also happens to me personally from Central Office. Policies changing and I'm being held accountable for them when I haven't even been notified of the change. 2 - Front line staff feels like admin doesn't want to listen to their ideas: 3 - Trust issues: Pre 5/10 disturbance we had many SOC charges for very minor infractions and they didn't trust administration. What's going to happen to me now? What are you going to do to me now? The admin sits in the Ivory Tower and doesn't care about employees. |
| 1 - Payroll issues 2 - Supervisions, problems with supervisor. Want someone to listen to them. Asking what their options might be. 3 - Medical issues for FMLA, sick leave |
| 1 - payroll questions 2 - options for illness, what they can do 3 - benefits |
| 1 - something wrong on check 2 - medical/fila leave questions 3 - benefits questions |
| 1. Pay, any miscalculations for working out of class, overtime, issues with time off, 2. Arranging to take time off for an extended leave, setting up FMLA. leave without pay. 3. There have been a few people come in regarding discipline they are experiences. |
| A lot would be insurance, they want to know about billing or enrollment questions. I get a lot of "what do you think about this or how should I handle this". Questions about how to handle things with their supervisors. I get a lot of union or contract questions and that is more from management, more for clarification. And questions on payroll. |
| Benefits Pay |
| employees not getting heard; go to management and not getting anywhere. Contract related questions - sick leave usage questions, etc. Is an outlet, just to listen. Look at in a different perspective. Sounding board. Reassures them can always |
| How to deal with a difficult supervisor. Personal questions about FMLA and general HR questions. Pay concerns or promotions. I do classification and compensation for corrections. |

HR Survey Data

| Q1: What are the 3 most common issues employees come to you for? |
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| <p>I am part of HR, but don't deal a lot with the HR stuff. I do have people submit to me safety checks. I send them out and do a quick review when they return. I review convictions and give them to [redacted] for review. She decides what to do with them. I have to keep everything confidential. If something needs reordered, I do this for them. I also create things for publishing such as brochures. I fill in a lot for people, for the last two weeks I have filled in [redacted] Been coming in an hour early for opening since this is what she normally does. [redacted] I am the go to person because I get things done. I like being this person.</p> |
| <p>I don't know yet.</p> |
| <p>Leave time issues, if they do not fill out the paperwork properly, she lets them know what they need to do to get credit for any time they took off. Discuss what documentation is needed for the leave time. Paychecks, they feel they were not paid correctly for the hours. Sometimes they do not get their raise on time so they are talking about back pay issues. Nothing else has come up yet in her last 30 days.</p> |
| <p>Pay roll. Some kind of payroll error Workman's compensation Leave issues.</p> |
| <p>Payroll issues at first, but they centralized that to CO. I still pass that stuff on to CO. Websites they can go to, passwords, not able to find what they need. Perform Mgmt., Kronos, etc. Leave time, not balancing, or they took sick but it should be vacation etc. Payouts, etc.</p> |
| <p>Payroll questions, shift diff issues when they are out for a day. They email me the second the system updates payroll, a week before the actual payroll posts to their account. They watch this very close. questions about their workman's compensation</p> |
| <p>questions about pay, insurance, retirement options</p> |
| <p>Questions about processes on how to do something. [redacted] questions come up concerning where something might go. Things got missed during a hire and now I have to do fingerprints on the new hire. Don't get a lot of people coming to me due to not being a manager.</p> |
| <p>There is a large focus on branding for Officers, RN, LMHP. There are 200 classifications we have in the agency. Pay, the conversation is an education thing. I have to show them comparability and the value of benefits. Pay is not the 1 reason people leave. It is a portion, but not the number 1 reason. Health Services and LMHP that want to talk about pay a lot. Employee engagement [redacted] people are interested in my experience in employee engagement. How to have difficult conversations. Look at strengths coaching and team building. Having engaging conversations with managers. Looking at what I have done with the HR team and they want to copy what I have done with my own staff.</p> |
| <p>Status of application and why did I not get interviewed. The recruitment process. Some come to me with issues in their area, moral, another employee, feel they can come to me in confidence. Recognition questions. We have a program for quarterly and annual recognition.</p> |
| <p>They need to know where to go next. They need directions on what to do next.</p> |
| <p>Usually it is about understanding the rules and regs contract or NAPE contract. Specific clarification on the rules. The also come to me about pay, rules and procedures about how we do things.</p> |

HR Survey Data

| Q2: What are the 3 most common issues management comes to you for? |
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| 1 - back up, recruitment letters |
| 1 - Payroll 2 - Rehire of individuals 3 - Grievance process issues |
| 1 - performance appraisals - don't know how to use the system; if stopped at certain point; who do they contact to review or help 2 - time off requests - questions, what all do they need to get, surgery, know what I need to do 3 - reset my password; business manager used to do it; |
| 1 - posting jobs 2 - hiring items 3 - information about personnel files, prior disciplinary action 4 - terminations |
| 1 - What we can and can't do in regards to discipline issues when a medical issue is potentially involved 2 - They come for Rules and Contract interpretation, but often all three of the wardens will go right to Central so that makes me wonder why I'm here 3 - Any and all staffing and vacancy issues: It's a nightmare. We have exhausted our pool of candidates down here. Central office can say they are helping us out all they can...when we ask for newspaper ads it falls on deaf ears. Rural people read newspapers, they don't see the billboards or have smartphones. |
| 1. Employees taking time off, how to address the issues of employees taking time, whether the time they are taking is legitimate. 2. Discipline, how to use the process, or what information to gather for the disciplinary action. 3. How to calculate their time, make sure they are doing it right. |
| cannot really think of why a manager would come to me. Maybe to go into Kronos and do something with their person's timesheet or to pull overtime reports. Basic timekeeping questions using Kronos. |
| Clarification of state rules and regs, labor and union contracts, hiring and promoting individuals |
| Clarification on getting something done, some work related situation. How to locate something or who to contact about a specific process. |
| Contract and union questions. They will come to me about hiring, questions for hiring, who to use on the board. They will ask for feedback on specific personnel situations. And then of course management also comes to me on Kronos. |
| New administration, understanding the state process |
| Doctors notes, FMLA, work comp, blanks or filling them out. Issues with how they use their leave time. Can use vacation or sick on work comp. Kronos issues, not so much now, trying to make a change. |

HR Survey Data

| Q2: What are the 3 most common issues management comes to you for? |
|--|
| Don't know yet |
| comes to me if something needs done last minute, like adding in something or making something. If there is a time crunch, they come to me to get it done. Not had a lot of issues since she has been here. |
| If they need clarification on step by step details of a process. Very detailed, go to person for finding out how something is done. If something needs fixed. Something not working, they come to her to get it taken care of. I ask how they want it taken care of, make sure it is done from a to z. Ask her for her opinion on matters. We thought of these things, is there something we are not thinking of in a process. |
| In my specific job management has not come to me yet because it fell to the Human Resource manager. |
| Kronos issues (time keeping system) It doesn't do all it should; Assistance with filling positions. When we have open positions that we are trying to fill. I help put together the job packet, people need information on the proper procedure for hiring. Employee leave balances. A lot more managers have come to vent about the pilot program for retaining employees. There is no guidance or direction on how to select the new employees to put into a position. There is no screening. The pilot program started with the NDCS administration at Central Office but the administration here as far as implementing it here, they can just choose who they want. There is not adequate notification to other employees in this facility. |
| More related to promotions/demotions, leave time and pay (their employees pay if there are issues. |
| Recruitment and selection questions. How was it screened, what should I tell the applicants not selected, very general questions. Recognition questions also, what are we doing, should I go to this, how does the program work. The application process, specifics about the application themselves. Background checks done on the hiring process. |
| Statistical information; turnover reports, reason for overtime. Contract and rules related information. Management doesn't rely on her enough. Length of time here has a lot to offer/share. Could be a better resource if asked. |
| There are a lot of similarities between employees and management. Having dialog with managers about hiring and one and two are kind of the same issues. |

HR Survey Data

Q3: What do you believe are the 3 biggest challenges the workforce at your facility face?

1 - Lack of communication between management and staff 2 - Lack of trust between staff and management and others on shift 3 - Lack of respect between management and shift workers and vice versa

1 - not having enough staff to help; lot enough supervisors/management 2 - lot of challenges with people on restrictions/medical and can't work full duty; impacts other staff 3 - so many areas inefficient due to an equated system; onbase to go from paper to electronic; so many areas to have one system, to not enter into multiple systems; spreadsheets of data spread out; jotting info error; lots of errors (systems)

1 - Not to be mandatoried from one shift to another...this is by far the biggest issue. We have lost a lot of people to lateral transfers. They're just physically, mentally tired. The inmates have said this is going to happen again, but next time we're going after staff. The whole disturbance has had an impact on our employees. 2 - Employee fear. Inmates are being given their privileges back too quickly and it's just not a safe place to be right now. We've had 5 people report to us that they want to hurt themselves. Three weeks ago . I asked Central for help with this two weeks ago, asking for someone to be here and haven't heard a word about plan of action. 3 - Why can employees at other facilities come in at Corporal level but not here?

1 - revolving door - 8 to 10 k to bring someone onboard; state doesn't have this much money, lowered standards to get in door, fire/police training to keep, state wasting money on what we are wasting, get through STA and walk out the door, employee example - worked in kitchen for 2 weeks, and then went to STA; bring people onboard and realistic job preview isn't what they think, go to cities and counties, just spent \$10K to train people, wasting money; personally been held against the wall for not doing job right, can't understand, this isn't rocket science, not giving anything to stay; supervisors aren't trained on HR process, managers are pulled in too many direction, time to approve staff time to see if right, got written up to not paying attention to detail; central office moved payroll, thought told her, didn't that's how she learned, girl went through training, she didn't have it done; didn't have her sit down to training; employees checks wrongs ; changes to job and no explanation

1 - safety a lot of MH inmates, lot of assaults 2 - OT 3 -

been in place since June 2003 and we have many of the same managers and supervisors 12 and a half years later and they don't adhere to our payroll deadlines as far as approving the employees electronic time cards. It is very frustrating that we have to contact the same supervisors to get these approvals done in Kronos and every week we here the same excuse, "we are too busy" and they want to go back to the old way of paper time sheets and a time keeper doing it all. We do have supervisors that are very cooperative. 2. Supervisors not getting new hire letters and resignation letters sent to payroll so we knew we have a new employee or that an employee is resigning. Health services is notorious for that. Typically we find out about things after the fact.

1. No confidence in this facilities administration, where employees feel they are not backed up in their decisions and there is too much employee discipline. 2. Not enough positive feedback, "commendable performances". These are random notices of an employees positive performance.

HR Survey Data

Q3: What do you believe are the 3 biggest challenges the workforce at your facility face?

1. From a supervisory standpoint, how to gainfully employ our employees. How to keep the employee rewardingly busy, tasks that are meaningful. 2. Communication, how to communicate with our staff to figure out what their strengths are so we can gainfully employ them. 3. Addressing the staff person, make sure there is open dialogue between the staff person and their supervisor. When new staff starts people are already looking at you, there is a trust issue. When you walk in day one, no one trusts you and the supervisors are not providing support and learning what their staff are capable of. Sometimes staff does not know how to communicate with other staff. Our workforce is a lot younger than supervisors. Our workforce are clashing. They have a different work styles. Supervisors may not be as integrated. Most of the new employees are very young and have been into computers and technology. We learned to do our jobs in a hands on way and this job still has a lot of hand on aspects. Some people are so set in ways and we are so busy all the time. If you take training, it becomes a chore.

Adequate staffing level, as we expand, we don't designate staff to deal with or manage that increase.

Budget constraints; Promoting people who should not be promoted.

Promoting based on a number instead of a skill set.

Communication breakdown with midlevel mgt. Information from wardens/program admin, between supervisors that supervise the front line staff. the breakdown is huge. Consistent accountability. If is going to be held to standards, should be held to the same thing. It is not consistent. The supervisor might like one over the other and different standards occur. The manager is viewed as less credible if they fail to follow through. Hiring a good workforce. Knowing that unemployment rate is very low. Don't get hung up on hiring fast enough. The few out there might not be up to standards. got rid of minimum physical standards. We got rid of it because it had too many steps. It was a good thing to have, but was stopped due to the length of time it took. It caused overtime and stuff, but if the person cannot run and assist, how is he a good hire. Must hire the physical and mental superior people to be effective. Hiring warm bodies does not help. Share with them they will get overtime, find a good coworker.

Communication is a huge challenge. The want to know what is going on and there is so much going on that we have to be proper in the way we deliver. Recruitment and retention of staff is a huge issue. Some areas are harder than the other. is one of the hardest ones to fill. Medical and mental health is also a huge area we struggle in. Morale is a challenge for staff. I think because of the OT and work so much with less. The budget has to be watched. I hear a lot from CO about specific areas. It is not a fun place to work. Facilities do not get good communication. Do so much more with less. Bad turnover, new staff not trained. They leave for better things. They want to see mgmt. in their areas and be acknowledged that they are there and working hard.

For the agency as a whole, branding who we are. The need for us to recruit top talent, it is impacted by mission work. A desire to impact the state as a whole, by fulfilling the work we do. Retention is to engage staff and help them become productive members of the community they work and live in.

In HR in general with payroll it is more of our supervisors getting their stuff approved on time. Not enough communication between our department and the people we do payroll for.

Not sure yet. It seems like watching the girls in payroll, they seem kind of bogged down with it because there are not that many to process it.

Overtime, mandatory overtime, working way to many hours. Inmates was an issue, but they kind of have that worked out. Open positions, admissions have had one open for a long time. coverage was an issue, vacation use or lose for those who have been here for a long time. People not being able to use their leave time. Change can be hard for them, HR has centralized payroll and that was a big change for them.

Change is very big, they were very set in their ways.

Pay, not enough pay for the work being done.

HR Survey Data

Q3: What do you believe are the 3 biggest challenges the workforce at your facility face?

Retention is probably the biggest issue for the agency. Developing and coaching their employees once they are hired. cannot think of a third one.

The biggest thing is they always want the best days off-weekends. The other competition is for 1st shift. Both are granted by bidding and bidding is by seniority. I have had new hires come in and get 1st shift because other individuals have used their two bids for the fiscal year. It a sore subject for all staff, that I will hire somebody and they make the exact same salary as existing staff. There is no longevity reward. Pay is a very big deal for staff. We have limited budget to reward longevity. Also no compensation for good evaluations. At one time they had step raises and would be nice to consider again. It is very hard for staff to know that new hires are making the exact same amount. This is 50/50. 50% think insurance is too high or not good but the other 50% are grateful to have health insurance. A job may be posted and many times it gets offered to an external person rather than going to an internal person. The internal person may not do well in oral boards but as HR I know they could do the job. A person who does well on orals may not be able to do the actual job. There are some employees that are disgruntled about this hiring process.

The inmate populations, there are far too many people. Try to get more out on parole or on a reentry program. was at the diagnostic evaluation center, they were keeping people in the gym to sleep. They don't get recognition for being over 240% over capacity. Just a fact there are too many people in prison. Spending a lot of money to keep people from going to prison and working with them in the community. filing positions Image and respect of the agency as a whole. The media over the past year and a half has ran the dept. down. What they report has tainted the dept. and we do a lot of good that does not get reported. We are not here to beat up the inmates.

The overall hiring process seems to be kind of cumbersome. They score them and then rescore them and put them order. I think it is really a long process. I took an hour to do my application which screen out a lot of people who do not want to take the time to fill it out. I do not like the board of four to five people on the hiring team, very intimidating. Like anywhere, there is change, but it happens all at once. It is not gradual and people are not always accepting of change. Need more communication. I am aware of this more due to being in HR. I am type a and need organization. Experience. We are to have HR meetings, it is hit or miss. We need to have consistent meetings. In other areas, they have a consistent meeting, then they break and don't get back on track. The turnover has cause a lot of consistent practices to change. Things move so quickly and if people keep leaving, we never get consistent at our processes. The environment itself might play a big role in the type of people who come here and did not expect the place to be like it is. A different world from what they expect. HR is one of the biggest hypocrites. I love the job, but I would like it more consistent. I feel I always have to go to three or four people to get an answer. To many jumps and loop holes. A lot has to do with this being a state agency, lots of red tape.

Time constraints; Making sure policies or payroll is done on time. We start payroll on Monday and have until Wednesday to get it done. Changes are always positive, it is just getting people to see where we are going. Media, we always hear about the bad, Nikko Jenkins for example. There are hundreds in prison, but they focus on one that is bad. A lot of good work.

trying to hire more females due to the federal PREA laws. vigorously trying; was at 60/40 ratio, now at 50/50. hiring is tough, due to size of community. 8000 population. Caseworkers hard to hire for; think m-f and an actual caseload.

Understanding the new workforce that is coming in because they have different values and goals than the current or older workforce.

HR Survey Data

| Q4: What do you believe are the 3 biggest human resource challenges at your facility? | |
|---|---|
| 1 - hiring 2 - compensation | |
| 1 - Hiring 2 - Working people within the framework of the NAPE contract.... We could find a fit for a lot of employees. 3 - I think challenges will be coming up because payroll was centralized this week and I think there was a lack of training in that transition. | |
| 1 - It was payroll but that's gone now. It will be, though, for Central 2 - Communications with Central Office. There's a lack. 3 - Management of the FMLA and sick time | |
| 1 -everyone is working on overload (transferred payroll to other offices; couldn't get supervisors to get Kronos done; people struggle on what is priority, everyone has challenges juggling; with Kronos - stops HR work 2 - communication from supervisors here - what's going on, communication from central office and how do here; getting or not getting - huge battle; feels like we are all working in silos; not cross connections 3 - system HR; leave slips, can we move everyone to entry for time slips; mistakes/long process; Kronos? do they have any capability? 4 - systems really a struggle; staffing analysis for HR; manual work; negov/EWC | |
| 1. Getting our people trained, teaching our managers to manage our staff. One of the things I thought would be part of the process is training to figure out how to get our managers to be good managers. We need to figure out who can do what, rather than molding it into what we need to be. We just wait for it to implode. 2 Rewarding our staff for being exceptional. There needs to be something to generate stimulation for that star employee, the person who goes about and beyond. They get paid the same as the marginal employee. We lose them because we overwork them and underpay them. The counties take employees that we have groomed and trained and we lose them for a couple dollars an hour. These employees need to be stimulated by supervisors. From the outside looking in this is probably the worst job you could have. Once staff are here, they find it is not what they thought. Our reputation has caused us to have difficulty getting staff hired. If you have a supervisor that is leading the way on negativity, it goes through the whole system. It is a stressful job and can create stress for everyone. 3.Hiring, getting qualified individuals and keeping them. | |
| Filing positions, some facilities are not so bad, others have a lot of issues getting hires. Trust between management and employees. Employees within HR and Management there are issues as well as other places. Not the most cohesive place. Staffing within HR, having enough officers there trying to get work done. They cut the mailroom position that was support help to HR. They cut it and filled it by temps and voc rehab folks. Once trained, they bring in a new person every three months. Not a lot of support to her area, do more with less. Would be nice to have a full time person who could just handle something instead of being upset with her. It has an effect on the whole unit who has to pick up slack for the vacancy. | |
| I don't know if I have anything as far as HR. | Use of Kronos would probably be my one complaint. |
| I don't know yet. | |
| I don't know, not sure how to answer. | |
| I don't work directly with payroll or disciplines, so my work is different. Warm body hiring would be a huge things, must hire better people. Having HR work closer with hiring managers to give them training and be more involved in the hiring process. More consistent screening of the applicants. We are getting better, but a work in process. | |

HR Survey Data

Q4: What do you believe are the 3 biggest human resource challenges at your facility?

Keeping up with open positions, who left, getting it filled, hiring oldest to newest. we had a big toss up. Learning how to do the screening was difficult as I had never done it. Lots of paperwork here, trying to keep them checked and filed and accessible. The recruitment files, FMLA, work comp, etc. Try to stay organized. Digitizing the personnel file, it was hard for employees to understand the electronic file was the same as the paper file. Getting everything scanned and filed. Central office did the scanning so getting something for an employee was tough when it was not in the file.

management making sure HR is included. Can work out before rather than after the fact. employees here. can easily manage all HR. Being included biggest challenge

Now that I have been in the facilities, they go with the flow out there. We need to change our branding using social media. Tried to open up with other facilities. Everyone is negative towards HR. They do not feel free to come to us for things. I constantly hear it within corrections, not just those outside of the agency. We should be the marketing and happy place for the agency. We need to put more things out there then we do. We are limited in budget and fees, but we need a marketing team. Imaging is a big deal, we should have more colors and fun instead of just barbed wire and buildings all day. My biggest complaint is people say it is a good idea, put it on paper. Then they never look at it again. how do we actually make a change. I think we also need to look at reevaluating each position. The job changes and evolves from what it was. Not always the right title for the job anymore as the duties changed. The pay should also be looked at when they come in to be posted.

payroll processing communication training; giving her pointers; now disheartened, communication, training wasn't planned, hit or miss; better handle on payroll processing; training people and leaving losing too many good people; when management isn't held accountable to for their piece in the process, no library or resources when they lose someone, accept resignation, want it right away to get posted, have to now get permission to hire,

pressure to get done

Recruitment and retention are at the top of the list. Communication is also a huge issue, same reasons as above.

Recruitment of employees Retention of good employees Marketing, so much bad publicity, so we have to show them the good that we do

Regulations are the biggest one. Being consistent, centralizing payroll is a step towards that. Making sure everyone is open, making a connections with people in the facilities and management. Communication, making sure everyone understands and are on the same page.

See previous answer.

Tough for me Proper training for myself was an issue. Kind of thrown into it and had to figure it out. That is all I can think of right now.

HR Survey Data

Q4: What do you believe are the 3 biggest human resource challenges at your facility?

When I first started I felt like I was out here by myself. Now I feel like I have several go to people I can go to if I need to. I can pick up the phone and have help right away. we are more of a team. I do sometimes have issues with ADA employees, but I can pick up the phone and get it resolved. I do not feel I have any really big challenge that I cannot get support to resolve.

With the new centralization of payroll it will be an adjustment for the facilities. it will be a human resource challenge to make sure the supervisors are in compliance with all the rules and regs and NAPE contract.

HR Survey Data

Q5: Have you ever approached the management at your facility about a specific HR-related issue? What was the issue? What was the outcome?

For me I have to go to them often I am asking a lot of questions. Because I have to ask a lot of questions, I think the perception of my bosses is that I know everything. I feel like when I ask a question, I get snubbed or brushed off because I should know the answer. For the most part, I feel like I can reach out to other HR folks, even at other agencies. I think I have asked in a broad sense about discipline. I have seen staff disciplinary files that are bigger than there personnel file. My question was, what are we doing here, what are we trying to achieve. We can't fix inmates through discipline so they will have a long discipline track. But with employees, we may have missed the boat when they have a large discipline file. That is a morale crushed for employees that aren't having these issues. It sends a message that it does not matter what you do.

good example is overtime and the area where it was happening. Creative ways to eliminate OT; got management together to brainstorm resolution. An employee's performance that was in question; brought to management and nothing was addressed.

I approached the this morning about trust. The new pay cards. I got a call from Central wanting to know who was coming to pick up the cards. At first I suggested they put them in the mail. Then she asked about the picking them up. got grouchy with me and seemed to question whether the could be trusted with them.

I cannot think of anything specific. we meet every morning to discuss issues for the day and that seems to be working for me. Most of the administration is pretty open door with issues. I have not really had a negative experience with that.

I go to my coworkers all of the time to fix some payroll issues and they have access to the system. They help me get the access I need to make changes. Fixed right then and there.

HR Survey Data

Q5: Have you ever approached the management at your facility about a specific HR-related issue? What was the issue? What was the outcome?

reported it and was told it was not our place to address. people lose their id badge and clock in with a pink slip, it is because they are late, not because they lost their card but no one addresses this behavior. People also take more breaks then they are suppose to. They go out to smoke five times a day, but no one will address it with them. "We don't do that because it has always been that way."

I have just today. I had a road crew person who was using a personal cell phone which they are not suppose to have and advised the _____ dealt with it. There have been times when the warden or asst warden have come to my office and said we were going to do things a certain way. We will talk about it and agree to disagree. If I take issues to management, it gets resolved. _____ always have my back and _____ is right there to guide me, or give me suggestions to move forward. _____ is very open to communication.

I really try to take notice when we review our by weekly payroll for either facilities or specific employees who work excessive amounts of overtime. To me excessive is anything over 80 hours of overtime or 160 hours in a pay period. _____ I don't see an outcome but I feel it is my place to report when these employees are working this much overtime,

issue - with previous employee came in to answer whatever questions could answer what could of had; not employee; can't do that; shouldn't have access - person responsible for "allowing" to let happen; took courage to come up to talk to the person; the approach taken was "others" saw this; the comment was made; bring person in of person held previously, same person, no harm done, didn't have access to confidential information; some concerns they had was they did have access to confidential information; result asked for HR help; not been given help; got horrible review; not going to push anything; would make like miserable HR has lost a great deal of respect in this building; new leaders not HR fans; have the listening ear of warden; HR role- if they don't back them; why would they listen to anyone they say Had a lieutenant had HR access; wanted access for testing; prior warden worked well, if you are behind it; got access, he was doing all the HR work, told "he was tasked' in her review; could have gotten access review

It would be payroll related, trying to get it approved and you cannot move on until it was approved. This happened a lot with third shift, never see those people so I have to do it by email. It was a long drawn out process that took twice as long to finalize it. Nothing really huge

No, if she doesn't know how to handle would take to HR in central office

Not yet

Not yet.

HR Survey Data

Q6: What is your opinion about the employee performance evaluation system at your facility?

a lot of staff get evals; a lot of management don't get them done. Should be the one on one that goes on and doesn't happen. Have seen where management hasn't had one done in years. Employee needs to know and if doesn't know, can't improve, especially if they want to promote. Big supporter of not waiting until performance eval time; have the conversation before hand so it doesn't come down to poor performance issue at eval time.

Complete waste of time. I tie it back to what is the purpose. What are we trying to achieve. Everywhere else it is tied into something positive. There is a positive outcome in the form of job security or bonuses. To most supervisors, it is a chore they have to do and then it is over until the next time. I understand now we are changing it beginning in February. Also the content does not really capture what we need to know. It does not have a purpose. I hope the new system will be more productive, and have more accountability for employee and the supervisor.

didn't care for it, only have had one with the current system. It does not take into account their feedback. Had to answer all of these questions and the feedback I provide is not utilized. Attendance and basic things were not taken into account that should really be in on the system. I would add in attendance and other issues into the system to rate.

Don't yet.

Fine, it is changing. The current one I hate, it was implemented with DAS folks. The one coming in Feb, it is going to be awesome changes. A lot of the line staff and unit managers will love it due to the dates they are suppose to use. It is going to be a lot better.

We do org pro on paper instead of EDC. The new one hopefully they will do them on the system. The PIP can be included, it can all be done within an off cycle review. Very excited to see how this is going to impact them they will be much more positive towards the eval. We are getting there. I have a vested interest in this.

Have not had one as of yet. Would like to talk to my manager about that process. I have not seen what is even used. At jobs I have had, they spelled out my expectations right there on the first day. here I have not really had anything and it makes me concerned.

I don't think much of it. For people to rate themselves, I don't have a lot of confidence in that. It's very hard for people to look at themselves and rate themselves fairly. I think people should have a say, but the questions asked I don't care for. A lot of times the direct supervisor doesn't actually witness the work of the person they evaluate. That is very common.

I feel it is pretty updated to what the current trends are in the private sector. I really like that there is a self eval section the employee does first and that they can put comments in, instead of just evaluating with a number.

HR Survey Data

| Q6: What is your opinion about the employee performance evaluation system at your facility? |
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| <p>I have not had one yet, my six month eval was never completed. I went online and did the self eval, but nothing scheduled yet with me to go over the eval itself. I have heard from others that it teaches you good from bad, but nothing ever comes from the eval. There is no purpose to the eval and no reward for doing a good job. Most employers give you a pay raise after 90 days, not here.</p> |
| <p>as an employee I don't like our current one. I think it is too canned and not specific enough.</p> |
| <p>I haven't had one for awhile but the last one I had, it seems that the employee does not have a way to really make a record that you disagree with the supervisors assessment of your job performance.</p> |
| <p>I think it is outdated. Again it is based on giving discipline instead of teaching by positive reinforcements.</p> |
| <p>I think they need to get rid of the 10 universal competencies. I feel they need more of a standardized job duties based off of the job classification and each employee should have a goal...something to strive for on an annual basis. We need to be able to use the off-cycle reviews. I am for keeping them within the state system so agencies have access to the performance reviews.</p> |
| <p>It is different from where she came from. It is very confusing and they do not benefit from it. They never use it so they forget how to use it from year to year. Using it for training, they never really tell you how to use the system, no clear instructions for getting in and using the system. I am a list person, just tell me the steps and let me know what to do. Nice system, but so cluttered and not simple to use.</p> |
| <p>It is very broad at times, can pick specifics for the job, but the questions are hard to determine. But, you are not sure where to put certain things. Take attendance, not everyone would put attendance issues in the same section. Consistency is very hard since everyone scores a little different. One might score a 3 and another 4. Need a six month eval automatically sent out. A little recognition with the process would also be beneficial. If an employee is recognized by their peers, this information goes into the evaluation and is recognized by management as a job well done.</p> |
| <p>Mine have been consistent, but I hear a lot of complaints about it from other people. I have not experienced the issues that they bring up. They call me to discuss and find out what their options are. They were very important for a RIF a few years ago. You could see them being used and that is when they became import. It is not user friendly at all. I do not use it everyday, so it is difficult to log in and get into a training. Our staff having issues getting into the system to register for things. They have a lot of issues.</p> |
| <p>Needs a lot of improvement. I am not the only one who does not make this a priority, many supervisors do not follow through. It is not used for anything, raises, etc. When we do reference checks, we are told they are bad, but the eval will show satisfactory. The supervisors need to be more honest with the employee. The system is not the most user friendly. Getting the employee to do their piece first is difficult. The online part is not very personal. Tell them to go online and sign it, not personal at all.</p> |
| <p>supervisors don't know how to do them end to end, hers was due until end of may, couldn't review until assoc warden/warden, talk to IT to get unstuck People don't have good handle of how to do it, don't understand process, something won't work if not everyone if everyone isn't onboard, not tied to raises, is it used for discipline, probably Self-evaluation, pat self on back; don't like that part of rating; can I do my job? yes, hard to do job when others aren't held accountable; supervisors are overworked, unit administrator for housing has all his management doing his job; can't get work done; accountability; double standard</p> |

HR Survey Data

Q6: What is your opinion about the employee performance evaluation system at your facility?

Supervisors don't like the online version. Do not think it is user friendly. They come to me with questions but I have never been trained on it so I have to refer them to the help desk. I don't think they are getting done. I used to set up a reminder system for them when they were on paper. I do have Lts. that do very good with them. I think that sometimes change can be hard for people.

The new one will be a huge benefit, I was told to make it easier and quicker. Some of it we got done, some of it will stay the same. the supervisors will like the changes. the old system was too cumbersome.

Use the same one for every employee. Cumbersome and repetitive process. Very ineffective. For a person like me who has limited staff, I can manage the process. However, a first line supervisor with a broad scope, it would be challenging for them to administer and manage. If they have 70 reports, it would be impossible to do without repeating everything for each person.

when reviews are done (if done) some people do OK job; lot of training, lot of supervisors, how to do a simple review, why important, key phrases, perfect reviews for people who issues; lot of training; purpose; tips and tricks; no comments; some are just scores; how to you expect employees to live up to expectations if you cant spell it no merit increase; it's a tool for supervisors to communicate with people; last 29 late; 5 from 2014 not done; 1 hasn't had it in 2 years; paper driven is struggle

worthless, not merit based, just a pat on the back, doesn't serve any purpose

HR Survey Data

Q7: On a scale from one to five, how would you rate the effectiveness of the leadership at your correctional facility?

1 - Not Effective at All 2 - Some Effectiveness 3 - Neutral/No Opinion 4 - Effective 5 - Very Effective

Explain why you gave that rating.

communication is not great here. They think they tell employees, but don't at times let the right people know. Get everyone involved and on the same page.

feel that warden truly cares about people, goes above and beyond to help people, his direct reports carry that through

From an agency perspective, I think there are hot and cold spots, great and not so great managers. There has been a huge culture shift over the past few months. There will have to be some big changes for all managers at all levels that must happen to be successful.

I don't know at this time.

I have not really had a lot of feedback. You knew where you stood tough to explain. If you get payroll done, that is what is expected of you. If there is more, it has not been shared with me. Not a lot of coaching or one on one time with anyone, just not done here.

I think everyone is getting used to the new ideas the director has brought. He has shown a willingness to try new things and the deputy directors are doing their part to promote it.

I think it is changing a lot. The director has opened the door to staff to email him directly. The minute he leaves the room, it is not the direction. Fear based culture, I think it is still there and present. People do not want to go around the process. Not consistent at all.

She lets the HR managers do their job. She does not micro manage. She has made it a pleasant work environment. She makes time for all of us.

It is more than just neutral, really don't have an opinion on why I gave that rating. Not very effective, but somewhat.

no camaraderie, no interaction, not sincere when there is; don't see it; if you have someone with great leadership to someone without can really tell; don't want to be a buddy with the warden, need to care about the people who are under there is a circle "pact" can see it; hear from people who come into office, disheartened about the whole thing, don't see in yard, actions aren't sincere, if you say something, going to be bit back Employee came to her office about leave balances, wanted to talk to someone about the "bidding process", custody and housing are looked at differently; this person didn't get to do the bid; but the bid was opened; told no;

that warden/dep warden doesn't want to be blindsided; HR confidentiality/resource; custody/housing rules are different; employee didn't want to go to management; didn't think they would get fair answer

not a bad thing, but a lot of what the admin do it is not seen by the line staff. They may have 40 meetings on the topic, but I may or may not ever know the outcome.

HR Survey Data

Q7: On a scale from one to five, how would you rate the effectiveness of the leadership at your correctional facility?

1 - Not Effective at All 2 - Some Effectiveness 3 - Neutral/No Opinion 4 - Effective 5 - Very Effective

Explain why you gave that rating.

People work well together here. If I need something I can go to them and get the answer. You just have to ask for it and they will provide. If you need it, they take the time to get you what you need. You can approach them at anytime and they will help you. things run very smoothly. very open works well.

silos, too many people don't know what the group is doing, needs to be more communication across departments,

some of the changes have been effective, but not enough buy in to the changes. We have to work as a team or group, always have one that does not want to follow what the group decides. Not sure what other facilities do for a 24/7 area, but I am sure they do not have time to get through the changes.

The administration here has had a lot of changes recently and they have not been here long enough for me to have an opinion about them.

The director is so new it is tough to know. The _____ are all new, so I cannot rate them yet.

There is a definite break between management and staff. Staff feel like management doesn't listen and management feels like the staff isn't listening either. Things are not broken down enough between them. There's not a cohesive team.

Things change on a daily basis around here, from the director on down. We try to get notification out about the changes. It would be better if we had email for everyone.

I feel with the newer supervisors and management that are coming on, it will help relate to the younger work force. I think the main difference between the two workforces is the younger work force, we were going through school, we have always had so much information at the tip of our fingers. We like getting that information and being involved in so much, involved in everything whereas some of the older generation, they are not seeking all that information, because it is not one of there goals. They just to know how to do their job and do it well but some of the work force does not want to get the broader spectrum. One of the other things, since there a lot of more jobs, the younger workforce has been promoted faster than in other years. Since they are being promoted quickly, they expect to be promoted quickly although that may not be the case in most areas.

We had a all team meeting that all HR came to. I got to meet everyone and the leaders are very knowledgeable and positive. Lots of suggestions and open to new ideas. If you question something, let mgmt. know. Just because they have always done it, does not mean it cannot change.

When I first walked in everybody was screaming at everybody. _____ when you receive your orders and you are suppose to put it out, you take responsibility for getting that information out. It has gotten better, it is still a long ways off. I have mixed emotions on the leadership's effectiveness. The core of the job should be the same no matter where you go and it makes no sense why it is not. I just don't know that there is a rating.

HR Survey Data

Q8: How would you describe the frequency and quality of communication between management and employees at your facility?

Always room for improvement. It has gotten better, but things in HR that happen, I don't learn until after it has happened. Happens to line staff also. They never know in advance, it is always after or on the day it takes place. The May 10th incident, the riots, we hear about the issues in the news. We have a business need to know. Comes from the media always, never from our admin.

Communication can always be better. We are in a communication rich world, but we are poor at doing it. Social media, email and all of the data driven communication, we are challenged at getting information out. I think I communicate all the right things to my staff, but I can always improve. It is an area I want to work on. Information I receive, I feel like HR is more involved in the conversations that they need to be in. Always room to improve.

depending on the manager, they try their best. It always happens where the manager is told, they tell the employees, they try to figure it out, then it changes. If the manager does not manage what they get, they can end up confusing their staff. It is good now, I can always ask and get what I need. I have to ask clarifying questions to get what I need. two way street

depends on what it is, used to always be, had warden's meeting, the next week, everything would be talked about; don't meet as often as they should; true exec staff - meet every morning; sometimes information doesn't get filtered; don't meet any now; they don't have frequent meeting; ineffective communication/leadership

Depends on what the information is...if a new program that's communicated well. The day-to-day things have dropped off the radar.

Emails sent out frequently on rosters, etc. Monthly meetings which a lot of people can't or don't attend. I think they try to keep everyone abreast of what's going on but I have heard from staff that management doesn't listen to them when they come in. I think they need to rely on staff and their feelings or uneasiness on things that might be brewing.

Fair, would offer an explanation

For the most part good. It has improved a lot. There is still some upper management that need to work on their communication skills. They come to the warden rather than going to say the program manager. This bombards the warden. A lot has improved but still need to work on communication between departments and shift to shift.

Information is shared freely and discussed. If a determination is made, a process is sent out to the stakeholders. Very effective and efficient in my opinion.

HR Survey Data

Q8: How would you describe the frequency and quality of communication between management and employees at your facility?

It comes very quickly, if I ask any of my managers or any managers above me they respond within a day.

It has been upgraded with the new director. I go to training, people say they are left out. But, there has been a huge upgrade. There are so many employees and different shifts, they do not have email or time to read everything.

It is good and improving.

it is lacking, from an HR standpoint, I tell the Lt to tell someone something, they don't always get it done. I think it is a big game of telephone, nothing seems to get the correct information to the right person. It has a lot to do with the chain you have to go through to get something to the right person. Lots of hoops to jump through. Then with the shifts, it makes it hard to know who to call and when to call them.

It probably needs to happen more often. There are supervisors who will not leave their office to make contact with their employees. We spend more time talking about the football game than about the job. I don't like crises, I don't like working behind the 8 ball.

No sure. Just got assigned which facilities I will be doing payroll for.

not sure on that, some of it has to be confidential, but there is nothing really shared. We only learn when it effects us directly. Otherwise, we don't seem to know about it.

Personnel, we have a monthly department meeting to let us know what's going on; don't know how communication is like with management and protective services/unit workers

So much overload on everyone because of understaffing, if hashing things out, forget to communicate; happens a lot, almost a double standard as to what they talk about HR work in facilities, don't see what they can do, understaffed to do what they want; pink slips - when away from facility, sometimes entered; leave slips - need to check, forget to enter; clerk should be onboard to make leave slips, Warden wants leave report every two weeks, are they checking against timecard; overworked, things are getting overlooked, wanted to do review, person said "looking for trouble"; State accounting would be "need to verify" - potential audit; extra work, clerk to do it; light duty; had someone; double standard; need to understand what doing in facilities; don't understand pull of all the things to do; not intentionally; could be so much better

There is so much going on that it is difficult to tell everyone. The director does talk to staff. HR is not always informed of what is going on. We hear things from management one thing, but two weeks later, you hear the change is actually happening when earlier we were told it was not. It is a struggle for me to stay on top of things. Lacking would be a good term.

Very good.

very poor, it goes back to HR always being the first to know, but I do not learn about it until after the fact. I feel I have to go dig for an answer to things. We see and hear everything, why is it just not shared. was no longer here. No one said a word, just gone. These things should be shared with the group. I have never been with an employer who is so disorganized. I like my job and what I do, but it is so cumbersome. I think more mgmt. meetings need to occur to keep people in the loop. The communication gap is terrible. I go to my supervisor and tell her she needs to have a group meeting. She is like, oh, yes I should. She should just do this, not wait for me to ask. They are open meetings and you can put it all there, but we don't have them. If we would just get the set up done, I think we could make some huge changes. No one wants to take the time to actually get things off of the ground.

HR Survey Data

Q8: How would you describe the frequency and quality of communication between management and employees at your facility?

We're trying to get things out as much as we can. Daily updates are sent out via email. LTs are reading them at roll call. Staff members have access to see those at roll call. Bulletin boards all over the place. Updates all over the facility. We try. At what point does it become the responsibility of the employee to ask questions or read the email?

HR Survey Data

Q9: Would you describe the philosophy of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both? Why?

Blend of both with a little more toward rehab. You give opportunities and then it's their choice whether to take them or not.

Blend of both. The philosophy is there. We have great banners that tell us what we should do. It is hard to make a heart bleed, if you don't care, you can't change that. I believe everybody deserves a second chance. We have things in place, programs set up but as a corrections officer, that idea can be slanted. Staff have their own ideas and if left alone long enough, those ideas and opinions will become how the institution is run.

Blend, I have been here a long time and have seen a lot of programing over the years. We draw the people who are interested in the programing area. Our purpose is not to punish them, but to do what the law says. We protect those who are placed in our care. More programing than in years past. It is good.

Depends, as for court goes, it is punishment. We view it as rehab. During training they tell you this could be our neighbor one day. Treat them well because they could be living right next door to you.

don't see inmate side, don't want to be critical, know it's hard, want to get back into society; positive at what trying to do it; not sure if they handle it; trying to help them; not sure legislation is onboard for the cost; more money coming to corrections to do this; not enough people to get the job done, need people paid need, Nebraskans want problem to go away

I don't know if I can address that question because I have only been on the administration side. I have not been on the custody side.

I have never been with the inmates directly so it is not really fair for me to answer that questions

I would say a blend of both. There are not a lot of rehab opportunities at this facility. And there is a lot of disciplining of inmates. Again the same way as with staff, giving discipline rather than encouraging or promoting positive behavior.

More rehab

No punishment, the judge punished them, they are here to be rehabbed. We hold them as they go through. we do what we can but it is up to the inmate. We are viewed so negative, and it is not fair as the inmate is the person who has to take that step. We are not here to punish them, We want to make them better and get them back.

HR Survey Data

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| <p>Q9: Would you describe the philosophy of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both? Why?</p> |
| <p>philosophy has changed to definitely rehab; become a better person and get socialized. Has changed recently.</p> |
| <p>rehab, when I was not at corrections, you think of to shows and everyone is here to be punished. I am blown away by how much the employees care about the inmates. They want them to get food on time, yard time, etc. People are on cots, no room, blown away by how much employees will work to get an inmate what they need to make their stay comfortable. We don't have a lot to offer an inmate so we try to keep them stimulated. people outside do not know what it is like here</p> |
| <p>Rehabilitation for sure</p> |
| <p>Rehabilitation for sure. They are sentenced to here, so that is their punishment. They are here to be rehabbed and returned into the community. This philosophy is done in depth at the new hire training. You are not here to punish, the justice system punished them and put them here. We are here to follow the judicial orders and rehab the inmates.</p> |
| <p>Rehabilitation of inmates. Keeping the community safe and the inmates safe. Getting them on the right path. It was weird when I started and the inmates were doing the cleaning and garbage at Central Office.</p> |
| <p>rehabilitation, I know we are looking at not just filling beds, we classify inmates better and find programing. I think we have great programs. We just do not have the staff opt run all of it.</p> |
| <p>rehabilitation, use of force isn't punishment</p> |
| <p>Rehabilitation, we do a lot of programming for inmates to return to society. Even those who do not go back, we do a lot with them as well. We do education for them and keep their status as a productive inmate. They will not be idle while they are with us.</p> |
| <p>Rehabilitation.</p> |
| <p>Rehabilitation. Here at we have been very program minded. I feel we have been a step ahead in programming. Our case workers are not like other case workers in other institutions. They are teaching classes geared toward rehabilitation. They teach parenting, Seven Habits on the Inside and other classes.</p> |
| <p>rehabilitation; punishment is the fact they are here; Houston - we are here to help rehabilitate; they can be your next door neighbor, the fact they are in here is their punishment, everything else is to be a better citizen</p> |
| <p>it has been about rehabilitation. At preservice, we are taught to treat inmates as a person they will see in the public. It is important to treat them as a neighbor. I was surprised and happy to see all of the programming the system does for inmates.</p> |
| <p>When I went through STA (staff training academy) my impression was that it was more on rehabilitation. They bring in different speakers and talked about how they are trying to work with inmates, prepare them for reentry.</p> |

HR Survey Data

Q10: How would you describe the work environment at your corrections facility?

can be stressful at times; feels like people are on edge, workload/how to get it all done; today wants everything done; still need HR help; a lot more stressful than it needs to be

Depends on where you work. People at the facility see CO as a different world all together. The facility is a lot different. They have their unit management and level of expected work duties. HR is enjoyable work environment, we can always go to each other for answers. I hear there is low moral here as any office will have. It is pretty relaxed here. Everyone is very serious about their role and we are here to support the agency.

Fair

Fast paced, a lot of changes going on right now. Not sure what the basis of change is or where we are headed, but there is a lot of changes with the culture and atmosphere. Lots of coaching and making people comfortable with the changes coming.

Good - administration; occasionally feel micromanaged, latitude to do her job

Good, kind of family like. you had people you relied on. here, you work with the same people and get to know them very well, it is a good work environment.

great, positive, I love where I work. I would not be here if I did not like it. I can be me here. They like me to be me. I like my coworkers, HR hallway is very focused on doing their job. We talk a little, but we are here to work. Love it.

I love it here, in admin area people are very light hearted. Same with those out working with the inmates. They want change, but they don't walk around unhappy all day. They understand you have to be here and you have to be willing to work. We have fun here, despite the conditions. Good place to work, not depressing like you might think. Even on the locked side, you can still have a conversation even with the inmate. They do not belittle the agency.

I think we all work together pretty well as a team. We have pretty good team work.

HR Survey Data

| Q10: How would you describe the work environment at your corrections facility? |
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| It is very pleasant, friendly. People work hard. They get the job done. |
| It's tense. We've got a lot of custody employees who are really concerned about their safety. In the Admin area the culture has changed a lot for the better since |
| My team, I feel they enjoy coming to work each day. We share moments together, laugh and grow together. We push each other to be stronger. For her, I love what I do each day. For the agency, we have hot spots and cold spots. Hot spots need some work. We have engaging leaders, but some areas use fear to intimidate their staff. We have to help these folks see the new path and give them the tools to be successful. Very challenging. |
| I am in HR it is much more positive. That was one of the reasons I chose this position. |
| not horrible, but it's not totally positive. Changed over last couple of years. Top two tiers have changed in last 2.5 years. Get back to communication, being left out, not involved in what needs to be. went from being completely involved, give opinion and it mattered. Now a few people are making decisions; and not knowing for a long time what changes are made. |
| Open minded. family oriented, close knit to an extent. Very friendly place to work. Everyone knows everyone here. We have about employees. Even a new hire by the end of the week, people will know that persons name. |
| Our HR wing is pretty good. People are friendly and emails are massive going back and forth clarifying issues. Communication is open. |
| Overall, it is good. I can go to a facility and smile and share with an employee. Later, I hear they were speaking bad of HR. People pretend to be nice to us because we are HR. very petty and two faced like a high school. People act different because the teacher just walked in. |
| people that work here are phenomenal; leadership needs overall; employees are very frustrated, high level; frustrated with leadership; know is there to help them; open up to them to build friendship; get to know people; not treated well by leadership; told "don't feel the love here"; people view jobs are horrible; takes a certain caliber of person to treated well; leadership - warden, dept. warden, unit administrator - high level; department leadership in good |
| Pretty much everyone does their stuff and that is about it. It is so different from where I came from. |
| Still quite a few negative employees that work here and when you put somebody new with somebody negative, it will wear on them and they will either leave or become that way. Some of the negativity comes from a feeling from staff that management does not support them. Some people will make their own rules and have a punishment philosophy and some people you just will not change. |
| Structured, there are deadlines for everything. other things are expected to have priority but it is all laid out exactly how it should be done. |
| Our leadership here in HR has changed. |
| Very cliquish. Almost like a high school kind of environment. |

HR Survey Data

Q11: How has the work environment at your corrections facility changed (if any) since you began working here, and if so, how?

CO had no clue about what we did. Never saw them. I tried to keep in touch with them since coming here. We communicate more then we did then, the tech has change a lot over the years. we put staff on PAT teams and such. It is a great improvement.

Been a lot of changes in the agency Right now we are at the best place that I can ever remember being. Feel we have an agency director who realizes that we not only have 6000+ inmates that we have to take care of but we have 2300 employees that we also need to be sure that we are taking care of them and looking out for them. Director Frakes, I really see that in him.

Captured above.

I don't think my environment has changed that much since I have started working here.

The change from then and now has changed a lot. We are now here to look at bigger picture, more service focused. Not caught in the details.

I would say it has remained about the same.

In HR we have had a change in HR. It has changed a lot in those two years. The last one was very by the book. is more flexible. It has changed in how we approach things.

It changed a lot with the new director and his decision regarding disciplinary actions. We're doing a lot more verbal warnings before we get to corrective counseling. SOC are very, very minimal.

it has changed a little bit since I have been here. Payroll moved, our AW left, Major, Capt., etc. Lots of experience left the door all about the same time. working with new people, new ideas and working with them to see where they want to go. Preservice has changed from when I went through it. They changed things up a little so it was hard to adjust to the changes. We had one full week of OJT, but now they do it every Friday. I had to get used to them coming to HR for a day and how to go through the HR process. They skipped the HR piece in the beginning so that had to be changed. Little things.

It has changed. We have lost a lot of long-term employees and we're striving to keep employees and a lot of the new ones are so young and inexperienced people just don't have a lot of trust in them. When I first started here it seems like things were calmer. It just seems like now things are very tense.

it is changing with the new director, seeing a few more changes that are positive. He is very challenging and it is trickling down for people to do things differently. It was never horrible before, but it was time to rethink how we do things here. More of a good old boy system before he started.

HR Survey Data

Q11: How has the work environment at your corrections facility changed (if any) since you began working here, and if so, how?

only big change, was on loan, got the job, then made it my own

Pretty much the same

Since we changed so many positions and pulled all the HR payroll into central office. I like the way they are going. each facility used to do payroll, coverage was difficult. Now with them all here, we can cover them. Payroll is a big deal and this has helped us a lot. I like the fact we hired . we are not on the same page though. I have tried to recreate our image and got approval. did some things and it was poor quality, like a fifth grader. Our image I think has suffered.

Some of the faces have changed. Over the years, there has been less negative vibe. The philosophy was not different but the actions have changed but I am not in the trenches anymore. I refused to let anybody make my day bad, they might get a moment but not the whole day. I try to bring positive to the game because then you get more positive back. Players have changed and some of the nonsupport for administration has changed.

Things are stressful, but a different type of stress. We laugh, we have fun. Priorities are not as horrible because we got advanced notice of the things. It used to be micromanaging, not so much now. We can come in and talk about things. I like being able to make a decision and not have to ask for permission first. If I mess up, I corrected and move on.

We are centralizing payroll and it was not that way when I started here. We used to have our payrolls at each facility but now we are doing all payroll for all facilities from Central Office.

Well, we got new desks, so that is great. They are working on making payroll centralized and this is a big change for everyone. I have a new group of people who I do payroll for that is different than who they had prior. They are learning to work with me.

When was here, you knew was listening; you just felt good about working good about working onboard; was excited for

A little lull for a while, then one thing after another. was putting out fires. Doggie paddling to stay afloat. I tried to build a team and I focused on what I could control. How can I impact my team and start a ripple effect out. Since we have a new director, we have a different view of Corrections, not one of fear. They have provided more support and brought with them Starting to be more proactive in our thinking. More planning and feeling the light at the end of the tunnel.

Yes, was a lot different; leadership style, did lots of WAM; did a lot of walking around; not same feel; seen a lot of changes; changed to be a lot more hands off; expectations to get work done; yet figure it out; like the dialogue talk about issues; figure out together

HR Survey Data

Q12: Is there anything else you'd like to share?

40 hour worked - salary employee only doing - why stop at only posts, not part of the formula to get OT because exempt With restructure, state govt works; going to be managed out of central office - - at same level; he soon will be supervising; how do we do that; make acceptable? no posting; not even an option; kind of baffling Systems - asked to see if there was a way to get access to fara reporting; no not access; no charge to get reports; central office; see if HR managers could have access - only one that does Discipline system, Central office can run reports, why can't institution have access; CSI system, for correctional officer hiring, can't look up in system if they've tested; restructure getting bombarded with questions, don't have tools to get connected; Onbase - still exploring options; first of many steps to be going where they need to be with HR; leverage potential; discipline is a work in progress; all on same page - literally

, it has been very eye opening for me. It is inviting to work here.
People really care about the people and work hard to answer questions. and
I like working here.

Communication piece could improve, not just in mgmt., but to line staff as well. Every step needs to do a better job of making sure communication is getting to everyone. Some of the things happening in the Admin level could be shared with people in lower level. Be a team instead of saying we are part of a team. Walk the walk. Make everyone feel as part of the team. Mgmt. seems to have their favorites, even within our unit. Certain people seem to get more then the others because they are the favorites. People who are liked get to know more than those who are not as well liked. More inclusiveness would be nice.

communication piece is probably the biggest issue, here, the facility and everywhere. We need to stay informed, we are not nosey.

Q12: Is there anything else you'd like to share?

During the recent annual NDCS awards ceremony, I was so impressed with what Dir. Frakes and Gov. Ricketts had to say about the NDCS employees. You can tell they both care about all of the employees. I wasn't able to attend the ceremony but was able to watch it via the local news, Facebook and postings on You Tube. for the first time in many years I was able to say that I am proud to be a NDCS employee. I hadn't been able to say that in a very long time. I have know and worked for /with Dir. Houston since August of 1978 when he was a club counselor at NSP. Personally, I feel that he brought our agency down to a level where we were struggling to keep afloat. Thinks really started going downhill when the CCCL van accident happened, the records time miscalculations discrepancies and the Jenkins mental health issues. During that time summer 2014 all NDCS employees received an email from then Gov. Heinemann basically telling us that we were not doing a good job and we were an embarrassment to the State of Nebraska. this was very hard to read when at that time I had given my entire adult life to working for the State of Nebraska all with NDCS. I am really impressed with the way Dir. Frakes handled the Tecumseh riot on May 10, 2015. He made sure that he kept staff up to date as to what was happening via detailed emails. he constantly praised staff for the jobs they were doing and he made himself available to staff. We were all hesitant when we learned that an agency director from the "outside" had been appointed earlier this year. For several decades now we were used to "home grown" directors. Former Dir. Kenny communicated to all NDCS staff that Director Frakes is a good person to work for and that we would be in good hands. I feel that Dir. Kenny was attempting to get NDCS back on the right path but he did not have the support from Gov. Heinemann. I have also know Dir. Kenny since 1978 and I respect him and know that he always had the best interest for NDCS at the forefront. Things have changed so much for the positive in the short time that Dir. Frakes has been here. I can see it in the way staff treat each other, talk with each other and the way he attempts to get staff to interact with each other. I look forward to a few more years working for NDCS.

looks at trends and keep working in that manner. Let people know what we are really about. moving ahead in a good direction.

I am glad to see we are doing the study. I have been here for long enough to know what the findings will be. I want to see if it is the same as what I think it is. I am ready to see what the director will do with the information. It will be hard for some who do not want to change, but it needs to happen. It is a team effort, he will lead the way. It is nice to know the Gov is on board to get this place.

I hope that this new director takes a new or different approach with corrections because a lot of people are wanting to quit. The study is a good idea if it is applied correctly. Because a lot of people are wanting to quit.

I think I have shared anything I wanted to share already.

I think in general Corrections is really trying to make a change, make a difference. Nothing is a quick process because there are so many checks and balances. I hope all the way from the top down, they know they are appreciated.

HR Survey Data

Q12: Is there anything else you'd like to share?

I think it is like any employer. The wages are not great. I am happy with mine for the most part. A lot of the jobs we have though are too low. The whole union thing is messed up. The pay is the same for a new hire is the same for a long term employee. I think raises should be at 90 days for a new employee. If you give a raise, you will get more from the employee. I think raises should be on a sliding scale. SOS employees should have the same benefits as every other employee. They are employees through DAS. After six months, you should be allowed to be hired without the hiring process. it would be very nice. Focus is on hiring and not enough with retention. We are told to advertise , but what do they do to keep them here.

management thinks they've communicated; but not all have been included. bring everyone into those conversations. main concern overall is communication style.

Need to get over what I have experienced in the past and learn how things work here. It is so different

Nope, pretty inclusive.

not really

Not really, I think we covered it.

Not that I can think of right now.

Since I began with NDCS, it has been very enjoyable for the structure and the policies that are in place. It is very easy for somebody to know what is expected of them. it is refreshing to see that there is so much structure in government.

There is a huge lack of communication, lack of trust and lack of respect between Central HR and institutional HR. There are a lot of days I feel like I'm just the minion. Lack of consistency in messaging whether we're going to hand-hold employees on issues like dependent audit, open enrollment or not. They tell us not to, then make us do it at the last minute. They're shoving teamwork at us, but the involvement of the institutions isn't there. Create new forms at Central Office but don't send them to the institution. I'm a dotted line to the Warden now and supposedly I report to
I don't know how that's possible. In May we got together to talk about centralizing, but they said "we won't be taking any power away from you." We are not respected, we are not trusted by the Central HR staff.
this is a major problem... We're on a need to know basis here in the institutions and it seems like most things we don't need to know

There's a lot of bias that goes on around here. We have acting positions open.

It's well known that they fast-track people around here. That people are groomed for advancement. It's unfair. They go through the "proper" channels, but you know what's going to happen. This also happens at Central Office. It makes people angry. People are excluded from things, it seems purposely, and it hurts peoples' feelings. I just wish management would pay a little bit more attention and be more conscious of the hard work people are doing. Walk around and pat people on the back. I think that would mean more than anything else.

Leadership Survey Data

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Using this definition, please describe the culture of this correctional facility.

As a whole, compared to others, it is more family oriented. Not as many clicks as other places. Very tight knit group. Some do things a little different, but they all have the same idea. There is a bit of a disconnect between line staff and mid mgt. Been working on this.

As far as the culture of the management, I feel I can go to the warden or asst warden and talk to them. If you are respectful, I never have been afraid to go to them and talk to them about anything. I try to do the same thing as my supervisors. I try to have an open door. People from any department feel free to come to my office and talk/unload. Culture here is pretty good from my perspective.

- here observation is culture is mixed, people are comfortable in jobs, people do not like the administration, do not like working here; administration of this facility specifically - there is a dissatisfaction with leadership - warden specific - warden has most influence, not clear for staff, and it can change; favoritism by warden

- from what I've noticed so far - it's not a matter of communication lacking; it's who has the most information, ego behind it, information becomes power, he has the most power, has knowledge, power; tone of information when it's issued - choppy, pieces to a puzzle, when you hear it, you have more questions, when you receive it, seems like pieces are missing, ego driving the communication Always looking to that person - no matter what rank, if people are coming to you for information; that's the feeling to get at his position, supposed to have that info; ask 10 questions to get an idea; we'll figure it out; if I'm holding it, you are ignorant because you don't have it - it's harder to withhold information, too small, they struggle, backfire, things backfire

I think the environment is open although I would say there are areas that seem to be a little more closed off. There are a lot of divisions here, and I feel, I hold a different perspective than I hear. I hear from people that they don't necessarily feel included although that is not my personal feeling. I feel like it is a positive environment and I feel like there is a lot of camaraderie even across divisions.

conducting own culture study; some positive staff - like direction going under the director; others - not so much; strained culture - people working a lot of extra time; people are just tired; when down 40 position, lot of mandatory OT, discipline - working very hard in last month to "stabilize" - getting people time off; regimented operations - in some cases good, others bad; line staff - not comfortable airing their grievances; combination of very young staff and very tenured; not much in between; that affects the overall culture newer staff - trial by fire; some older staff - retired in place; not recommitted to change that needs to happen; young, older, experienced, unexperienced, some that don't have ideas of old culture, some do Concerned about staff safety, attitudes about their jobs, on safety campaign; starting to see some communication back old culture - pockets of people with great influence, good old boy system, if you are in the circle you are fine, if not; went beyond this facility; people get to central office have influence (2-3 very influential don't work here - other want it to be continued; baggage retrained of what a healthy culture looks like; need to be part of there cliché; didn't like grow; liked status quo - which was not; change requires work old system didn't want to do the work

Belief that disciplines staff too much. I would agree with that. The director also agrees with that. Staff can access admin whenever. We are open door. They may be nervous, but we are there.

believe good culture, we are open to staff, staff can agree or disagree, do listen to suggestions, believe that in the past year or two, find some frustration on staff due to a few things that have happened, comments from legislature, staff shortage is a challenge, nothing we can do from institutional level, nothing we can do to get people hired, he as an individual wants input, hopes others following his lead, and hope others follow his lead to be open to disagreement

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culture is smaller, people are forced together more, better than when he came from because smaller, pretty good

Culture here is quasi military, robotic. We are looking for outside people to perceive this as professional.

Culture is good, communication is good compared to other facilities people are more positive about job that staff more experienced than , transferred, night and day with morale, different, sees discipline different - consequences vs. - impacts managing staff

culture is professional, outgoing, seek to do the best for staff and inmates, open to suggestions from anyone at any level, staff or inmate, truly embrace communication/innovation, new ways to get people involved, in different committees, inmate townhall meetings, conduct meeting, encapsulate to offer every person staff or inmate how the facility is managed and run

culture isn't what he wants it to be - it's an overfamiliarization with staff and inmates, which is not healthy for this facility, in so much that staff will defend inmates/inmates behavior, not his desired outcome, it is a culture of permissiveness which he's trying to restructure, there are a handful of staff 25-30 years never been anywhere else, they are currently more influential on the culture than the administration is in his opinion, all these things he's trying to change, peers have more effect on anything here, change the minds and hearts of those who can change the minds and hearts of other people

Current culture improved over the years. There was quite a bit of stress based on staffing and OT expectations. Most of the lines are open for communication. The past security admin, not sure there was as much openness, more authoritative. It has improved as a whole.

Currently it's a negative culture. I have a skewed view because of what I do.

Because of the incident on May 10, there's a lot of negativity. There's a lot of paranoia, fear. More verbal. Worried about what could happen. Worried about getting assaulted, worried about another riot. Most people who work for the state know it's very difficult to lose your job over something like that. From what I'm seeing safety and security is on peoples' minds. Inmates are people and I don't think a lot of staff realize that. Staff just need to observe and talk to the inmates. Staff need to do more of that and I don't know where we lost that.

difficult as not here all the time; employees here basically need to focus on duties; not worrying about doing what other people doing; not looking at employees and what they are doing; if not their supervisors; depending on their leaders, sometimes there is leadership that comes through, doesn't seem like they have a strong leadership as to keeping everything on the regular basis, to keep being daily operations going, not being consistent

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Diverse, when you look at the employees employed here, backgrounds, personal experiences; ethics/values - in tact, standard line with DOC; with that said when you look at this culture in comparison to another; frustration with staff because the makeup of this facility designed to be - stepping stone - to reenter back into society, concept of this facility to prepare those individuals for reentry; some staff look at what we are doing - beliefs, visions, shared - no one is out to damage the dept. reputation; don't see any serious ethical or discriminatory behaviors from individuals, overall the temperament is good, times when frustration, with any job/position; do we have people that we know what they are doing, could they be happier, yes, do they understand importance of job/take pride in job - yes; leadership responsibility - staff does know that they are doing a good job; do we make mistakes - absolutely; when mistakes are made, looking over their shoulder; people have perception because of para military organization; next level should address, all job on board; use chain of command, once past lieutenant - blurred; entrusted with responsibility; training for officers/corporals very good; training for supervisors, management - needs a little work; always been that way

everyone dresses professional and believe they have a serious job to do; they have a lot of camaraderie....at times it may get out of hand but they do understand that they are doing a serious job. It takes a lot of work to stay close as a shift without creating cliques.

Evolving, I have seen the highs and lows here. There are different cultures within different groups. We are making efforts to make everyone part of the same culture. Work in progress.

exposure with upper management, they all have a purpose, we have their own mission, vision/values - established at 2006, spread out 260 staff; overall staff are very caring for inmates, for sub abuse, med staff, all have a sincere approach; even looking at top management, do care for the inmate population; sometimes there is not a totally feeling of trust over the last few years because everything that occurred with senator committee, people let go, including MH person; grave impact, hard for them to trust management, did take position that was vacated; at some point and time; the opportunity to get positive change, some of that will dissipate over time; right now, some positivity in the department, new director gives potential opportunity, media not helping, tough on staff, different than what is being portrayed

feel that his supervisors give him the leeway to run his own area, do what it takes to ensure to do make sure contraband coming in - drugs, phones, - not micromanaged by any means; entrusting you to do your job, if you make a mistake, ask, use as a teachable moment

Follows the standards of the DOC, all receive the same training the facilities receive; until recently has been the same as other facilities; over the last few years more programming, rocked her world, shifted her paradigm,

more lenient, have seen people struggling, do I follow the rule/take to intake - or try to talk him out of it; in any case IR but does it become a misconduct report; doesn't have to give demands to inmates, sees it with corporals and officer

culture is in a change, culture to this point, past few years, very open, leadership that was there, very open to feedback, opinion, if you didn't agree with practice/policy change, could tell you that, would respect you, not hold against you, but let them voice, that goes to entire facility; on shifts - when a corporal, everyone is on a team, much more personable, not disconnected, culture strong, open to ideas, being as effective and efficient, custody, food service, maintenance; been through several different wardens - 5 wardens culture hasn't always been culture, haven't kept consistent leadership; culture, last warden best - right now fear of unknown; hard on staff, especially with change, personally never know what's going to be going, overall, culture good, speak your mind;

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for the most part, people want to work towards that goal. I cannot speak for anything but shift, most are trying to do well. There are three to four people who do not strive for that goal.

perspective culture here is much more business oriented and quality, service and value since I have been here. We are the Next step at this facility for inmates before release. We do pay institution wages most they can make a \$1.08 an hour max. Culture here is very business oriented, customer oriented Lot of pride in the products and services we produce. What you find through out the organization you have performers and non performers and we have a lot of non performers. Nonperformers tend to have a negative impact on the people who do preform.

gone down hill in a way; there are management that I would say they don't carry themselves appropriately; as far as culture, there is favoritism; stricter on some people than others; if you report it, you are retaliated against. there are some as far as uniform or dress that don't meet standards and get away with it when others don't; dress has changes over the years, Capri pants vs safety and sanitation wearing flip/flops, Capri pants and open toes shoes high heel shoes out in the yard by inmates, housing unit case and unit managers wear their own clothes with open toed shoes. If they need to respond to assist, it is not safe for them or their coworkers. Sgts.. and Lts.. get e-mail constantly that require the commendable performance logs - the employees who don't get them done are humiliated because they are listed on an all supervisor e-mail as not completing the logs. to be honest that comes from the Major and I have never received a commendable performance log ever. Hypocritical to require subordinates to do these when they don't do them themselves.

I have coworkers who treat me and subordinates like crap. They retaliated against me by writing me up for a couple of things because I have reported them to their captain or Major. They retaliate by putting them in a spot where they don't want to work for a week, they don't put them in their post on the roster, they swear and call subordinates names and don't get in trouble, I have even heard them say....this person is worthless I am going to get them fired instead of helping the staff to learn their position.

I care about my staff. If they fail I need to teach them what to do and help them appreciate themselves rather than worry about doing one thing wrong. If you make one mistake you are constantly reminded and criticized for the one mistake they made rather than encouraging them to get over the one mistake and move on. A lot of my experienced staff are looking a leaving because of these issues. Staff that I thought would never leave and would retire from here are now looking for jobs elsewhere. I have staff that are applying at the nuclear plant who will be hiring in January.

good, for the most part, people share the same beliefs, not a lot of employee complaints, not a lot of disagreement, get along fairly well

Hardworking, rule/policy/procedure driven. Central Office administrative staff often can't see the big picture and interdependencies. Generally, managing increasing workloads with same resources. Some are able to do so effectively, most are struggling. Heightened concern of making mistakes due to last couple of years.

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since starting here had people who assisted him, helped him learn, helped him gain experience, (mentored him throughout the years) always been a great place; coming back challenges we face from a staffing stand point, made issues; inmates up, budget caused line positions to reduce; increasingly more difficult for staff to stay on top of day to day facilities was hard; always had culture of accountability; accountability looked liked counseling long, did discipline, created some negativity of what it looks like; over past 6 months shifted approach, less punishment mode as staff see it as staff perceive it, we are trying to understand issues going on day in day out, working close with staff to know what they are to do and WHY; when he first started never talked to warden, deputy warden - used to be ok; that mentality doesn't create a good work environment, not just been with new warden; for several years now; management staff - taken strong approach, being open, encouraging feedback

hectic culture because for 13-14 years we have been short staffed. we are young as far as staff are new staff and not seasoned; majority of staff know what they are supposed to do and behave. But because of short staff it isn't how they always behave

From what I have seen, it is more of a family.
more family than he had seen in the other places. I wanted to make a difference. Very close to co so they would be open to change. We have had some past, strong figures in corrections that were ridged and not flexible. That is the way it has been in the past. I want to change that perception. We have really relaxed the dress code
Custody ranks was by the books. Some changes over the years. I really like the unit management style works close with and custody, interconnected and flows very well. A lot of what I said was agency wide.
Always room to improve. I can see there is a family orientation here and it is good. At the same time, I think we need to be a bit more flexible. I used to run shift and there are a lot of personalities. Inmates that are not adjusting well to this place.

I believe that in the past 10 years the culture was a hurried pace of working with the inmates because of the population making sure they are classified and moving through the classification system which led to a stressful environment. That was in the past. Today I would say the working environment might me a little more relaxed but there is still stress because of events that have happened in the last year to year and a half. I believe the culture is still one where people are willing to do the hard work necessary. The work ethic, they want to follow the departments mission statement. I could go into any facility and run into a good staff member that is doing a good job. I think even though we have those individuals the natural attrition in an agency, the weakness is we have a lot of new people that are early in their careers and they don't have as many people to guide them through and they are having to make decisions that years ago was made by a person with more experience.

I don't think there is one here. From his position, there are many here. The line staff see it different from mid mgmt. to admin. Not one defined culture.

I never really had a lot of issues coming up. I have been micro managed and have been told to take care of business. I am probably a bad person to interview, I have not had discipline issues, If I work for somebody they are the boss. If my boss yells, I take it but I rather have them be nice. I think the culture is great here, I thought Mike Kenney and Bob Houston were great. I think Director Frakes is great. I understand times are changing. The only thing the state owes me is a paycheck for my work. They aren't holding a gun to my head.

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I think everybody is pulling in the same direction and are cooperative in working together. People for the most part are friendly and easy to get along with. I think everyone for the most part works toward a common goal, safety of inmates and staff, protection of the public.

I think the culture has changed a lot since Dir. Frakes has come on board and also the deputy directors since he came in has helped change that. Prior to him coming in we said that our focus and mission was rehab and a safe environment for staff, make them a priority but with Director. Frakes we have done a lot to act on that. Done a lot of work to make the actual work we do better match the mission of the dept. We definitely have a long way to go but light years ahead of where we were before.

I think the culture has gone down in the facility. We have been so short, they hire anyone that applies. There is a lack of quality, they are here to just collect a paycheck. They don't care about their job and it makes it very hard for mgt. They have little or no experience and it reflects poor on us.

I think the culture is in a state of change. Several different wardens in the past.

I think where we want to be and where we are not in line yet. We are in a bit of a punitive model right now. More veteran staff are set and we are trying to modify how they interact. I would love to say we are all rehab and all about openness, but it is a work in progress. I think we are heading towards programing and rehab tools, but not quite there. There is a core group of staff that are focused on confinement, not rehabbing. we are working towards openness of line staff being open to mgmt. and vise versa. Providing staff with opportunities to meet with us during meetings. There is a clear avenue to bring things forward with confidentiality. The process was already started when I came on board here. I have a similar vision and we are working towards a vision of openness and communication channels that people feel safe. It is very divided right now, those who want to monitor and dictate and one where we are role models and giving inmates tools and rehabilitation. We want clear communication to all sections of the organization. with accountability.

I think the culture is inexperienced. Currently the warden and asst. warden all used to work for me. When something related to inmate behavior happens there is a lot of second guessing going on and then can be recanted. I can't explain how a UA works to the administrative staff because they have never done those things. I appreciated they as for opinions which is good and builds communication. is older and has good education and experiences but does not have the boots on the ground understanding. It is a two headed process and administrative staff here have bosses in Lincoln and I get that creates its own impact on their decision. I do believe with my only two supervisors warden, asst warden. they do try to develop a good working relationship with the employees, the inmates and the public. I get support from them all the time and appreciate it.

I think the culture is waiting to exhale, heightened level. Some think things are fine, others are hanging on waiting for what may come down the road later.

I think they are aware of expectations. I think people know how to conduct themselves to me the expectations. They do a good job, but we are not perfect. I think the supervisors have a clear understanding of expectations. I think there are varying degrees of follow up depending on supervisor.

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I would say it depends on who you talk to about how it is. Sometimes people get vested in doing their way and not in an open manner. The other thing is they want it to be their personal way, it comes down to who you are talking to.

I would say positive. is a wonderful warden. and the asst. warden are very pro inmate. We are all wanting to see them be different when we leave here. The warden and asst. warden call up inmates just to talk to them. They feel comfortable talking to all three of us. We do have some negative nellies but.

I would say that belief is to enforce the rules, make it safe for everybody. I do think that is going on for the inmates but I think custody staff holds staff and inmates more accountable than the housing unit/case workers. Creates a division within the workforce between the two biggest departments here. I think if you are part of an "in crowd" you get by with things. There are certain groups that are not held to equal standards. For example they are required to get work done on time. I stay late to get work done in a timely fashion. It does not affect safety and security but it does affect morale.

I would say, my opinion is very professional. Central office and the facilities take pride. We take things very seriously and have dedication. We sometimes are not acceptable to change, but it is because of how it is presented to us. We feel we do not have a voice in those changes. Creates conflict, the line staff is not as valued as much as admin. My opinion is I am here to help the facilities, to provide support and consistency in what we do.

In my world, the culture is pretty good. At large, the culture is like a three or four based on the changes recently and based on what our values are and vision of where we are headed and operating procedures. I would give it a two or three at the institutions. We are insulated but over all we have a lot of work to do.

the culture has not changed. The leadership has changed a lot, what they change does trickle down. It is more open, more listening at what the line staff have to say. Each leader change how they react to the things they hear. We are more family orientated than institution. We are a small part of the unit. Very close down there. The leadership here, we all want the right thing, just go about it differently. We dictate how they act and dress, these issues have come up for years. we wore ties, now they are out. Leadership away from here, they are listening, but they still do not know what happens at the facility level. is very different than at any other facility. We have to be open and talk to each other. We are a working group and we work well together. People do get frustrated, but we seem to be evolving and changing, but for some, it is too slowly.

Interactive, varies from shift to shift. I think the shift supervisors heavily influence the culture of each shift. Second shift is more lax towards how they do their job. 1st shift is more detail oriented. 2nd shift has a lot of new hires and less experienced people.

Leadership Survey Data

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It has changed a lot. People that used to be here have left. It use to be a very controlling environment for both staff and inmates. As staff you were very limited on the decisions you could make. Based your decisions off of what and Central office advised you to do. Lot of times we, almost forced into making decision that did not set well with us. That has changed drastically since they are gone.

It has changed. With different directors there are different cultures. Each director seems to have their own vision about the direction they would like to see the department go. I do think Director Frakes is not taking it in a different direction but certainly to a new level and I think that is a good thing. Good to have a new set of eyes on seeing what needs to be changed and what is working within the department. I think it is harder to get line staff to buy in, not just with Dir. Frakes but they are more excited because he is from outside the department. Dir Frakes sends out a lot more emails and provides staff with a lot more information that previously. Line staff typically does not feel they are a part of administrative changes but the more included they are the more buy in there will be.

It is a very mixed culture. Two different opinions as far as morals go and what their expectations are as far as their individual cultures. Diverse melting pot of different ideas, beliefs.

It would have been easier to answer that a while ago. It just seems like chaos. The department is just making so many changes and they're doing that on top of such a big event. And there's no real guiding light. They tell you "do what's right" and then they tell you "nope, that's not right." There's a weird level of people wanting to share information about each other at this facility. Staff members. They can't keep their personal issues outside of the facility. It's really weird. It's like nothing I've seen before. Even when I worked at . I can't figure out how to make it stop. And it's always someone else's fault. But if you try to address it in a logical way they can't tell you exactly what their problem. There are people here who hate their jobs with a passion but they refuse to leave. It's very hard to get rid of the people who are poisoning the environment because of our grievance policies. We don't want to write too many Statement of Charges. This is dominant sometimes and sometimes not. After the incident everyone came together and fought for each other and then the honeymoon wore off. Then people got tired and it all started again. Now we have 35-40 percent of people who are new since . There is a culture of fear but it may be getting a little better. Statements of charges, verbal warnings, etc.

Maximum Security, we promote professionalism. Pretty strict for the inmates. Staff know the expectations. Promote teamwork, combined effort to reach all goals.

Militaristic, rank and file chain of command. Do as you are told. Feedback is not welcome or encouraged. See this changing recently however. Keep your mouth shut. Not a lot of feedback, not welcome. Can write reports, but no one is going to listen.

Most people are here to do our job as trained. Most part, most have the same goals and values. We do get frustrated with some of the ideas from Warden and CO> We are boots on the ground, makes no sense sometimes. We have a good culture here.

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mostly professional; straight up; pretty good on all the audits; outside auditors talk to the inmates and they feel we treat them with respect; always worked at this facility; have a good reputation

My values are my values so I'm always going to follow them. If I have to do something that would violate them I would discuss that with my supervisors. There are times that supervisors will say things but don't follow it the way they say it, including myself maybe sometimes. When you call it out, they will get defensive. And that causes staff morale to go down a little bit. People conform to the agency's values.

their supervisor (open door policy); basic questions best handled through their supervisor, there problems, see a lot of the negative, where people assume too much, never good to have a good number; educate on what's acceptable, sometime don't adhere to a policy; see everything that's reported, take corrective allegations if we can substantiate, one department goals discipline less, praise more, when we do have employees violate policy; take corrective action, always, some talk of us vs. them (administration vs. front line); try to be on same page, not against them, work with them, go home safely, monitor inmate, provide program care, if where they need to be; us vs. them, why do you feel that way; don't have a good answer; could be perpetuated by their peers, better not report it or staff aren't going to help you "snitch" with peers; if issue can't act on it; seasoned line staff, resistant to change, work with them, why are we changing, went to controlled yard access, didn't understand it, even though it limits inmates, the yard

No I don't think I can define it. Right now it feels like a bunch of people running around with their heads cut off like chickens. We have no direction. We have no idea where we're going to end up or how we're going to get there. A lot of our staff are having trouble dealing with the new kinder and gentler approach and a lot of the staff think it should be more black and white. We've trained people over the years not to use discretion and when they did and it was a bad choice it led to discipline so they called a supervisor. Now more of a drive to letting the front line people make decisions and they're gun shy. They don't want to get into trouble. We know there are changes coming but no one knows what they're going to be. We've been scapegoated in the media. We've been told we're fucked up and that we've been bad but no one is saying exactly what we've done wrong and what we need to change. It's very confusing for staff.

Not as diversified here; good culture. Can only hire what walks through the door. Have increased recruitment efforts, a lot are coming from Omaha. Culture is evolving in a positive way.
Most of the employees aren't ready for the corrections culture.

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one of efficiencies, as much as possible, given the large general population number, the number is very large, look at design capacity of facility vs. actually capacity, 200%, yet the staffing has increased very slightly, resulting in great discrepancy in staff/inmate ratio; workload demanding; difficult to get most of his work day, work 9-10 hour days, warden and dep warden are open and available to make themselves available to most staff to address their issues and concerns, but sometimes the warden tries to advise her dep director/director of institutions needs/wants/concerns but the line staff believe that the leadership doesn't support them enough, but that's not accurate; support meaning - more pay, more staff, so warden is the driver of the command climate, but there are many line staff that remain from prior wardens that expect something different, some have expressed concerns with current leadership, only because work harder and held accountable. climate is fine - need more staff, people he has influence over, some dissatisfied, more demands placed on them, also an impression where security is more favored than units requiring additional staffing/uniforms; every custody staff member - get paid uniforms, unit staff - only caseworker, everyone else has to wear personal clothing; security favored over unit; in 1998 - all custody supervisors and managers received a pay increase of 2 levels; unit administrators had no movement; leadership Clark/Houston - units will get pay increase - be patient; promise not kept; disparity, when you do get more staffing, security gets most of the new staffing; more positions approved OCC got 7 unit got 2 rest went to custody; custody has received 3 new captains; we need a better spokesman - request for more needs

From what he has seen so far, the culture is very good and healthy.

Open, collaborative, friendly, team oriented, we are doing a lot of innovation; some innovation isn't backed by policy a lot of the time, moving fast enough, ahead of policy, practice leading policy, think that's more of a paradigm problem, not presented an actual problem

overall a professional culture, hope that he views it, open, respectful culture, tells staff treat staff the way I treat them, always willing to listen to them, aware of the chain of command, but value everyone's opinion, input on everything they do, sometimes do what he wants to do, or sometimes what they want to do; biggest insult would be if people couldn't come to him; recognize para military organization

Overall if I consider all employees on every shift, the overall belief is that we are here for public safety and to house inmates while they are in custody. I do believe there are differences in culture per shift. Like with other facilities, 1st shift is comprised of long term staff, 2nd shift if young, newer staff, and 3rd shift is where the new staff start but they don't stay there. 3rd shift is maybe middle aged staff that work that shift because it is best for their life schedule. Because the makeup of each shift is so different, the belief system is different.

overall is good, staff work well together, lot of laughter, few areas of concern - conflict with each other; trying to get some cohesion; culture is good

Overall, it's probably pretty good. Most people are ok with things described, - rules, etc. People is good about doing what is expected of them. If you compare this facility to others you'd find that this location is more positive. Pockets of negativity - don't know, don't agree - go down a little negative pathway. Those people have only worked here and how it works at other institutions.
more global perspective

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Own dept. in security/custody, have to work as a team, and use multidisciplinary approach - working with MH, med, unit management, can't be successful, must work at a team to meet goals of group

policy and procedure dictate for uniform/non uniform staff; everyone is held accountable for what they do, that's the reason for policy and procedures

Poor, line staff and mgmt./admin have different views and goals and do not communicate at all. Staff do not have any stock in their job and performance lacks. Some of it is due to the relationship with administration.

Pretty Lucky at this facility. tight knit. A lot of opportunity to get to know each other. Get to know one another. Pretty positive. More open, more tolerant to some degree. Complex and fast paced, most don't understand what goes on here. There is a negative impact due to the fast pace, people cannot slow down and speak their mind. Not a negative place here.

Pretty much the same throughout the facility. I came from , I am amazed at the willingness to split shifts. those coming back in after their shift so mandatory does not happen. the supervisors are amazing. they make sure we are trained and have what we need to do our work. I as new here and they were willing to help me out. Maximum Male to female institution was a huge culture shock for me.

pretty normal, straight forward. when it comes to daily activity everyone from top to bottom is treated fairly even though some differ.

Pretty structured with it. We have examples when you start, but they kind of carry on. We have a code of ethics we follow.

professional, have a large degree of accountability built into the culture, perception of inequities, for instance, different divisions are held to different levels of accountability; MH division providers may come in 5-10 minutes late routinely, if correctional officer is 1 minute late, they are talked to and subject to disciplinary action; more and more over the last several years, the environment has been politicized - not seen as positive, heard people talking about how jobs are posted to get to a specific candidate, vague assumptions, hear a lot of about pay inequities

really good, everyone thinks pretty similar, people act and work together really ; 3 different wardens

Right now line staff are doing the bare minimum to get by. Both the people I supervise and the people I don't supervise. They do just enough to get by on their shift. They are waiting to be told what to do rather than taking the initiative do their daily duties. Between our morale and this entitled generation, and most of our staff is new and younger. They just don't want to do very much. A lot of people do bare minimum because of lack of support or upper management does not explain why we are doing things.

Right now we are going through a tremendous amount of change, administrative and executive staff. I am going through changes as well trying to see what the new warden and new deputy and I have a new major so my chain of command has changed a lot. To give a good fair picture of the culture is not easy because I can only speak on past administrations. It is yet to be determined.

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Scattered, we have AR's that are there to follow for consistency. It varies from facility to facility. We have a fragmented culture due to a good old boy culture. Communication is poor at best. The director inherited this mess. God Love the guy.

shared value is a focus on the inmates and moving them to community to be successful, in doing that communication is key, because the inmates have a variety of needs/wants, in order to facilitate that, communication is key. At the same time, strive for a culture of openness, fairness; real concern about staff well being and individual staff; facilitating inmates success in community and being aware of staff's individual needs/concerns

tense, just had a major disturbance, growing and developing

The biggest thing we do is try to improve communication, make sure shifts know what went on and what they need to deal with. Strive for teamwork whether we get it or not. We are not here to put each other down. We are here to do our job together and leave the outside stuff out

The culture is evolving, but we are not where we need to be. One of the goals I have as a is to change the culture through working with my core staff. Personal growth is very important and if you don't believe in that you won't believe in professional growth. It was very different having probation clients here. We provide public safety by keeping them confined. Probation is more geared toward rehabilitation. Programming staff brought into the rehabilitation and I tried to bring the custody staff along to that thinking. It is very difficult because unlike probationers, we cannot make inmates do anything, programming for instance. I have seen a change except for a few custody die hard. Before I pass the baton, I would like to see custody staff closer to the rehabilitation thinking. Because of the training I have asked staff to do, motivational interviewing and all core staff had to take Seven Habits on the Inside. I think this training has helped them think outside the box. I have had transplants from , and I have the most difficult time with them because of the different culture. I would like to see become the model for the other facilities. I have heard talk about modeling case workers from other facilities after ours. Ours are more teachers.

The culture is young among staff. Lot of turnover and the work ethic is not where it needs to be. We have a lot of people who want to see change, custody or caseworker staff, officers, corporals and some sergeants. There are a lot of good people here who have a lot of good ideas but are afraid to bring them forth and do not feel they are being heard.

The culture of this facility as it has been for the years I have worked here you are tasked with a specific job function and the expectation is that you meet the requirements of your job. If you have questions or difficulties, you ask questions, seek out the knowledge to be able to fulfill your duties. The culture has always been about professionalism, serving the needs of our staff and the inmate population. And that you maximize your time sufficiently that you can meet the requirements of you job.

The dept. culture is somewhat with the negative of the media it has greatly effect the dept. as a whole. we have been under a microscope and with the community it has been neg. and people look at the dept. neg. Culture is retention and morale and it has effected all of it.

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The warden and asst warden are on different pages. One takes care of employees, the other, who knows. It is a culture of fear. Any decision I make will be wrong, so I will pass on the decision to someone else. The Asst Warden will harp on you and if did not make the decision, it is wrong. The Warden will ask you about it and move on. We have a person out on extended leave. Normally you would ask for voluntary overtime. If a person has a family event, you should be able to find a person to do some overtime and cover the shift. The asst warden thinks they should be here because we will be short that shift. I would make more as an officer in Iowa then I do here as a supervisor. People are not going to stay if they have to work in a place that does not value you.

There are always disagreements. As far as the exec team, fits this definition. There are always some who do not agree, they tend to finally come around and agree.

Tired, wore out, this whole way we treat the inmates is wrong. Staff safety is out the window. such a risk to this facility. runs this place, security cannot do anything about it. We are just running around for until they need us. Running for the doors. Corrections in general, the OT is killing us. Families go without their loved ones. Staff are not safe. Supervisors have no authority, we just push out what we are told to push out. Burn out is all over the place.

Transitioning. . They had a warden for a year, then 12 years. Fairly significant for them, change in way things are done. The agency has gone through a culture change with the director change. Not a lot has been said by the facility. The media has done a poor job of describing what we do here. We keep fighting. Continue negative impact hits the agency. We show we appreciate our workers. Our new director has made this more gender specific so that is good. Frustrated due to the quick changes, trying to manage that for them. Vacancy issue here is a problem. has a big impact on the staff. OT has been reduced, transition never seems to stop. Frustrating for them.

Ultimately I think we are trying to, from the top down, get a job aspect where communication is good, supervisors are open and well into helping those they supervise.

Very different from the others. We have good accountability compared to others. We are small. Line staff have a lot of interaction with supervisors and supervisors with admin. We have a clash with old school and new school. Kinder and gentler is getting out there a lot. We practice more patients and more lenient than other facilities. It is not a wrong thing, but the media dictates some of the changes we are seeing. With the ACLU and everything, we are what the future of prisons will be, they will be more like us.

Very different from the private sector, good intentions, resistant to change. Mission driven but a silo mentality. Penny wise and pound foolish.

very open door policy, can't think of any staff that doesn't, think sometimes some confusion on what mission is, and we contribute that to change, lot of change lately, rapid change, sharing of information, doesn't always reach the right people,, reaches a certain area, doesn't reach other areas, causes some confusion; Being the size and type of facility, population they serve, forgotten about, policies come out have to do this, this, and the....doesn't work for us, follow procedures, for them trying to implement world, staff who have worked in other institutions get very confused and frustration, not happy where we are headed...contradictory to what they need to do; it's not they are not involved with work group, value their option, involvement - sometimes included because is of population, they adapt to practice; staff know they can come to them with issues, may not always like the answer they get, may not like that we have those jobs and hold people accountable, tight knit group, cohesiveness, allows people to talk more openly; can talk to you about frustrations; finding balance

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Very professional almost to the extent of, for first year it was very para military, in other words hierarchy was extremely prevalent. But I see the start of a culture of change.

We all look uniform for security reasons. Everyone all has their own personality. Our performance is good, room for performance. In preservice, firm fair and consistence is preached, but the same level is not found throughout. We desire to be the same, but we are not there. Personally, we are not going to reach it if we do not have a minimum standard of hiring. We are getting a lot of folks who are not there. There was a test, physical standard to pass, they have done away with the standards, just a tour and come aboard. Preservice has a test, but not really anything much to weed them out.

we are more devised of younger staff out of high school and I have to mentor them more....tell them they have to dress better. Not as diverse because of the hiring pool. Hiring new staff right out of high school. Younger staff training new staff and veteran staff are leaving and only Lieutenants or Sergeants are available to answer questions. I started at age 24 and I know if I started when I was 18 I wouldn't have been ready because of the attitude I had telling adults what to do and at that age still immature.

We generally are mission focused. Supportive and defensive.

We have a dual culture at this dept. Supervisor/Admin team level and then line staff. We don't do a good job of crossing those lines very well. Many started out as Correctional Officers. We never got mandatory overtime like they are now. Professionalism is evident on both sides, better communicate.

we have a fairly good culture, administration open, open door policy, some people have difficult access to higher level people, different than years ago, staff are different, baby boomers are in leadership, difficulties with baby boomers, with differential generations, pretty good culture all have a different culture, was pleasantly surprised, there are frustrations with staff

We have a good culture here at We have an attitude of working together. People are burned out on OT. We know this, we try to help by working some ourselves, Exempt OT. is probably OK, except for being beat up by the media and the OT they are forced to work.

we have a lot of rules in place but don't always follow through because don't want to hurt feelings or impose too many rules....like dress, we talk to them more. The dept. has changed a lot from very structured, took your lickers and now we have people come to my office to discuss issues and open to the younger staff. Used to be able to tell people what to do without input, but now we explain why and allow input. Mr. Frakes changed some of the procedures on discipline and statement of charged. Used to be 3x and charges now it is more talking. Going a lot more to verbal communication instead of written in file; hard for older staff because written in file was the process.

We have similar goals and dress. At this facility we have a lot of change. Admin had the right goals in mind, it is just getting there that we are struggling with.

Works like a close knit team, almost family like.

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Would describe as open ended, lot of people been here for a long time, have lots of people have old patterns, some staff have closed minds, not willing to look at ways to do new business, as long as following procedures/ideas; need to be open minded, adage of we've never done that; try new processes/procedures, if doesn't work, ok with changing

Leadership Survey Data

| Q2: How has the culture of your facility changed (if any) since you began here? |
|--|
| <p>shift specifically has changed, staff are more willing to speak with each other. We hang out after work and get to know each other.</p> |
| <p>a little bit, new wave of leadership in here since [redacted] retired, some of them are still holding on to how things used to be, more open with communication, but there were things that they were lacking bi-stepping procedures, "we do things" different - new regime - do by the book brought tension; lot of people still here, disgruntle, judging on one way versus the next; new wardens did is how director wants, policy states, now more corporate structure, some people have it hard to adjust</p> |
| <p>a lot more wide open and transparent with the public; everything is in the paper anymore; all of what they put in the paper is not correct.</p> |
| <p>A lot of changes over the years. Inmates used to respect us, no longer there. They run the place. They used to listen, now they cry and throw a fit and grieve us left and right. We don't have any respect anymore. It goes both ways now, inmates live and play here. We did misconduct reports and fixed it, not anymore.</p> |
| <p>Again the heightened concern of making mistakes, any mistakes. Less able to manage the increased work loads. Staff was able to respond better in the past. Central office is less rule bound than it was 10 years ago, although I still think it is too much. Less "gottcha" meaning finding peoples mistakes instead of helping them comply with state requirements. Overall I would say the entire agency over 10 years ago has much higher public scrutiny, which has caused overall agency staff to be extremely rule bound and often times inflexible. I think there is an overall feeling of they have been asked to do more than is possible with the resources they have. And not appreciated for it.</p> |
| <p>become less paramilitary. Change in uniforms, less negative reinforcement for staff. We have so many rules and in the past staff were automatically went to a NOA/NOD. changed this over the past five years, more informal counseling to correct staff. Inmate population has increased a lot, really changed culture. Dropped 150 inmates in the past month.</p> |
| <p>[redacted] really struggling with is staff shortage, not much leadership change, leadership consistent, not a lot of turnover there; staff shortages, getting frustrated with that, mandatory OT, people think administration knows about OT or care; don't believe there is a level of fear, level of frustration; hear from other facilities more who are down on administration, see from his level</p> |
| <p>[redacted] "told from staff" getting better. Culture is hard to set, people's perceptions is not reality, perceived problems, real problems are two different things; culture before was communication - never been asked, what I don't know, I can't fixed</p> |
| <p>[redacted] had some difficult people in key management; that really have impacted negatively; did a good job day in and day out, some of those people left (retired); [redacted] making concerted effort to engage with staff and inmates to create an overall environment; get information from staff about what's working what's not working; we had a lot of discipline, recognized that was our practice/expectation of how we consistently enforced and managed; under last 6 months - 8 months different approach; proven to be successful, don't have any more problems than did before, staff are more appreciative; created an environment to talk and share information, going in the right direction</p> |
| <p>change has been a lot more interaction with inmate interactions, staff more likely to come to him with staffing/issues, people will come to ideas aren't working; some people don't want to change, believe old way workers, peoples issues are even more challenging, need to try our best</p> |
| <p>Changed a lot, you did not offer anything. Gotten way better from where it was. Shut up and work was what it was like. If I can explain it well, they will now go with it. Not a fan of the Warden at all. I have good leadership above me, but at the top sucks. Follow the rules and justify what you are doing.</p> |

Leadership Survey Data

Q2: How has the culture of your facility changed (if any) since you began here?

changed dramatically, we've had different wardens, values and leadership styles have large effect on culture, previous warden was perceived, concerned with staff, motivations, and well being; current warden perception of detachment that affect the way people work, had change in leadership with director, affected all institutions, it's hot and cold how it's being perceived, there seems to be interest in putting cookie cutter process away, i.e.. mandatory OT, put the process aside, have conversations of the staff, personalize the approach before, seen mixed emotions; concerns on favoritism, popularity, decisions would be made different for each person; lots of discussion about pay after renewed grumblings, accepted the carrot was dangled, hasn't happened, director/mike Marvin dangled the carrot; going to look at, address pay equities; tempered that with her staff; staff made assumptions, excitement, skepticism changed remarkably with MH; political because can't do mental health, has to bring all the inmates; watch the legislature interviews; staff learned first hand about how handled, going to be a mental health organization, MH inmate are treated in max facility unit; general population vs. MH population - looks different; inmates held to different standards, sometimes they are confused on job and more staff assaults; no mental health inmates have assaulted; not built to take MH; one inmate repeat assaulter, would have been able to put in intensive treatment sells; inmate would remain here, line staff, don't care about us, care more about inmates; staff does understand the need for MH MH trying to work out of MH housing; handling different - awkward; no mental health inmate see, manipulation begins and piles on; major MH illness, rules are different; don't know which inmates have MH or not - not given to us. know they are; control unit, don't know who is MH

Changed for the better, a lot of admin changes. warden and major has changed in his years. very relaxed here, did not follow policy. we did our own thing. the warden before this one was very by the book, hold yourself accountable. Major also that way. Every LT had vacated the place due to the change in leadership. We flew by the seat of our pants and did things the way we wanted to, now when they did it wrong, they were held accountable. Lots of disciplines and counselings. Once we started going by the book and got used to it, we realized we had to do it by policy to meet accreditation. I put others before me and it took a while to get the trust of my staff below me. It took a couple years, but things seem to be going a lot better. the mgmt. listen and don't discipline everyone on a whim. things are calm now, changed for the better.

changed significantly a lot of people who were here when he got here have left, had situation where inmate killed a lady driving a van, the department was under microscope, no leadership, when leadership go there, got proactive, got to a point where they were holding people accountable, lot of the older people left (resisted culture), a lot of new people, adapt and move on, changing culture, adapting or leaving

culture has changed and has improved since he's been here, changing somewhat as people feel job pressure to get jobs done without enough time to do it, has created challenges with taking on more responsibilities, PREA issues - takes additional steps for staff, increase in secure mental health, challenging and frustration to staff to deal with, work with staff to help them understand how to deal with mental health inmates and that they don't process the same as we do; staff feels that mental health inmates get away with things, they have to understand that there is more to do to work with them

Culture has not changed a lot. Our bed space has been about the same. Summer is sometimes higher. I don't see a big difference from offenders to inmates but it is a big change from when it was male and females here.

Different wardens, how they set the tone, when he first came there, culture was too relaxed, wasn't anyone being held accountable, ethically sound, didn't see people with bad moral compass, went to micro management, no input; recently staff buy in good feedback, good input; what hurts us lack of consistency; not fair for them for the changes they needed; lack of consistent leadership

Leadership Survey Data

Q2: How has the culture of your facility changed (if any) since you began here?

Discipline has definitely changed, going from discipline system for pretty automatic, to verbal counseling, go with supervisors, try to get staff more engaged so they see change, discipline happened after TSCI riot and CERT team being deployed; can't keep going; direct took action; let exempt staff fill in to help out, not mandatoried; daily access/inmates - open yard, closed yard, controlled movement, more programming, trained unit staff, inmates, get more volunteers in, leadership new warden, new deputy warden, new major (hands on)

don't think it has changed. it hasn't changed but the workforce has gotten younger. the same mid-level supervision is still running the facility. hard to comment because he has been on shift most of the time. the shift are treated differently, not the people but the shift. for example, supervision doesn't know much about shift because they are here and supervision doesn't take effort to get to know those on personnel doesn't do any favoritism. but would like facility to take more time to know all personnel. when things happen on shift the supervision and personnel are unfamiliar with staff.

downhill, it feels like people are not heard or even asked. The longer here, you can see that the people who do the work well are not consulted. They start to shut down and it is getting worse. Since getting the new warden, new major, things are getting a little better.

Dramatic change even in the last year. Staff are no longer held accountable. They don't take responsibility and blame others when they mess up. First line, new employees are more to blame. The mid mgmt. is the same as it was. Accountability and militaristic. Upper mgmt. has changed so much I have no idea what it is anymore. I don't know what they even want.

expectations/demands of the department has changed over the years, you don't hear managers raising their voice, high level of respect with managers/subordinate staff; if management has to be firm, does it respectable; "heaven of corrections"

New Capt. first in a dozen years. New Major coming in, a little controversy with that. Brought them in through talent mgt. Same pattern of succession, looking outside of what we have done for the last 20 years.
We have a lot of long term employees. Most have been here for 25 years or more in the upper mgt. We share a lot with I ask for info from all areas. I have not had a chance to talk to records or business much. Key positions are new, but really not a whole lot has changed due to short time. Be neat to see this place in a year.

From my perspective, it has improved. following security protocols. We changed our dynamic. Gender responsive. find a program what the rest of the agency has done with communications. we talk to staff, be more visible. feedback from staff is positive, some are stuck in their ways, but it is getting much better. continuous effort to reach out to staff, take care of them and appreciate them. recognize staff in a variety of ways. we make an effort to got to shift changes. supervisors are doing a lot of the recognition and that goes over very well.

Goes by shift, a lot of newer people have changed the atmosphere. There is a single group, young group, who goes out to the bar together. The married folks do not go out as much. A lot more rumor mill issues, go out and hang together. A lot more drama now.

Leadership Survey Data

Q2: How has the culture of your facility changed (if any) since you began here?

gone down hill a long ways. seems like a lot of newer staff and lot of the supervisors act like they are better than anyone else. Even Sergeants acting like they are better and I keep telling them to be careful how they treat people. A lot of the staff don't even know who the warden is and only saw the Warden when the Director was here recently. The staff do not know who the management staff are....the captains, majors,One of the corporals stayed for a 2nd overtime shift and the assoc warden thought he was going home sick when in fact he had worked two consecutive shifts. The corporal's morale was adversely affected because they didn't even know his name and that he worked those long shifts. I don't have time to sleep 8 hours, get something to eat, with the long hours we are working. The SMU west housing unit is (max sec gen pop) is very dangerous for my staff. I am told to tell staff to get used to it.

Luckily the inmate had a fight with another inmate and that is why he had a weapon but luckily he didn't use it on a staff member. Need to build a unit designed for max custody

change in director and still trying to figure out what changes will occur. staff are nervous and understand changes are coming but unsure how we will implement those changes. People were used to how Director Houston operated but unsure what changes will be coming with Director Frakes.

himself and former warden, implemented numerous changes in facility, many had to do with a coed facility, cultural perspective an absolute nightmare, staff have adopted the philosophy to go along to get a long, one is a rebel and over super inmate friendly, and the other one is young in line with administration, gone along to get a long, because the administration is so busy, overwhelmed with work and managing a building for 200 with 400 inmates, implement things and expect they will be done, administration too busy to notice, now they understand when something is out there, and don't need to hold people's hands to get things done; he came before warden, the culture and staff could be summed up - particularly with work release - when inmates when they walk out the door, we can't do anything about it, male and female inmates are going to hook up, and there isn't anything we can't do that; had to come in and overcome laissez faire...staff coming along, kicking and screaming

With the first warden the attitude was that anybody in a uniform was a considered a negative trigger to the probationer. The culture shift occurred when told us that nothing would change and would continue to have only probationers. Within a week of the bill passing we had inmates and was gone. So all the policies had to be changed and some of them that are still around understand that we can't treat the inmates the same way we treated probations. I knew change would happen and when it did I got so much stuff thrown on me. I ended up writing the policies and even post orders since there were not any. Under the culture shift again was that jumped right into management position, no experience in security...at least that is how we perceived it. believed an inmate will always do what you tell you them to do, depending on how you tell them to do it.

I have been at facilities in my career. The warden had only been here a month when I came. It was completely different than any other place I worked. Most of the staff here claimed to be and we do things our way. I was tasked to make us more uniform with the other facilities. We all now use the same form, they did thing there way. It does matter what they do in the other facilities, we do it our way. In the past two years, we are now more in line with the other facilities. We are more in line with mission of corrections, more uniform. attitude and personal interactions, we are more cooperative. the line staff here are more willing to get things done. they are not needing a constant affirmation for the work they are doing. they are volunteering for to as opposed to mandatory overtime. they split it up and make sure they are here to help out.

I have made an impact, I hope. I talk to staff a lot. try to be fair. came up through the ranks and know the issues they face.

Leadership Survey Data

Q2: How has the culture of your facility changed (if any) since you began here?

I see more cooperation between departments particularly custody and programming. I would like to see more development of leadership. There is a difference between supervising and leading. I want to develop my core staff into leaders. I have had good mentors along the way. We are para military which can be a good thing but also a very bad thing. My job is to give the inmates my staff to grow. It is not my job to fix them, that is there job.

They type of inmate has changed. We got more kids doing one bad thing out west in a little town. The judge sent them here. Now it is all gang members or have lived a life where they break the law and lived with people who broke the law. They are more of a hardened criminal compared to the guy out west who got drunk and stole a truck once. We are moving to a kinder gentler prison for a more hardened criminal. Soft is not a bad thing, we are solving problems without force. More reasoning. More with minds, less with hands. Lots of programming here. We have a school here and get real diplomas. They graduate with a degree. They say they would never completed it if they did not get put here. We have basketball coaching, Tom Osborne was here, Christian Rock band, etc. We still have the hole, but we cannot call it that anymore. They stopped getting sent to the hole prior to the basketball clinic. They loved it and walked the line for three weeks. Right after that, we had three go to the hole. It is a tough sell to the public, they don't understand what it means to the kids here and they try hard to comply.

I started at the bottom and moved up. I think the culture has gotten more tense now. Unsure would be a better word. I think they question what is going on around them. The old warden let them do their jobs. Here are the expectations, go. If you had questions you could ask. Now I feel micromanaged. I think I do the job, but they throw it back at me. People below me also question this. Overtime was bad and we lost a lot of people. Most volunteered to avoid the mandatory overtime. we helped each other out. I had suggestions on flexing the schedules to help people out. That was thrown out because the warden wanted people to work the days they were assigned. Admin were not happy with how I was doing this besides the employees liking it. We have slowed down the to, so it is not as tense. It is so much different now, sot tense. Over looking your shoulder. You are not as free now. You are being criticized on everything.

I think it has changed a better understanding of the role we play within corrections. Better understanding of interdependence and how issues effect other facilities and an appreciation of what we do for other areas. Greater sense of urgency and doing our jobs and getting people out of here. We have had a lot of mgmt. staff leave in the past few months. Still filling a lot of those jobs and had people working out of class and has had a huge impact on people some uncertainty.

I think it has changed. I think we are moving towards where we want to be. We are not there right now. It is changing, just has not taken on a full change. I think you would be hard pressed to find someone who would say things have not changed.

I think it has remained fairly consistent and the message has been articulated has remained consistent, that we are professional and have due diligence in the completion of our duties. That we treat everyone humanely and fairly. And that we are available to handle concerns as they arise and we work everyday to complete the expectations of our job.

I think it is constantly changing from what this facility was meant for and what it is now. We are constantly expected to adjust to changes. The overall goals are there but we have had to adjust to the new changes.

Leadership Survey Data

Q2: How has the culture of your facility changed (if any) since you began here?

I think the single biggest change since I have been with it has been with top leadership. at the director level I have always felt like there was good vision and good care not only of the agency but with the people who work here and who are confined here. However, that was not the case from below the director, the deputy director level, there was an effort to block change and control situations and since that change, people are a lot more open to change and willing to try new things. I think there was always a belief, some things you would ask to do you would not ask or you would be yelled at and told not to bring it up again. I think the most recent change in leadership, director, deputy directors and behavioral health, there has been so much change and up to this point it has all been positive. Everyone is open for change and move forward and do the best we can not only for the public but also for the people that we serve. I also want to say in my position prior to the change, at the deputy director level, I would not have felt comfortable pushing some of the new ideas and practices and it has been well received. Deputy Director _____ has always been supportive and open to change. It makes me want to think even bigger because I know there is support for innovative practices.

I was brought in because _____ had a terrible reputation and we earned every ounce of it. Products were low quality, service was terrible and pricing was messed up so we spent the first 6 months looking at where our problems were, setting priorities and going after it. We realize our manufacturing needed help it was in bad shape. Our cash, we were heavily dependent on license plates. Our cash and sales were low so those became our targets. Put out business plans in place and went after the areas that needed improvement. At the time I came in our sales forecast was about 5 million and now we are at 18 million FY16/17. We have positioned the organization equipment wise to have much more modern and efficient equipment. Cash fund is about double what it was when I came in 2003. We have positioned the business away from license plates and into a variety of products.

I was the first custody staff on site. I took the keys from the contractors. When we first started it was nuts. Management was very shaky to start. It seems like this place hires a lot of females and they can't seem to get along with each other. They just can't. That just creates an enormous amount of work. That's been since the beginning. A lot of the culture seems to have to do with the strength or weakness of the deputy warden. There have been times like 2009-10 when things were going pretty solid. There have been some poor choices in leadership. The wardens have been OK, the deputy warden probably has as much influence on the culture as anyone in the institution. I don't know why that it, but it just seems to be the case. In the beginning it wasn't good. Since then it's been good. _____ Solid and stable. That helped.

I would hope positively. I have had the opportunity to recruit over 20 people. I have implemented several pilot projects for patient flow.

It changes each time we get a new warden. It was pretty hands off when I began here. Supervision was laid back. Our last warden, _____ was more structured and accountability. Our new one now is more in between the two. The directors cause a lot of change, lots of turn around.

It goes back, the staff are not as loyal as they have been in the past. Not sure if it is due to their age or just the way they feel about things. It is not a fun place to work, never has been., Less enjoyable now.

It has absolutely changed mostly because our population has changed. We were all probation and now we are all inmates. The people that could not handle constant change have left. The work camps overall philosophy has changed because our population has changed. Most of the time we don't know what we are. We are suppose to be minimum custody but we could still get probationer by law male and female. We are only all male now which is a good thing. It was awful when men and women both were here. We started out as treatment and program focused, that is why we existed. Because of the over population we are now being sent inmates just for beds.

Leadership Survey Data

Q2: How has the culture of your facility changed (if any) since you began here?

It has changed a lot due to the inmates changing. They were young, we had a convict code, they left us alone. Now it is a pride thing if they come after a staff person. Not small town kids, more organized crime, Mexico, other states, cities. Mental ill here in this facility. Staffing wise, we have a problem keeping them. Too stressful, better pay other places. Retention is horrible. Overtime causes a new element, stress, sick leave usage. Legislature does not let us hire a person until the person who gave notice left. Then we wait for training, a position stays open until person trained. I have been turning in things for exempt, nonexempt for LT. When we started we got overtime. In 2000 they went exempt, no holiday pay, no overtime, work three nights a week extra. Holidays I am paid less than the other staff working, despite me being a leader. Always on special teams, work 48 and get paid for eight. LT are treated different than other staff, straight time and no OT.

It has changed a lot. We have had two big leadership changes since I have been here. The new director has made a lot of changing. We are more forward thinking and less reactionary. It is hard to escape that some times due to the nature of the work.

It has changed quite a bit. When I first came her there was still the good old boy system whether people want to admit that it was in effect. Implementing the Team within a Team Program has wiped that out. There are still people here who feel like supervisors play favorites and allow some people to get away with more than others. This could be not volunteering for duties in your area, hiding out, the same people were doing the same work all the time and some people were never being called upon. That is in the past. Team within a Team Program has eradicated the good old boy. This program has been in effect since 2009 and should be at all facilities. The program lets the Sergeant mold or shape the team. The Sergeant is responsible for monitoring sick leave, performance issues. Then sergeants report to their Lt.

It has changed. Not sure I can put my finger on one thing or the driving force. The business of corrections has changed, culture has changed, the work force has changed. It is not one thing. When we have had ERT (emergency response team) calls, and people came out to help and work as a team. I think part of it is staff shortages caused some problems. Nobody wants to be mandatoried and supervisors do not want to mandatory people.

It hasn't a lot. Hiring practices have changed a lot. The current staff thing our current hiring and promotion practices are too lenient. That upsets people.

It kind of goes in phases. I think the population has grown a lot and that has a big impact on the culture. Now there are a lot of gangs and staff have to be even more on top of their game. That in combination with being short staffed the last few years, the attitudes with staff is probably not as positive as in past years. I think it is more stressful on staff now. When Dir Frakes got here he changed the statement of charges for one refusal of mandatory overtime to having to refuse mandatory several times. We were going thru 20 to 30 statement of charges a week for refusal of Mandatory overtime. Depending how many statement of charges they have they could be placed on probation or suspended for a day. Executive staff has changed and our new warden's big thing is to spend a lot of time talking to staff and inmates. This is a priority. Staff seems to appreciate executive staff coming out to talk and inmates seem to like it too. You can read the tension by being out talking to the inmates. Touring kind of got pushed to the side and we have been reminded that this is important and needs to be a priority. Existing staff has had a habit of shunning new staff. We are trying to make sure existing staff help and assist new staff so they become part of the team and the buy into the corrections system.

It was miserable to work here for awhile because of all the stuff in the paper because we could not get out our side of the story right. There was a lot of half truths. For example regarding the RFP. It was disheartening because we were not able to publically defend ourselves. Regarding Nikko Jenkins, the criticism of letting Nikko out but then criticized for not letting people out. Feel like we work our tail off and never get recognized. We made a lot of mistakes but also did some things okay. It is good know because we are getting some resources. They want the public protected but when you ask for money for programming you can't get it. I am very loyal to the department. My job is stressful like everybody else but it is not something you can really talk to

Leadership Survey Data

Q2: How has the culture of your facility changed (if any) since you began here?

It's gone ebbs and tides. There are a lot of staff that have a fear of inmates. They're afraid. I don't know why more people are more scared than usual. Some people are just here to collect a paycheck and some people are here to make a career. I think it's more a societal issue than something we're breeding here. There's always been tensions, there's always been issues and fears, even before May 10th. I came from . Things always ran smoother there. Something is just different here.

leadership change, teamwork and how everyone works together; changed for the better; how interact with corporals has gotten better; since other lieutenant work with, leverage peers strengths/weaknesses, helps corporals see how they work together

lenient, more focused on the needs of the inmate, not a bad thing, was hired doesn't give inmates the benefit of the doubt, doesn't agree with that, some are mature enough mature enough; many of them don't appreciate what is done for them; goes to and different; rules, are rules, are rules, need to follow; because of philosophy been able to do programming probably wouldn't be able to do; has good intentions but frustrated - frustrated seeing new caseworkers come in - don't get enough backup support, may not be other administration, inmates just talk to them terrible, when they did that, there would be some retribution, some discipline administered, maybe our world has changed enough that who we are getting; feel bad for caseworkers, corporals, teachers; did write ups, then get dismissed, inmates walk around with pants sagging, staff is afraid to assert them self; younger staff have hard time; could be generational thing

More accountability now, improved, warden's philosophy is transparency, communication, working together to solve problems, all encompassing, some of best ideas have come from inmates, new hires, Here very good

More diversified; bigger melting pot. Example farm kids and military now including people from this area. There seems to be a different perspective and corrections looked at in a different light.

multiple changes - Clark, very bonded experience, clicked; 3 different directors since then, haven't experienced that since then, present one, short period of time; not that didn't get a long, but different; as to be expected, negativity is being turned around, some hope there, feeling that, when had all MH staff meeting, inspector general - open minded; cautiously observing, willing to come, all the; information he needs to make any change or suggestions; enthusiasm for MH staff, demonstrate what we are doing; culture study, center for excellent, positive things going on...can bring hope to their careers in corrections

not changed much, different leadership in administration, degree of accountability of staff, fluctuates according to leadership, some administrative people are more lenient on accountability, others want every rule/reg followed to the T, discrepancies; some entrust that supervisors will carry out the rules; change to getting staff accustomed to

Not sure it has a whole lot. Allowed to run shift here, likes it. The culture is in flux due to Major moved to Causes a lot of change, we are in a state of flux. Not sure who will be getting it permanently.

- don't know that it has; years ago change in wardens, vastly differently from each other, previous warden goal oriented, was communicative with staff, what the mission was; where we were going with goals, current warden, less communicative, seems to be more satisfied with status quo; one was more proactive and the current one is reactive

Leadership Survey Data

Q2: How has the culture of your facility changed (if any) since you began here?

in that time, have had change in asst warden, dramatic change in the sense of people feel like they could talk to him, for that change it was difficult, the assistant warden was a real rock, very solid, if you needed an answer you could go to this individual; when you expand to institution to take initiative, for some more difficult, if I just go here and get one answer, what do you need to do, different personality types, so that change with asst warden, good for some, hard for a couple of others, in the last year; both are good - rock vs. initiative; hard for some, easy for others; being able to take initiative, different personalities Lot more free communication, limited in the imagination/initiative/more stakeholder input now that before; one doing actual job

have begun of innovation started after he got here, we were fairly well established, as time as gone by, now using research models, using literature to guide us, definitely not locked into policy as we have in the past, as much of different way of doing business

The discipline has changed for the better. It is more in the hands of the supervisor, better than before. The look, the dress code has changed and a much needed change in his opinion. There have been a lot of grumbling in the dept., but I see it as a good place to work.

Our facility had a completely diff warden, asst warden, and major. The upper architecture of the facility has changed twice. Each admin in forced different rules. the failure to enforce rule caused the change. enforcing the rules caused some staff to leave. and the staff that stayed do not have the highest view since they were used to the way it had been the last 30 years. right wrong or indifferent.

Over his time here the treatment of the inmates have changed. Instead of locking them up or using force for correcting behavior, time is spent with the inmates trying to change that behavior. In that same time, the treatment of the staff has gotten worse. If an inmate cussed out a staff person, they were written up. Now, unless there is proof, it is not enforced and the inmate is allowed this behavior. There is an inmate who cusses out females, nothing is done about it. In the past, an inmate whistled at a female officer and the yard was shut down. conduct reports are let go and dismissed. If you are the Asst Warden gets cussed out and the inmate ends up in seg.

People take less pride in their appearance, more likely to argue and talk back to supervisors. We have always had bad morale but now it seems even worse than it has been. Lot of senior staff are upset about making the same wages as the staff just starting out. New staff comes in acting like they know everything. I have had more senior staff leave than ever before. Most of them move to other institutions or other jobs. When asked why they are leaving they say they don't want to be here when somebody gets killed or hurt and it was troublesome that this was said by some of the male staff.

Also staff feels that they get b forms or statement of charges for very small things.

During interviews they have moved toward soft questions and pushed out people with experience. Seniority and time on the job does not count for anything. Anybody can answer soft questions but the detained questions are the one not being asked.

Leadership Survey Data

Q2: How has the culture of your facility changed (if any) since you began here?

Population wise is huge. We had closed units due to no capacity. Now they sleep on the floor. made for 160 now over 575. Lost a major and Capt., new warden and asst warden. They do not know the history of when it was really quiet and really busy, they have to listen to people like me who have been here forever. they do listen, what they do is the other half of the story. We do not know the inmates coming in, we cannot say no, so they stack up here. Another major on board will be good once they start seeing the issues before they start. We have to have communication from above.

Prior to coming here had reputation of being semi difficult, only taking inmates they wanted through, picking and choosing, had to do with some staff that had power and leveraged it, that person since moved along, was told a lot when deputy warden, prior leader was introverted, talkative, person been here that helped a bit; warden at that time, was significantly different than prior warden, new warden open/honest, tried to adapt to his style; it's better; had employee appreciate email, people come visit with her, believes people are approachable, before was bad if you came to see warden, doesn't spend energy on negative things

Progressively worse AR's meant something. Continuity was followed and was more professional. It was very punitive in the facilities. I drafted all the statement of charges, Houston came in and it eased up, but still good old boy. Mike Kenny was next, he tried, but got involved in the sentence calculations. The new director is working hard to change things, but is in for a fight. The good old boy culture is going to resist him all the way.

Refer to question#! - started here before inmates and to see where we are now, we are much better now. Old regime supervisors of I tell you what to do and you don't ask why. Now we don't have as many of those supervisors. Used to be very rigid in how things.....late for work helping a bus load of nuns and saved them....didn't matter. Taking MRC and not putting in file. Some of these employees haven't seen the old way and don't see how good we are now from where we were. can be frustrating because we see how much better it is now but new staff don't see how much better it is...frustrating because they don't see the better.

See question one.

- no culture changes

Several changes - took over, lot of resistance to change, everyone so familiar with through that was lots of struggles, all leadership has changed except promotions/demotions/transfers, lots not wanting to adjust to change; not just warden, classification changes from central office; didn't like moved on; kind of did their own thing here, got back in touch with other institutions

Leadership Survey Data

Q2: How has the culture of your facility changed (if any) since you began here?

changes with warden/dep warden; Kenney was warden, was transparent, the dep warden
- culturally lost many people, multiple dozen people, lost several case managers, lost unit managers, not satisfied with the culture, people you lose, are grateful you lost them, underperformers, don't like the vision, overcrowded conditions, when inmates live in overcrowding, spills over into staff performance, increases assaults/fights, threats, more transgression, more misbehavior brought on by overcrowding, unit staff has to do more reclassification, more work, more paperwork, this facility wants to keep medium custody level; received new staff from to now 30-40% change over, climate has improved, examples less disciplinary action (- big on discipline); - less discipline, verbal counseling, need to hold accountable; recognize overcrowding impact on performance; staff will miss things, can't handle volumes; not do as well, late, miss things; tried to express that; keep pressing on; make request on biennium budget; unit doesn't get new hires, just observation; feels like failed; said for this - department of corrections spokesperson with legislature; i.e., lobbyist, not clear what leg liaison

Since I began there has been tremendous amount of change. Different administrations have tried different things, like training. There may be small variations but the main thrust of what we try is the same. Some things were good some were not. I would like to make comments of the last two years. Most recent changes in last two years, some of the accusations that have come out are true such as the good time issues. However, I believe issues such as overcrowding, staff shortages and the quality of help, those issues lie on shoulders of the governor and the legislature. More specifically the overcrowding has not been addressed by the legislature as in staff pay. They are adding more responsibilities to staff such as doing more with less. We are hiring as fast as we can. We have a retention issue, as a result our staffing stays at a questionable level. With these concerns the legislature needs to review these issues seriously and pay needs to be evaluated and raised. Our pay stays the same and the inmate population continues to grow. In addition they need to take a serious look at our facilities, we more facilities, more programming for inmates such as skill training. It is hoped that the present administration continues to improve and to gain all employees trust making sure they give the image of trust of staff. It is imperative that staff be able to trust the administration.

Some of those people are gone now. The new outlook with the new director and some other people.
My way of leading or supervising people is different. I do a lot of listening and paying attention and supporting staff and inmates. It is not us against them, or department against department. It is our job to prepare the inmates to get out but we also have to maintain control. You have to trust people who work with you and are put into supervisors role. That never happened before here and it is hard to get people used to trusting each other.

Leadership Survey Data

Q2: How has the culture of your facility changed (if any) since you began here?

growing up, the good old boy system is more apparent to me. the biggest thing I saw an incident on her shift. Another Lt. tried to take over the situation. The next day I spoke with Major. stated, I hope is not trying to set you up. If you know about it, why would you allow it? That is why I left it was not as bad there due to size, got along like a family. Came over here, see things in the dept. who gets promoted and who does not. One individual was Unit admin here when I started in 2010, within a year got a 17% raise.

As a whole, this is a huge kick in the gut. We covered for him and he is in charge now. People have been moved out of positions. People not liked are told to apply and promised a position so they move. where this happened. Very difficult to watch staff who received workplace harassment complaints, yet they still are in their jobs. More than one complaint, and they seem untouchable. A person got an interview at the had to appeal to get an interview, then got the job. Suggestions: Would suggest an independent hiring body for all promotions and hiring in general. Currently a team that does hiring. promotions, I know if I do not get a promotion, they probably already know who they are going to pick. Jobs are appointed even though they are covered positions. They go through the hiring process, but they will hire who they want. Wardens in 2008 went to at will from Rules covered. Politics started to come into play. It was not as apparent before. They will not make a decision anymore unless CO has okayed it. When rules covered they actually ran the place.

starting to have dialogue, we are not jumping to conclusion - assumed the worst; only tool was discipline; bring people in; want to talk about it as intermediate response when something (employees) Safety campaign - mindfulness - how things are in a bigger picture; got some feedback, got to keep being "mindful" of all elements of operation; barely started to catch fire When he sees operations to change how we've done things, enter into a different type of dialogue with all levels - management, mid-management, line staff; involve in decision making; sharing ideas of best practice; be engaged; be engaged in evaluating your job to be more effective; want bottom up not top down; bringing those against into process

tenfold, the culture was not good, warden/asst warden didn't get along, could see issues, staff not talking, was really bad, much better

The biggest culture change here is the change from probation offenders to mainly inmates. We still could get both male and female probationers. In the beginning it was a very structured environment. They had to be off their bunks and awake. they had be in class or a job all day. They had a set bed time and no movement except to the bathroom. Was not difficult to enforce because they came in expecting it. With inmates there is a lot more idle time. Veteran staff have had trouble adjusting to the change to inmates. The change from structure to a looser schedule has been difficult. We have gotten some inmates that are waiting for a bed at some other institution. An inmate needing residential treatment may come here and sit until a residential bed opens up. On my level once we can get our population under control the department wants to move this to a more programming facility which is reassuring. They need jobs skills so they can be productive when they get out.

The first part was at facility, very good old boy. We with the change in directors and deputy, it has changed a lot. The people who get advanced now are most deserving instead of promoting their buddy. Pulling from outside of corrections has helped give us a different perspective. they bring a new value and ideas for making change.

the inmate culture has been more demanding and violent; the staff culture isI can get another job somewhere else because unemployment is so low and I can get the same wages and benefits.

Leadership Survey Data

Q2: How has the culture of your facility changed (if any) since you began here?

The last 2 years, there has been a lot of change, lots of media impact and scrutiny. It was bad for us as it shook us to the foundation. It made us rethink what we did. Over the last year the change has been the biggest.

. I am outside looking in. We were a closed org, now we have brought in new people from outside. very refreshing for us. the biggest change has been since January. It has made it also the busiest time also. Part of the cultural problem is communication. They don't trust and don't hear everything they need to hear. The most fun I have ever had also.

The leadership has changed recently and I think that has been for the better. The fear of "keep your mouth shut" or you will be punished for it. The change in leadership has removed a lot of the. Right now it is probably more relaxed, comfortable to be at work. If you have a tyrant in place, people operate based on fear. A lot of these people were hired in the and that is what they were taught. The person I am talking about is removed and I think things are a lot better.

The nature of what we do has changed. We have an inmate population that has poor attitudes. At one time it was a stable population. We could get things done. More gangs, inmates don't want to work. Our tempo is faster, we have no downtime, no time to gather thoughts and reflect. Not sure this is because of how the place is ran, too many inmates. Very fast paced to keep up.

There has been a lot of changes over the years. Some directors have been open, others have not. Some top admin have been more willing to listen than others have been. It comes down to each specific person to how open it has been here. Some of those difficult people are gone now, makes a difference. There is a lot more opportunity now to look at different methods than in years past. Because certain people are gone, a lot more open to change.

. Now central control has control and many different keys. we make sure they are in the best position for their skills.

There have been highs and lows, we have been united, then fragmented. We are on the upswing right now and becoming united as one. I also think, overall, the culture has been average to above average.

There is a culture of hope now. The Gov now cares what we do. No support from Gov or Leg before now. Due to the acts of a few employees, we have been judged as a whole, makes us angry. The Director has done a great job of communicating our future. Lots of hope. Glad we are getting attention now, but it took the riot and death to do it.

There were a lot more seasoned staff when he started. You were taught the right way to do things. We did not have sick calls, or people not showing up for work. We did not have mandatory OT when I started. Staff were more dedicated and more dedicated to each other. We held each other accountable. The one thing that changed for the better, our shift supervisors are more involved, at least in first shift. We are out and about more, talking and helping staff. Working right along with them. Before, the supervisors would be like, you are there, handle it. Now they actually engage. You did not want to go to the LT office when he started, more inviting now than before.

Leadership Survey Data

Q2: How has the culture of your facility changed (if any) since you began here?

very different, doing more with less; when you look at problem is, have a facility that was designed for 350 inmates, 770 inmates now, in past, culture was, inmates transferred up here, in classification process had "earned right" to come here, tolerance was that you can operate in this environment; gone, "clientele" very streamlined, changed because of the overcrowding, over classification - % of medium inmates; example, case manager may override classification, screening process (global problem); what's happening is true medium, no overrides; override max to med, med to mid; inmate population changes culture, impacts what's going on, have a belief in a classification system, using it judicially; manipulation of classification system - impacts culture (space); overcrowding is an opinion; what did you sacrifice to reclassify? Game has changed on how we are treating inmates/classifying inmates; recidivism; revolving door with inmates; classification - impacts morale; what is explanation to staff; reprocess them back; slowly turning into med/max facility; if you don't have a min facility, designed for, we are doing disservice to public and what trying to do (open yard, leaving prison) 8-24 months; 30 years sent here

was here when first opened, they have been through a lot of wardens who's "ideas" of how to handle population - authoritarian to hands off with little guidance, been difficult, more routine, more policy/procedurally driving, more para military; don't have that here, what we did 2 years ago, greatly different, difficult for the staff to keep track of what did under each warden; need to look at how policy - well let's do this - let's follow policy; difficult - yes follow guidelines; make decision and no one else knows; can create a tough environment; warden's work so differently; can't tell last time there was a WG, people are assigned to teams barely before they are into positions, someone 2-3 months of their jobs - over whelmed, staff are spread so thin, need to get trained; time to ramp up is minimal with everything warden wants to accomplish - no one has a chance to breathe; have had hiring/training issues, pushing to far; give them time to be successful; no consistency in training

We have changed the work process. Was more open and interactive between staff and inmates. It was called an open campus. Now we have moved to restrictive movement of inmates model. In the past it was more open with the interaction of officers, corporals and sergeants and felt there was more of an open door policy. I think Warden has opened that door again.

We have had changes in top level admin. Both warden and assistant warden Each time there is a change, the work changes. The focus is different, some value one thing over another. Had to relearn their job, also a lot of cost with the changes. People get frustrated and burned out. Have to keep relearning how to do their job. Pluses, different perspective on the issues they face. New approaches, but also more work. We have a lot of senior staff here to help pull the weight. Work side by side with upper management unlike other facilities do. More networked with upper management.

We have had people in different management that was not focused in the same way as current warden. The inmates know they can rely on what says. is more hands on than the other two were. We have no probation offenders at all now although we could get them. There is a difference because inmates have so many rights. With probation offenders there was a court order that said they had to complete programs but they were rewarded for that too by shortened sentences. It is difficult because we know and see what the inmates need but they do not see it. Inmates are not required to do any programming. We had the Transformation Project but we could not sustain it because nobody would sign up. The Seven Habits on the Inside, has a waiting list. We have completed at least 40 rounds of the 9 week class.

We went from required tie to no tie, so a little more relaxed. More focused on product than appearance.

We've had a change of management a lot in the last three years here and you wonder why we have so much change if things aren't broken. There are some things that need to be changed but other things that are good. There usually isn't any discussion about how it's working and whether it's working well, they just say "this is how we like it, so we're doing it this way now."

Leadership Survey Data

Q2: How has the culture of your facility changed (if any) since you began here?

along; next leadership came through; if worked at more secure facility, when leader came in try to imply prior experience/place than it was, i.e. make stricter, not understanding the community side; need to perform jobs instead of worrying about workers and individuals; , you'd be well trusted, there was time, not trusting him, look at him like something is wrong with you, you a bad person or like an inmate, treat you like that; give you the opportunity to do what you've been doing; if you survive that long, tells you that you are doing the job and getting it done; what you hear in correctional field, individuals are locked up, at they don't bother us, have trouble with management

when he first got here, the culture was poor, facility was 17 years, he's been here 10 wardens during then, lot of instability, reluctant to make change, had adversarial relationship, adversarial relationship with staff and inmates, can't accomplish our mission if on diff approach; changed to teamwork together "inmates and staff"; does have some staff that want to get even with inmate; was really bad, has eradicated all that; staff felt bad about themselves, negative atmosphere

When I began there were a lot of senior staff and willing to work with new staff.
Harder and harder to get to promote. A lot of the staff have lost hope or care about making this facility better. No one is listening to their thoughts or ideas. We have sergeants who should not be sergeants because they weren't good as corporals. One shift to another don't care because when they are done they are out the door. This is my 3rd director and hard for people to change; veteran staff set in their ways and may also be a problem. They are not getting enough applicants for promotions and the applicants we do get should not be a supervisor. You see the dept. now that the Lieutenants are brand new Lieutenants....not as coveted as it used to be.

When I started with the dept. in moving from an officer to corporal, it took more than 6 months, it took more like two years, A person being promoted to until case manager was considered a big deal. At this time we have people being promoted into unit case manager from different areas, but in the past you would do 3,4,5 years as a case worker and then you felt lucky that you made unit case manager.

when I started, it was more like new staff; supervisors weren't as capable/confident in job duties. When we first opened we had the newest staff but the most seasoned inmates. Our culture they are inmates and we are staff; didn't want to work with inmate population; worked hard to treat them with respect and value their opinion than we did in the beginning.

With the new director, he introduced an open door policy but I don't know if the next level under him has endorsed the open door policy. They don't really want us to go directly to Director Frakes even though he said there an open door policy.

Leadership Survey Data

Q3: What do you believe are the 3 biggest challenges at this corrections facility?

1 - adapting to new environment of inmates/staff - younger staff, the more want info now; immediacy now; roll call, want now, this is where we are going, get disgruntle and get board; inmates - want things now, more aggressive, not adapting to this change as quickly/slowly - not thinking out side the box Example - gone more electronic, telestaff, on computer, assuming it can do more than we are using it for; i.e., young officer could text and say - be at hospital, that's your post; more tools to do things, give me a computer, structure the roster, already know what's going to happen, pre plan ahead; tools would be helpful; strive others to be more attractive, job is cool, officers coming - not interested in progression, not attractive, not dazzle with the money dazzle with something

1 - addressing crowding, 2 - succession planning, 3 - preparing new staff to be successful in whatever role they play; giving people tools to give them to be successful

1 - because of the nature of the facility, required to separate by ages, by PREA, 18 years not adult yet, 19+ (the majority); have to balance the need to run facility, stable workforce, programming complete before sent out, causes them to push population out to not overpopulate - balancing 2 - incentivizing inmates to participate with programming; begun work on things they can do, no one really liked going to school, inmates don't like going to school worse; incentivize to work, finish school, work 3 - staffing; don't pay as much as Douglas/Sarpy/Pottawattamie county - can't point to retirement when you are trying to hire 21 year old, entry level job, requires 4-year degree, not competitive; aggravating to hear why pay less; need to compare accredited, complying with PREA, our staff has to be better; low unemployment, has sales tax/income tax; others don't; no one is considering supply and demand; can't go without; hiring standards have been lowered; start working here don't want to find out about the business; lower tier of job market; lot of people quit and go to county; people they get and keep (few) have to work lots of OT; unit caseworkers - good example of how we used them; 1/2 declined; don't pass

1 - because operated so slim, wondering how long we can sustain, 3rd largest institute in state, operate like small institution, not a lot of incidences, inmate/employee grievances are low, staff assaults, low, all look good on paper; don't get a lot of staff can't sustain for a long time 2 - design capacity 396 design 791 - 197% tends to take a toll on physical plant and people who are constantly in your face 3 - staff under appreciated, is a DCS issue, high stress job, people believe they are adequately compensated from it; it has two sides to it 1) pay and 2) under appreciated

1 - budget, several months into new fiscal year, already looking to cut a few million, no push to cut staff as we have in past director, Houston was directed by gov to cut staff, this agency is that state government has fallen behind to hire quality staff in private sector 2 - healthcare - salary/pay 3 - entitlement attitude from inmates - huge effect on staff; not what they need but what they want; got to point when people gave them what they want, ombudsman's office, legislature, gender dysphoria, ACLU on case in Tecumseh; more transplants, people wanting hep c treatment 543 have \$49 million to do; try to take care of inmates directly; takes the toll of people; lots of inmate requests

1 - budget/staffing - inmates waiting to get GEDs don't have the laptops they need to get them; wonder if people in central office understand how this institution works, facilitate getting people into community; seems to be an inequality of what one institution is allowed to do with budget and not allowed 2 - redundancy - communication with central office - example inmates have personalized plan, now we have reentry form that case managers have to do, reentry booklet inmates are doing, keep repeating the same information over and over on different forms and paperwork, if the right hand knew what the left hand is doing, wouldn't have the amount of paperwork, stakeholders not at the table, people actually doing the work - 4 forms that repeat the same information 3 - few employees that disrupt environment - some individuals who think they don't need to be team players, this is my job and I won't go outside this boundary, won't go outside the need, a couple of players like that make it difficult in an institution, talk about being team players,

Leadership Survey Data

Q3: What do you believe are the 3 biggest challenges at this corrections facility?

1 - consistent leadership, people who really understand diff between supervisor vs leader; yes gone to leadership - more about how to be a good supervisor, training isn't how to get people to be behind, you; developing supervisors, lacking in leadership part - lack in good leadership, putting people in place for good leader 2 - being driving by \$ to make do policy changes/program changes vs. right wrong, what's needed, feels like department is bed driven, facility is very important, putting offenders into society; when get people who shouldn't be brought to his facility - RFP (reentry furlough program - director Houston, deputy director) - basically going to parole but not parole, staff were told to put people into program, not comfortable, have to look at #1 mission - don't overlook someone because of money; program wasn't to help people, was to help get people out, people make decisions for their building when they don't have understanding of building/doesn't look at risk or get understanding 3 - staff salaries, COL raise only, yearly raise, performance based pay, pay doesn't give incentive to stay, lose a lot of people to Lancaster county corrections; make way more \$ - big for all staff; OT - tactical team, pay time, needs consistency - flex out - some facilities aren't

1 - follow the ways of scope of employment, follow our mission, how we are supposed to accomplish, working with department 2 - Works with inmates, help them be in public, how to be in job, what to expect when they do get out

1 - getting more staff 2 - too many furloughs, cut back on these, inmates get upset, worry about people going on furlough 3 - guys, not working together, every day, some work against each other

1 - getting the females out - coed prison insane 2 - work release inmate accountability - having staff develop a relationship with employers so there is a mutual goal to help the inmate be successful, watch what they do; need to do community part of corrections (case workers) 3 - programming and space - no time, no space, programming is interfering with what has to happen with work release, programming during the day, got grant money and no one consulted with - programming needs to be done before here, should not be in command center, should be in captive audience

1 - hiring competent, good staff; retention of those staff 2 - overcrowding of inmate population is taxing on staff an inmates; nature of the inmate is different than 20 years ago 3 - leadership, goes in all different ranks, group of middle management - we struggle with; they struggle with being leaders, well the administration says this (they don't view as one team; goals of these team) - long tenured staff; not united front; some of them lack desire to lead

1 - in order to continue to keep senior staff, need to pay them, two biggest complaints pay (lack there of) and pay plan (compression issue); Douglas county and Sarpy county taking employees 2 - overcrowding - difficult problem, several years ago supposed to hold 200, now at 781, inmates tripled, no additional staff, doing staffing analysis; need to adjust, pulling people to cover; puts people at risk 3 - sometimes central office fails to see they are there to support facilities - not the other way; we are out here dealing with inmates, running prisons, don't understand reasoning;

email about pilot leadership; even those with college; no one knows about "future leaders" program; don't care didn't get it; heard who some of the people on the list - female or minority; department of corrections - 70% white male - wouldn't qualify to be on list; think it's a great thing, shoots down morale; discourages; won't put back through - message loud and clear

1 - integrating MH programming and goals with inmates not part of MH program 2 - staffing; short staff; won't get us where we need to be; has never been staffed correctly, except shift; need security staff so unit staff can control their mission; made compromises she's not comfortable with, decision made against her wishes, it's not possible with all what staff have to do to do their jobs and provide constant supervision; compromising safety for short staffing 3 - physical plant; aging institution, A unit - cells sinking, built for min-med - always had max, operating outside of parameters for facilities built for; staff safety

Leadership Survey Data

Q3: What do you believe are the 3 biggest challenges at this corrections facility?

1 - keeping people, retaining staffing - the main, most important one 2 - dealing with inmate population; totally different change dealing with them than adults, treat differently, very reactionary; completely different atmosphere

1 - keeping staff (in general with corrections at Nebraska; employees use as stepping stone) 2 - inmate population changed - even in last two years; supposed to be mid/med - getting more med/max so they can do programming; atmosphere has changes; numbers a lot higher than they are

1 - maintaining good order and safety of institution - increasing staff, increase ratio of staff/inmates, right now ratio is not adequate (been lucky); make good decisions on transferring inmates out of here; under supervised; need to increase security and unit; increased mental health last year - don't supervise inmates 2- keep inmates gainfully employed throughout the day/week - wood/sewing food services; all other work areas to include units; not every day/not consistently 75% gainfully employed don't get in trouble, food service does get into trouble; need to find more meaningful jobs in this facility 3 - retaining staff, with competitive wages, benefits, pension - Illinois - pension 75% of wage - for all state employees; physically demanding needs to be evaluated (look at competitive states)

1 - overcrowding of inmate 192% 2 - extreme understaffing - has not changed from 300 inmates to 700 (compare to other facilities) - when you talk about people at max facility; restrictive housing, doing classification, send to , see twice as much in reference to classification, every 6 months - reclassify (unit managers); 1 unit manager with 1/3 of population; 3 case managers for over, quality will suffer; inmates will get programming they need; inmate comes in 1) unit mgr., 2) case mgr., and 3) parole/date set; units are setting that all up, getting them ready to get out; what happens due to volume, look at none of them are leaving for 20 years; cadence needs to pick; argument because of "classification" you should be able to handle 3 - Make up of inmate has changed; more of it Vision should be champions to facilitate them to be ready for society - becoming max security not prep for society; understand overcrowding/load, need to look at each institution do....don't look passed; dumping ground Lacking the most in community; don't build more prisons; reemphasize community, vocational, educational, start teaching, success rate never going to be 100%

1 - proper staffing level - does not have proper level has, based on physical structure driving staff; tough for staff because of how it's built, staff is left, example run doors and do everything else, frustration for him to get his supervisor understands that point 2 - blending the operation of MH unit with rest of the facility, just getting staff to understand all aspects of working with mentally ill and challenge; challenge is that employees don't want to work in those units as they may get assaulted, inmates aren't punished the same as there are mental health issues 3 - unique with MH, sex offender, protective custody - limits how they can use inmates in working jobs around the facility; challenging to leverage the types of inmates volume of mental health increased, MH unit here, struggle with MH diagnoses to liberal, tells staff not to say comments about mental health - not clinicians, closure of regional centers sent problem to prison; only facility has residential MH unit for worse cases

1 - protection of the public - constant vigilance 2 - rehabilitation - trying to prepare them to return to society; don't know if we can rehabilitate them; some are going on other facilities; going to be a bucket of water in their face; if going out to society, how much of their behavior is tolerated? different philosophies on that; create a sense of responsibility/actions 3 - retention of staff

Leadership Survey Data

Q3: What do you believe are the 3 biggest challenges at this corrections facility?

1 - retention of case workers, Omaha area has hard time keeping case workers, may have to due with case worker JD doesn't align with what's advertised 2 - facility runs well, don't have big large scales incidents, we get pushed to side when it comes to funds, only facility with an open yard, for inmate welfare, money allotted to inmate welfare, not large piece of pie, but only facility that can leverage that 3 - education is an issue; lot of inmates nearing time to leave; facility population up can't support/provide educational opportunities, and possibilities for inmates to change, taste of education, continue when they get out

1 - Retention of staff 2 - Inmate-Staff relationships: Getting staff to understand and relax and see that they have to have some form of rapport with the inmates. That they can't just run over them. How do you do that? That's job. 3 - Pay is always a problem: Pay for people who have been here longer. I've never gotten a decent pay raise.
If I had done that I would be making damn near double what I'm making now. That stuff kind of gets you. I'm not doing this for the money. Minimal to no raise for promotion based on your time in some cases. Insurance goes up faster than raise.

1 - space 2 - staffing patterns 3 - old ideas

1 - staffing - need to get healthy with staff, 100% fill, can't continue with vacancies, that's creating anxiety/stress - being more efficient 2 - training - lot of new staff; have to compensate for new staff, use FTOs the best we can; not one shoe fits everyone, bringing everyone up to speed 3 - reevaluating operations, similar to TSCI for model (schedule of the day - even for an experienced day); incredible amount of daily - not just food service and work; wellness, yard schedule, really two institutions as one, simplify; management for staff/inmates; separate two institutions - complex piece; some inmates may see as taking away but more efficient, more time for prosocial (programming); I'm used to this complicated for schedule, freedom of movement, simplifying a very complex day to day - inmate counsel - sit with staff in evaluating - things they can do that are legitimate; improve their quality of life; safety and security

1 - staffing - not enough, lots of issues, vacancies (none), staff are overworked, can't get time off
3 - don't have resources to do job - staff, technology, - know there is focus on bottom line, people making decisions without stepping foot in a prison, only see what they see in the media; has to be reactive

1 - staffing (everyone); hard to keep up 2 - facility is so small, take on lot of hats, as a corrections Lt., he's doing captains stuff, does other lieutenant work, because they are small, running shift, doing investigation, tough to do job
3 - adapt or you leave, some of the staff not adapting, hard to work with, implement a policy, won't adjust

1 - staffing 2 - inmate - managing the new type of inmate - assertive, verbally noncompliant, more violent; focus on changing their behavior - can't do through positive reinforcement; have to do disciplinary effort - need to incent them; not enough staff to support this approach 3 - keeping staff engaged and interested in their jobs; knowing people in other jobs are getting paid a lot more to do a lot less; promotional situations happened have been "off the wall"; people that have been in jobs 15 years - don't get jobs, morale crusher; 6 people in a elevated position (major) - put someone in acting role with no more experience - wouldn't fit - you pissed me off in the past - never forgiven for it; promotional process is so subjective; given 6 month opportunity to be in positions; questions didn't relate didn't relate to job - but when subjective; simple interview; submit resume - but decision is made by interview; can't turn in resume to committee; have to turn in when apply (resume used for screening); appears preselected

Leadership Survey Data

Q3: What do you believe are the 3 biggest challenges at this corrections facility?

1 - staffing 2 - inpatient, specialized, severe MH, extremely hard to work with, sex offenders, physical custody 3 - taking a typical professional prison setting and turn into treatment center, have to deal with it, consistency is challenging, staff don't understand it, staff assaults, MH offenders, confirm to a non-traditional correctional center, more therapeutic community started with Houston 5 years - to get MH inmates into one facility, more structured therapy, positives, didn't know how to deal with, use of force is different

1 - staffing 2 - space allocation, room to do more things 3 - pay; lose a lot of good staff to local PD, lancaster county

1 - Staffing: Geographic location, reputation makes it harder to get people to work here, HR hasn't been too successful...little trust and faith. They're not aggressive in what we need, not aggressive in customer service. It feels like we're here to support them and they're not here to support us. They're a roadblock. Not just here. Lincoln too. 2 - Policy Changes: Riot reconstruction and department reconstruction all happening at once. And all the politics involved. The Legislative investigative committee is a barrier to us operating effectively. Name calling, trash talking. Not looking for solutions. I have zero faith in political entities after seeing that. It was the most unprofessional thing I've ever seen. Also the Ombudsman's office. They've had an agenda for years. They want to run this agency from the outside. We're getting shit for direction and what we do get changes or doesn't happen. The Director has come here and told people things specifically that have never happened. Waste time in a meeting only to find out we can't do what we had planned because no one told us what the meeting was in advance.

1 - staffing; not crowded, staff retention - all the programs design - can't do without staff, 8 of 11 caseworkers left in 2015; caseworkers are brand new, train and retain; need to stop turnover, need to stop churn, the mandatoried OT is a challenge; everything impacted by staffing - longest all positions filled - 1 week - since he's been here 2 - retention 3 - this population - in other adult institutions, they can tell them they will get more time; this group doesn't care how long they are here, come from difficult dysfunctional backgrounds; has all different sentences; most inmates have concurring issues, been exposed to trauma, single parent, parent incarcerated, special ed

1- Employee retention: Self explanatory 2- Security: We tend to have newer staff. We see staff get complacent, all staff. They forget they're dealing with max security inmates. They get assaulted, they get conned into bringing contraband in, etc. 3 - A lot of us against them...supervisors against employees. They want to get away with as much as they can. We as supervisors are stubborn and try to hold our position instead of trying to hold some kind of middle ground.

1 staff safety - several assaults - need to work to make all people safe 2 retaining staff, goes hand in hand with staff safety 3 public safety - every day because the security of the institution needs to be blended with others; need to protect public

1, Location from the other facilities. Puts a stress on hour we operate. Much harder when we are 4 hours away in terms of attending meetings, training or even to assist other facilities like when they asked for volunteers during the 2. Transportation of inmates. When we remove people, taking inmates to for parole hearings. These become 12 hour days for two staff and two vehicles if we are taking 12 inmates. 3. Staffing in general. We have done 30 preservice classes in last 6 years, 6 a year average. Classes are 6 weeks long. This reflects a retention issue. We train for 6 weeks and they leave once they hit the floor because they find the job is not for them. Filling and keeping people has been difficult.

Q3: What do you believe are the 3 biggest challenges at this corrections facility?

1. Communication sometimes is not where it should be. From supervisor on down, when things get put out like policy changes, they don't necessarily get down or get input from staff about the changes.. 2. Teamwork is a particular challenge because some people are loaners and don't want to do things as team. Some people have a hard time adjusting to change. You always have one or two people who do not want to change. Or the people that have been hear numerous ways and set in their ways, and don't want to adapt. 3. Staffing shortages. Not enough positions. Have problems with both a shortage of positions and keeping positions filled. We have a minimum of 6 custody staff in the facility at any time. Travel orders can be a problem. We can take up to 4 inmates at one time with only one staff. This can change depending on what the inmate is going out for. Example, if we have inmate that needs dental we have to take them to (40 miles away) that takes the time of an entire shift which leaves staffing short. If we don't have enough custody staff we pull from road crew or work overtime.

1. Existing staff make sure we take care of the new hires. Show them what they are supposed to do, so that you are there with them. I think this will help everybody feel more cohesive and maybe help the staffing shortages. 2. I think communication is always a stumbling block. As executive staff I think we need to be more of a team and the more info, the staff all the way down the line have the more included they feel. I think that email for everybody would be a priority. It is a good way to get information out quickly but I know it comes with a cost but we need to get it budgeted. 3. Classification, sometimes we have inmates on minimum that should not be. We have a lot of gang members. We are talking about moving to a more incentive based system, more time on the yard, more access to canteen, show movies. Incentivize good behavior instead of a entire institution being locked down for a few inmates bad behavior. I think it would create a safer system for employees. And it will better prepare inmates for being back in the community. Hopefully will be a safer system for society, inmates and staff.

1. Inmate staff relationships. How new staff deal with the inmates. They come in with the movie idea of who inmates are. They come in thinking they are all bad people. We are here to be a role model and help them get back into society. 2. Retaining staff. 3 Staff safety. A lot of it is just awareness and mindfulness, lot of it is just lack of experience because we have so many new staff. Staff are pretty good about making mental health referrals. We are better at identifying them. For years we just turned our heads on the individuals with mental health issues.

1. main thing, not enough man power to handle what is going on. the facility is asked to do more but there is not enough man power to do what is asked but it is expected to be done regardless. 2. next, security. the facility is mild-medium facility, there is a completely different inmate coming into the facility now. there is more medium and sometimes maximum inmates and they are in the mild-medium facility. there is 300 inmates in the j facility and one staff member locked in with those inmates. there's another wing with a max of 96 and one staff member. and another is maxed at 104 with staff members. but the inmates are free to move to go to the bathroom freely so their doors are not locked. 3. more updated equipment.

Leadership Survey Data

Q3: What do you believe are the 3 biggest challenges at this corrections facility?

1. Overcrowding. We are at 1350 and our 100% capacity rating is approx. 780 to 800 inmates. Overcrowding causes extreme dangers to staff. Staff have management issues with the inmates. It also results in lack of inmate jobs. We have inmates that are porters and only get to work 15 or 20 minutes a day. The rest of the time they are idle and we need to keep the inmates busy. 2. Staff shortages (retention also) We currently have a very good training program for new hires however, once they are onboard, they may be placed into a housing unit with minimal or no supervision and that is scary causing the housing unit to have minimal control. I believe in this area again if the pay was readjusted, a new pay scale designed. Example, a correctional officer's starting pay is \$15.50 an hour. You could be a corporal with 5 to 8 years experience and make only .75 cents more an hour. And corporals also have more responsibilities. We currently have Lt.'s that have minimal time in service and grade which also leads to lack of detail on issues. This is due to inexperience. Our staff shortages have put us in the situation of promoting people with only 5 years of service and so they lack people experience. Changes. At the present time, changes are happening quite frequently causing confusion at different levels. 3. Lack of programming or staffing for mental health inmates. It is a bigger picture that what is. It is a concern the state itself. They have closed portions of the regional centers and corrections are not equip to handle inmates with mental health issues.

1. Retaining staff. 2. New staff interaction with inmates, newer staff does not seem to know how to interact with inmates. The new staff also seems to be younger 19 to early 20's. Also training-we are not focusing enough on our verbal skills with these officers and how to communicate with inmates. 3. Overworked employees due to staff shortages.

1. Retention of staff. It is a lengthy process just to become a corporal. What is the incentive to promote to corporal if you will be moved to a different shift with less desirable days off. Need to grow our custody staff. 2. Size of inmate population. Programming, managed yard concept, these are good things but not always received well by the inmate population. We have a big overpopulation problem. 3. I think we are heavily rules driven, whether it is at a facility level or a department level. There seems to be so many directives coming down.

1. Retention of staff. We are able to hire lots of staff but retaining them has been a challenge. This is an agency issue but it is important to every facility. Also it is a challenge that the maturity level of the staff. I think we need to do a better job with emotional stability factors of our staff before we offer them employment. 2. Placing our inmates in the appropriate setting for their classification. We have inmates in minimum custody who got custody overrides to minimum just so they could be moved from 3. We have an aging institution. The care and maintenance that it takes to care for this institution. Some areas of NSP have been built in the 1930's and 1950's and other areas in the 1980's.

1. Staff retention. 2. Staff mindset in their interactions with inmates. When I was Sergeant. Based on the philosophy of this facility, we give inmates too much trust. Staff here will run with what an inmate says rather than looking into it. For the most part it creates turmoil. Some staff are better at listening than others. When staff are too trusting of what inmates report it creates lengthy investigations for Sergeants and Lt.'s. Too many times I feel staff does not feel empowered to ask questions and then Sergeants and Lt.'s have to deal with it. 3. Biggest obstacle for not only but NDCS is retaining experience staff. I started at around \$9 or \$10 an hour, now for an officer it is around \$12 or \$13. raises started the year after I was there and were gone 2 years later. I think they should bring raises back, that is the only incentive to keep people here. If you like your job at your current rank when you have raises, you don't have to promote to get a pay increase. 4. Burnout. For this facility we have to wear too many hats. Within the department there are not enough specialized positions. There is no compensation for the extra things that we do like CERT and SORT/CNT. For example in Lincoln, the Emergency Preparedness is a full time position and here it is just an extra thing that I work into my day with no compensation even though I go through all the training, etc. With all these extra duties there is no compensation except that you personally want to do it. For me when I work extra hours to accomplish all this I can only flex time.

Leadership Survey Data

Q3: What do you believe are the 3 biggest challenges at this corrections facility?

1. Staffing 2. Morale 3. Communication-going both directions. No one is explaining why we are changing things and inmates and staff both don't have a clear picture for buy in.

1. Staffing retention, getting them to the department system and keeping them here. 2. Motivation seems to be a huge issue. Employees come in ready to go from the Staff Training Academy and over time they get burned out due to it not being the job they expected it to be, lack of support from their peers or team, working too much, not taking vacation. 3. Safety and mindfulness. This institution specifically struggles with safety. It is a constant struggle to keep staff mindful about where they are at. There is a lot of mundane, routine activities and staff needs to not become complacent about the mundane times in the job.

1. Still too much work to do and not enough staff to do it. Staff to inmate ratio is too high. Ballpark of 1300+ inmates and 100 staff that have actual contact with inmates approximately. 2. Staff retention is still a problem and will continue to be. Advancement opportunities are limited, pay is poor whether it is other states or the counties. From a wage standpoint, not sure why you would come to work here. With the less punitive philosophy, it works better for the young people the way they are today. If you can go to Burger King for \$13 and hour why would you come to Corrections and do a dangerous job for \$14 and hour. We always have people coming in for employment but they walk out almost as quickly. Recently when an employee resigns there is a checkout sheet, not sure they do an exit interview. My opinion would be that whether it is real or perceived it is some type of job dissatisfaction with job hours, or anger toward supervisory staff. Second is probably the pay. Example, 9 or 10 years ago, in Iowa a Lt. was making \$13,000 a year more with less time and less responsibility than I did. It is difficult to walk away from the vacation and sick leave after the amount of time I have been here. They pay more attention to the young people and none to the people who have been here longer. They know we are going to be here. 3. I wish the information flow was better-more informed. Lines of communication were more open. I think we are getting better but it is still a challenge. We are a big facility. I am talking about information that pertains to you set of duties.

1. Where we put people when we have a fight. We do not have holding cells and it is very staff intensive. Not necessarily a restrictive housing just a holding area until we can get them to medical or wherever they need to go. 2. We can get staff started here because it is a pretty good paying job for this area but we cannot keep them. Staff member today will be making the same as a person who have been here since the beginning which is 14 or 15 years ago. I sit on a lot of interview boards and it is very hard to get substance abuse staff hired and keep them because starting pay is much higher in the private sector for substance staff. 3. Being away from all the other facilities is difficult. We have video conferencing but sometimes it does not work. One of the challenges is that staff feels that we are so far away that they forget about us or we are last to be considered. It is frustrating for staff because they want to feel valued as part of the system.

Agency wide, employee engagement, recruitment, and inmate crowding. I do not think it is money. I think that is for some folks an easy excuse for the most part.

Leadership Survey Data

Q3: What do you believe are the 3 biggest challenges at this corrections facility?

Balancing mission of protecting the public and giving freedom to the people here. Hundreds going out to the public to work unsupervised. Kind of fly in the face of the protecting the public. The tool we use to put people in this facility is flawed. Cost sometimes drives them to put an inmate in this facility. They have not earned the right to be here. They are a risk to us and the public. Balancing this is the main challenge. Make a lot of case by case problem solving. Lots of inconsistency, look at the big picture. Very frustrating for staff to deal with inconsistent. Work load is higher here than other facilities. Front line staff are doing a level of work above their classification. Case workers doing case management work. Corporal doing Sgt. job. Corporal will run shift, not done like that in other places. Keeping staff motivated and the amount they are paid is a huge issue. Very complex facility. Corporal jobs are specialized. Furlough program, a lot like parole. One Corporal running program, not something done in other facilities. Another worker could not step in and take over that role. Pay is another issue, people hired cannot even tie their shoes. But others who do deserve a raise, will lose them to another agency or private entity. Top level mgmt. say money does not motivate, but let me tell you they are all wrong. Money is a huge driving force for these workers. Base pay is okay, but s merit raises are a must. Some people do not promote because they like their job, but they are not rewarded for sticking it out. They know the job better than any new hire.

Out of site-out of mind, as long as we are not having issues. They have doubled the population but have not given me any other resources. They have also increased the length of stay and inmates having nothing to do. I want to resurrect the job corp concept. I want a multi purpose building that can be used for training, education, recreation. I have not been given the tools to deal with the increased population and length of stays. I feel I am blessed that nothing has happened and that is because of staff. The system has Senators who are making money decisions and creating laws about a system, that they know nothing about. Corrections gets beat up for being overcrowded but we don't control who comes in. The problem is multifaceted and should start by dealing with kids as young as 3rd grade. We are suppose to be all to the inmates, programming, education, medical. We have inmates that will give up their freedom to be taken care of. I have inmates that have come me tell me that we just give them too much. I don't want to run out of time to accomplish what I want to get done within the system.

Biggest challenge is getting inmates to participate in programming Second consistency between the shifts in how staff are holding inmates accountable A lot of our challenge is a lot of our offenders come from the other side of the state, it can be a good thing because they can focus on what they need to do but family contact would be good.

Biggest is recruiting and maintaining staff for our business. We are manufacturing and service oriented business, nobody else in system needs to make money to stay alive. Our competition is the private sector. Wages and benefits have not kept up with the private sector. For example we have an design engineer. You will not find that job anywhere else in the state. this individual would take customer idea and transform them into products and pricing. DAS HR require us to use existing job description and wage rates which are out of touch with our needs. Second is we are the red headed step child. I don't feel like we don't get service from downtown, we get watched from downtown, whether it is HR or accounting. Third would be white collar productivity. I think you know the book In Search of Excellence, we are in search of mediocrity. We create rules and regs around an individual action, instead of managing to the majority and dealing with the exception.

Leadership Survey Data

Q3: What do you believe are the 3 biggest challenges at this corrections facility?

Biggest: No Risk needs assessment. We need to look at what they need and how to meet those needs. We have an RFP out there, but the staff have no education on how to do this. Training staff to think as an evidence based org. Not just housing inmates, not trained to look at risk needs. Getting close to kicking this off. Lots of pushback from staff. Staffing is the third, got to find a way to keep professional staff. Culture change and pay will be the biggest portions to our failure. Disconnect between Corrections and Law Enforcement, we have to deal with known criminals when LE does not everyday. I feel powerless even as an Admin to control anything. Everything was done above myself, leader in name only. Scott has done a lot of great things since coming in.

Building maintenance and upkeep. Old building and there are things that need fixed that probably never will. Nothing done to address. We share the maintenance dept. with we come in second. They don't seem committed to us over here. Getting and keeping quality staff is a huge issue. I think there are two reasons for that, our interview and hiring process is weak. Pay is also an issue, not high enough. Consistency, they have made a lot of changes, great changes, at the same time we have been inconsistent. We have initiated discipline and that has created false sense of security for staff. It was very structured at one time when action was taken, now it is not as structured. Not the same rules followed for everyone. Hard for us to keep accountability. Another thing with hiring and keeping staff, and keeping Lt as well, is senior staff, Sgt., done want to go after Lt. because of pay, lose overtime and the role of the LT is so great and totally devalued. When you talk about a supervisor as a link between high admin and line staff, the LT has a responsibility of running the facility. They are the ones who actually run the place. The pay does not match the responsibility. We have a bunch of LT at less than 5 years of exp. unheard of when I started the job. A lot of Sgt. with 10 or more years, but they will not promote to LT due to these issues.

changing the culture: moving in the right direction. how we interact with each other and the inmates. It is hard if we do not know how to talk to each other. appropriate interactions. They have a voice. challenge for me is supervisors being responsive to front line staff. constantly reinforcing the communication and giving them a voice. No fear of retaliation. We all face this issue and we are working through it. keep people informed, the changes moving forward, moving very quickly. Lots of changes over the past year. Very tough and constant reinforcement is needed. Making sure we get the population to where they need to be. most difficult. We are trying to tell them what we are doing and trying to move the agency forward.

communication, or lack there of perceived actions, they already know what they are going to do staffing has improved a lot

Communications: there is none.

Good Old boy club, still here alive and well. People see the hire of the dept. director as a sign that it is still up and going. Staff being valued and supported. It happens at all levels. It is shown towards the higher levels, but does not make it down to the line staff. I can go to my dept. director and be honest. She will try, I am lucky.

Credibility: We are not seen as the experts by the public and it makes it difficult for us to do our work. The legs, policy makers etc. are the people they go to instead of the agency. Succession planning will be huge with a lot of people leaving in the next couple of years in leadership. Overcoming the mentality of that is how it has always been done.

Leadership Survey Data

Q3: What do you believe are the 3 biggest challenges at this corrections facility?

Culture aspect, how do we communicate with everyone. Not everyone is going to buy in. How do you move the whole org in the same direction. Communication is not making it all the way down to everyone who needs to know. We lack talent in the middle of the org. We have leadership programs, but we have a missing link in the middle. We struggle to find people with the skills. Unit Admin and Majors seem to be the difficult area. Staffing issues are a huge problem. Lots of cuts . I am down with two positions, we lack proper staffing Doing more with less.

Deal with male population. Emptied out mental health facilities, we are seeing them come in here. Trying to keep everyone safe. Overtime is another huge challenge, especially with low unemployment rate. A person can come in making the same dollar figure as one who has been here twenty years. No value for long term employee. Try to keep people positive when the media is bashing them. All of our institutions are accredited. We are one of few states that is like this and we should be proud. Our Director does not stand up for us like the past one. We need people to back us up.

Entry level staff: getting them to accept responsibility and accept responsibility. Having them do their job, youth and inexperience. We do not discipline, they blame someone else and it gets swept away. So much change, staffing/policy, no checks and balances left. If there is, no one looks at them. There is a free for all. Communication, we don't do it well. No one seems to speak, medical to safety, up to down left to right, none of us talk.

extremely overcrowded causing stress understaffed and varies...better than we were mandatory overtime.

getting and training new staff....they are so young and I have to be a parent before a supervisor so many changes that we have; with out disturbance we had and staff trying to accept changes communication; some individuals communicate everything to us and our staff; others beat around the bush answer or seem like they are trying to hide something or not know what the answer is..... a big challenge for us.

Handling the inmate population. they are younger and more violent. the support we had in the past is not there. If you had an inmate in the lobby acting out, you could send them to their room for 20 minutes. Now that is not permissible anymore. You now have to talk them down and find out their feelings. You have to try and calm them down now. A culture of you are here to do your job and nothing else. We lost a lot of good people. we forget they have a home life, we expect them to do more than their 8 hours. This is your job and you are to be totally committed. The whole feel of the facility. New initiative after new initiative. bogged down. you are salaried and you will work as much as we want you to work. We sit in meetings all week for 30 plus hours, but we are expected to get all of our work done. they go at 90 miles an hour and then we are told we have to work more hours. We set in meetings listening to the same stories over and over again. Our case workers are doing case manager roles. Other facilities would not allow them to do this. You cannot keep pushing people and pushing them and not expect them to collapse.

High turnover for supervisor level jobs, leaders leaving, makes people uneasy. The line staff also leave, trying to manage expectations with the new staff. Expectations are kind of grey, is it a new person mistake or is it something we have to come down on. 38% are new, so very hard to work with. We have to run a minimum every day, if we have one sick person we have to find a person. If we have two, we have to do mandatory. If we planned ahead and had more than minimum scheduled would help. People who are leading who sometimes are a little to comfortable in their job. They just did the minimum and they are not role models for those who are seeing them. they leave a lot to be desired.

Leadership Survey Data

Q3: What do you believe are the 3 biggest challenges at this corrections facility?

I think employee morale due to the negativity from the past. I think communications is a huge challenge because I don't think they communicate to some of the staff. I feel my level of staff receive information but staff below this level don't get the full communication. Lack of following some processes and procedures in some instances when it is not convenient.

I would say number one is budget and NDCS has been literally starved for the last 10 years and has not been able to meet the basic needs for safety and security let alone changing and moving forward with national practices. Budget includes overcrowding. The other would be communication, the ability to communicate the whole story from the top all the way to the front line is very difficult and often I think line staff in particular don't fully understand what is happening, why it is happening and how they fit into the overall mission of the agency. Lastly, public perception. There is such negativity around corrections and what we do that I think the legislature doesn't necessarily see things for what they are and I am not sure the governor does either. They are influenced by what they read and hear in the media and we know that because they repeat things that the media has said that are inaccurate.

Like all, staffing is issues. Keeping it filled and retention also. We can hire people, but keeping them is another issue. Overtime is a huge issue and dependent on staffing issues. Mandatory is a huge issue. We are in a building that is older, it impacts our flexibility or making more space for meeting and things. , it is to be a short term placement. They are sitting here due to no space, here for almost a year and not getting sent out. We have no programing, no TVs no property for the inmates. They are bored here. Causes them to be more irritable, and take it out on the staff. Lots of issues for them because of the lack of movement.

location competitive wages ; not a pool to draw from. Dissention of ranks under A lot of new staff; animosity of old staff training new. Tenure is not rewarded; big cause of burn out. Job is difficult enough anyway - no rewards for being here. Handing out more positive forms/notes Need to reward more position behavior. Funding the prison is like paying bills, no one wants to do to. Has 65 - 70; now on a good night has 30. 2nd and 3rd shift merged; have to have staff. Seems to be a lot of lag time; always something to do.

low staff morale caused by their feeling towards upper management. low staffing; lack of permanent hired staff to cover the schedule adequately; we have a lot of young and immature staff who do things that show the immaturity;

I wrote a report and recommended that they find him another job but they wrote him up and terminated him. We took the time to hire him and send him through training but terminated him on original probation rather than appropriately place him in a job he could perform. He cried every time we talked to him about his performance. lack of thorough trainingthey are thrown in posts they do not know what to do. Thrown into a post or job without real trainingmay never have worked that post before.

Management of Inmates: not enough staff, FTE's are too small Retention of staff: getting bodily fluids thrown at them when they are working. County jails make more money than the state does. Not getting spit or peed on there. They go to the railroad. Blood, urine, seaman, feces, spit. Violence is overwhelming sometimes. Balancing the workload with the staff we have. Using OT, mandatory and voluntary. Exempt staff can get straight time so that was huge. Now I can be more hands on. Gives a moral boost that exec staff coming in to help. Staff we do not have.

Leadership Survey Data

Q3: What do you believe are the 3 biggest challenges at this corrections facility?

Managing a population that is aging that has greater needs and the volatility of the younger inmates that do not follow the older prisoners code. Staff retention. We are limited in the dept's ability to work with different personnel issues. The work environment is so much different that you would find any where else. You have so many posts inside a facility, you have to have a matching number of staff for them and that is to be at the minimum and that is not so you are working proactivity with inmates. Staff have gone for a period time where they have worked, worked with inmates with limited recognition for what they done, and this has resulted in them feeling discouraged. There was a mass e-mail sent out summer of 2014 which questioned staffs' ethics. Bringing in new technology and programs is something the department has as a challenge for the future.

Managing inmates safely and humanely would be one of the top. Hiring and maintain staff, competent staff. Inmates doing programs that would benefit them.

Managing within the budget allocated. It is difficult when the agency grows, but the resources do not grow. This has shown an adverse action for areas who are told to do more with less. Crowding, difficult for every employee, it affects their workload. More challenging for those on the line who have more inmates than they were ever made to have. More inmates makes for more paperwork and reports for everyone who just does paperwork also. Hiring the right people for the right positions and retaining them. We have a lot of turnover in our agency. Many reasons for this. Very difficult to build momentum. We are not competitive with pay and we lose them to other agencies and orgs.

Many people have never seen it done a different way. Lack of technology. Resistance to change.

disparity between general pop and inmates with
 Not sure who is on what list. Not privy to the information of who is and who is General pop. Media bashing us over Nico Jenkins. Paperwork is a huge problem. Forms told to use, but they are not ready to be used. Use of force forms, the font used is not ready for him to use. was the due date, not ready. Follow instructions for including a picture, does not load. Very frustrating for him to try and comply, but he cannot do it if it does not work. Might be a system wide issue. dealing with some of the decisions above his pay grade. Inmate assault, usually send to Tec, but inmate is still here. I have to be the one who explains that to my line staff. They guy that assaulted you will be here and I cannot do anything about it. to just be careful around him, seems like more could be done.

Morale: based off of those three or four people. they go out of their way to find things wrong. they cause a lot of problems, staff on staff issues. These four have tried to get others in trouble. A couple of the problem makers have left. the four left are not as bad. Staff too comfortable with inmates. some staff see them as harmless and they can be more dangerous than the males. this is not their first time through the system, they usually have a big background. they can be manipulative. The female inmates try to control both male and female. a lot of changes to the building over the past. the fence was only eight feet tall. one building was torn down. always remodeling, tough to maintain.

Leadership Survey Data

Q3: What do you believe are the 3 biggest challenges at this corrections facility?

Not in order, politics are an issue, by necessity we are a political organization. There are some staff here that are used to serving the previous gov. so they are used to presenting things in a certain way and I think we need to improve on telling the gov and other execs. within NDCS what situations are and what resources we need rather than trying to frame things in a way that makes them seem better than they are. Funding. We are just used to small appropriations and having to do more with less. And we need to figure out alternate ways to get grant funds or supplement our resources to get the work done that we need to get done. Last one is perception of inmates by line and unit staff.

Not knowing what we are because our identity keeps changing. Second big challenge is access to services. Mental Health, dental are contracted out. We don't have full time medical staff here.

Third our facility does not choose who comes to . We are just told who are coming here. The inmates that are coming here are not minimum custody inmates, We are getting low minimum custody inmates that are getting over ridden to minimum so they can be placed at because we have beds available. Those inmates end up staying here for a really long time, over a year. We were set up to be 180 days max.

Number 1 is resources, it has always been resources. Staffing, I lost staff. When positions came open we could not fill them. Another part of it is the public perception of NDCS. I feel like a referee sometimes, either we are providing too much or to little. Police officers are held in high esteem, corrections officers are not. Even though I am not a technology guy, we have been slow to use technology, embrace it or use it. There are security reasons but we need move past that.

Numbers are too high, we cannot say no so we get who gets put here. We get them all day long. They deliver all day any day. We run 24 hours a day. We have county safe keepers, so they get stuck here if they cannot keep them. Lots of mental health issues. We don't have the regional centers anymore. We have no retention of good staff. The county pays so much more than we do. They find out they can go to the county and make more money and less inmates. They have not been convicted yet at the county level, they are here. Upward mobility, sometimes it is not there. We stick around forever and, they go to midlevel and leave. They see there are things other places and they move on.

1) change of leadership at top of agency - dir. Frakes - understand to bring different perspective, change culture, ideas are new, in order to get to where he wants to go, workload has increased; 2) incident in we are supporting, contributing to workhours, 3) as bring/retain staffing maintaining workload; 4) governor Ricketts philosophically of what corrections should be different, huge change - used to philosophy of Heinemann and Houston, no matter what our population "we can handle this", we did not follow supreme court decision, director's order was reduce population, 5) challenge of moving in the director as far as changing environment, some people see that as quick to happen, others to take longer, have old ideas, sunk in - same challenge at - influences entire department

One of the biggest is for line staff feel they are not valued. Somehow admin does not hear what they have to say and they get discouraged. Why make the effort anymore, they get lax. Not lax in security, but towards their attitude and towards change. Lot of grey area in our policies and procedures. that has a tendency to create unclear expectations and duties. I think corrections is an area where expectations have to be very clear. You have to understand to do your job correctly. The laws, I deal with sentencing things. The consistency needed to do our job is not there. The whole judicial system needs to be on the same page. We need clarity and understanding of sentence calculations. It is unclear how DCS is suppose to implement the laws by the Leg.

Leadership Survey Data

Q3: What do you believe are the 3 biggest challenges at this corrections facility?

Our location. It hinders us a lot with the hiring pool. Lincoln and Omaha have a huge pool Being a female facility leads to a number of problems. Not having onsite medical facilities. We take inmates out into the population every single day.

Physical plant is falling apart. When it rains it leaks, every time. Power goes out. Bathrooms leak. Equipment is from the 80's, it is old and not good shape. Staff retention, cannot keep people here due to OT. Young kids have no idea what they are getting into. They have no work ethic. Last less than a year.

Physical plant: it is old and the preventative maintenance was not done. major problems with two main housing. showers broke and heating and air does not work. the pipes are shot in one building. after coming from , this is a hole. things have been let go we are a women's facility, we are an afterthought. procedures written are "he" not she or inmate. equipment does not come here first, always a men's facility. women are less destructive, but they have a lot more needs that need to be men. most are abused, sexually, mentally, physical, etc. we also have to take them to medical three times a day. more medical needs. no medical facility here. no x-rays, no physician, everything we have we have to leave for or bring it in. we have 700 exports a year to the medical facilities. Need medical facility for these women.

retaining staff hiring staff training staff

segregation - they are taking away beds and double up segregation and that is not safe option inter shift cooperation - difficult to get shift volunteers.... shift held over to worked at several institutions...the has the reputation that it is the flag ship... can do whatever they want as they are the flagship/original and top dog; staff take on that persona and treat the other staff at other facilities as not being a real prison.

sense of security, due to lack of experience and willingness to listen to their supervisors Rumors: such a small close knit family, everyone knows everything about everyone. Limited staffing resources. We don't have the staffing we need if there is an issue that comes up.

Q3: What do you believe are the 3 biggest challenges at this corrections facility?

So use to looking at agency Budget, agency wide thing and has been for years. It goes all the way down. They blame the Gov for not supporting them. This one seems to show he cares and is positive. Hear this at all levels. When I look at what we need here, I see hiring as a big thing. But, I think other facilities need them more. It is tough for me to steal from other facilities. Succession planning is huge here. Right now we have Psych Tech's that can leave at any time. Lots of people who could walk out at any time. Case Mgrs., they classify and do not supervise like the others do. When they have done this for 20 years, another would struggle to adapt. We do things a little different. Capt. and Major, so much reliance on for everything, it did not allow for others to make decisions. I have not been able to get a level of trust at this facility. I think it is higher than other places, but I need to get a better feel. Our count is huge, over 300%, people sleeping on the floors. Our staff struggle with this, more incidents. We will not build a new prison, tough to hear this from past Gov. Our staff do not trust. People moving through the system, without County we would have 500 here. We are to be 160, we are at or above 330. Staff dwindle and positions taken away. We got seven new staff. The Senators came out and saw what we have and saw inmates on the floor. Out of sight, out of mind. Staff retention is big, but probably better than where we have been. If we could put it under 10% that would be huge. I have heard we are not getting quality staff. We have relaxed our standards. Been asked why this has happened. it came down to budget. the new director and Gov will change these types of things. Kind of full circle. Used Medical staff as generic workers. Now we contract out and it increased staff. Agency thing, feeling of nonsupport, hard for line staff that the director cares due to following marching orders. When an incident happens, no word from the Gov. Had a program for 30 years, one issue happens and they cancel the program. No word that it was successful for years. Retention is okay here. Our count is the biggest issue. Succession planning needs work. Programing is a big deal. Offering programing is what I am working towards. They were here for 90 days in the beginning. Now they are here for longer. County drops them off here and we take them. They should go to another facility, but they are here for months waiting for a bed. they are then not on the right path to go back out. Be really nice to move them through. Ted Talks thing going on and needs to expand. Programming is something that would help all of us overall. Changes have been started, many things are looked at an agency level. Transparency is also another issue I see with staff towards mgt. Dir said that staff fear making questions or speaking up. I don't see that so much here. What they view as transparency at the lower levels is not what I see. Overtime issues is from lack of staff, but not so much of an issue here. I will probably here from other staff that our pay system is broken. No one has tried to fix the pay structure We have Corp that are amazing folks, they make the same pay as a new hire. Adds to resentment towards other staff. Lack of support in changing. People work at county also, they get paid a little more there. Tough when we train them and then lose them to another agency. MH issues and the increase in that population has really made an impact on our facilities. This is country wide, it is very concerning. Lots of MH needs. Good staff in this area.

Staff retention, we have a small group of long term employees here. Stressful environment, people leaving right away. Overcrowding, adds to the first issue a lot. Designed for 16 inmates, double bunked them to 32, then started adding cot inmates, now at 53. Recruitment of quality staff to fill the positions. No issue hiring, but not the right hires.

Leadership Survey Data

Q3: What do you believe are the 3 biggest challenges at this corrections facility?

Staff retention: A lot of staff use this place as stepping stone for something more. The new ones are young, no education beyond high school Think they should be rewarded for just showing up. Looks good on a resume for law enforcement. Money is not an excuse, everyone thinks they should get paid more. Some are go getters and go for all the teams and special assignments. We should pay them for the work they do to save them. No thank yous for staff, they see something better, they will go. Need an incentive to keep them here, not move them on. Need people who will work and stay. Hard to keep the good ones here. People who screw up are kept due to needing bodies here to work. People feel stuck. 5 years or more is not seen a lot here. People in LE move on before 40. Communication: A lot of sitting around chatting and they do not pay attention.

They do not go after them. people do not listen in role call, they do not pay attention. They come back later and ask why they were not told, but they were. Cannot use bulletin boards because inmates see them. Digital marquee at Tec that staff have access to. We are bad at giving out information here. Superiors don't have time to hear what we tell them, too much going on.. Staff Safety: Been that way forever. We don't have enough staff, we never have enough. We take shortcuts to make do. We make changes, we have no written policy for. Staff wing it to get it done. We are all guilty of doing it. Told to figure it out. Lots of outside contractors, they come in during meals. We run short at central dining to meet needs of contractor instead of rearranging the contractor. If we tell them to wait, I am labeled unhelpful because they call the warden. We run short staffed because we get in trouble for not being accommodating. runs short due to groups. Mental health group six inmates unrestrained eating lunch together and only three people there. Escorts are a huge issue, we are working dumber here. Not safe and is a daily thing here. a person due to this issue and did not feel safe. It was in her report and exit interview.

staffing - key problem for retention - having staff available for promotions - good staff are going to Lancaster or Douglas County and they make more money. Lose to law enforcement also; if I am an officer I start at \$15/hr. and I can leave and come back if I want to. No risk on leaving because I can come back to the same salary. Training program for 6 months, at which time the staff can apply to transfer to another facility. We have lost 20 staff to transfers in the last 4 months. Another new hire replaces and we lose the years of experience to Lincoln.

staffing filling basic vacant positions; some days 70 staff down and can't even run the shift; new staff for 3 mo. training a brand new staff; keeping positions filled. Every year we are 30-80 down and only fully staffed once and that was only for a few weeks/months and when economy was bad....quickly changed to vacant positions. finding experienced staff diversity with our staff - out in the middle of boondocks; hard to get staff from larger cities, not just race but experiences....visiting or living in larger cities, going to college diversity in general

Staffing, a lack of staff, cannot hire fast enough for people leaving. Staffing pattern is not enough staff FTE if it was all filled. Become in the last year for mentally ill inmates, restrictive housing, assaultive. more burnout. Negative publicity in the media over the past couple years. Very unwarranted towards the department as a whole. Reading about it in the paper effects me and staff.

Staffing, that one person does not show, or a travel order comes, we are closing down units just to keep things running. Mandatory overtime occurs because people call in sick. Not enough staff to cover the issue. share resources, training coord and things like that. has them based over there, we come in second. We are skipped over for issues due to taking control of them. Maintenance is shared and we play second to them. We never see a maintenance person over here. we had an army of people who did maintenance over here. Due to the lack of diverse posts, there is very little incentive for an officer to move to a Corporal. It is very rare for someone to move to this area. Officers are working a Corp post most of the time because they do not want to move up. Pay is an issue and the difference between the two is not huge. The only way to get a promotion in pay is to promote to a new classification. The pay plan is frozen so seniority does not matter. Corp. does not matter in this facility, there were a lot of specialty posts, but not in this facility.

Leadership Survey Data

Q3: What do you believe are the 3 biggest challenges at this corrections facility?

Staffing. Travel orders, transfers. Four days in advance I already know that I'm going to have to mandatory someone. Retention is big. about 75 percent are new staff. If something were to happen they wouldn't know what to do. Those people are quitting or getting fired off those shifts. Classes with how to talk to inmates better. We have some good classes but having a young, inexperienced staff is hard.

staffing: on shift we run with to corp and one Sgt. for minimum staffing. a lot of times we are at minimum and there are sick calls. we need two more on shift. hard to keep case workers here. we need an OJT for caseworkers here. they get days for training and preservice, but they need a little more before being thrown out there. all of the changes in the Dept., the old timers need more vision of where we are going. the reentry portion now is new and we need to reaffirm where we are heading and why we are doing it. we should have the same goal in mind. Not a lot of challenges, small things. One of the biggest is not having a second facility for women. we put some of them right back in population with who they may have fought with. Having another unit for protective custody. it is hard to separate people within the same facility.

The biggest is our physical plant, it is older. working to get funding to keep it is usable. We are set on a plot of land and cannot expand in any direction. We are starting to get limited where we can house offenders. Especially if we need to manage a person independently. We have two units, not six like other places. Programing has limited places they can be done. The vet staff here are not bought into our direction. They are very influential, they can cause problems if they do not support something. The challenge is getting to those staff, getting that buy in from them on changes to get where we want to be. I have seen little pockets of this, they have even come to us and told us flat out. However, they are starting to come around to things. There is a lot of pride from the staff who work here. They have a lot of pride here. When the face of change rears its head, they can be less than helpful. Every member of leadership have seen some division amongst themselves. Some of them may not be on board with the changes. The staff may not see it, but there are some who may not be sold on the changes. That is more from my perspective. We need to evaluate some of the mgmt. staff and where they are on those things. We are starting to see it and it will be a challenge. Some may not be on board with things as we originally thought.

The rules change without notice. Today I tell you to do it this way, tomorrow I yell at you for doing it wrong. Tomorrow it is another way. There is no consistency. Lack of communication. The Asst Wardens make rules that the Warden does not want. If tells us to do something, we have to do it. It might be three days before the Warden hears about it. Youthful Offenders: You have a much higher chance of getting assaulted by a youth. They are reactive and do not think ahead. We have the most violent offenders here. Inmates at other facilities fight each others. If they have a bad day, they can snap and go after you. Short staffed: We are always short staffed, on top of that we get them trained they leave. They start at another facility and start above the hiring rate due to already being trained. I have a Corp making the same amount as the ones in the academy now. There is no pay for time served. No appreciation for doing your job. In the last 10 years our highest raise has been 2.5%. The insurance goes up each year and takes up your raise and more. This job is used as a stepping stone for their career.

The staffing is the biggest issue, the right people hired for the right jobs. Population, we are over populated for what it is designed for. Over the past ten years, it has really exploded. It causes a lot of stress and hinders our ability to help those housed here. Resources, treatment limited for the inmates. Resources for the staff, technology is lacking and not efficient. Public perception and the legislature has made us look like a bunch of buffoons. We have no credibility due to past instances.

Tough question, it used to be was dealing with the inmates. It is now staff, easier to work with inmates then the staff. It appears to me, they have no sense of loyalty or responsibility and do the very minimum. You feel like a fulltime babysitter. Sometimes it feels like you get no support from your supervisors either. Maybe I have been here too long and it is time to move on.

Q3: What do you believe are the 3 biggest challenges at this corrections facility?

Volume of work is overwhelming when compared to the staffing. They feel they cannot get their jobs accomplished. Way to much work, always behind. Stressful for them. Corrections getting a positive view from the public. A lot of people you would not feel comfortable telling them where you work. It is a huge misunderstanding by the public of what it takes to make Corrections work. I don't think myself or my manager feel like we have the time to be a resource to staff. We are too involved in daily activities that we don't have time to mentor and train staff appropriately.

We disagree a lot, discipline issues are a hot topic. We have a assistant warden who knows policy and holds them accountable. knows policy and sticks to them. We have a warden who plays it fast and loose with the policies. Rules are rules, but lets do the right thing. Neither is wrong, but it is not consistent. You pick which one you go to depending on what you want. Lack of discipline is what got them here to begin with. You cannot always blame the parents, some were 13 when they had kids. Discipline is not to be mean, it is what you do to do better. They cannot control themselves and have to be taught. Warden and I disagree on how to deal with kids. Interference from the outside. We are small facility, the rules are different due to our inmates. The rules cannot be applied across the board. Legal issues, ACA (what do we get out of being accredited), media, etc. We have to deal with DAS for hiring process. Our evaluations also are dictated by DAS and they are crap. We cannot get them done and done correctly. Word document worked just fine, at least they could get done. The more we standardize across the state, DAS takes over and it gets less efficient. The hiring and promotion process also is a mess. Hiring and promotion is not all on DAS, but it made it worse. Corrections did not always do a good job with promotions. The promotion board was a joke, the smooth talker got the job, but the competent ones were passed over. Part of it is the filtration of applicants by DAS. They knock out a good person for a dumb thing. Yet, someone else might get through who has no experience gets sent through. The process for hiring is broken. Our hiring boards are stacked, it is not a good process. I had to become a LT because I could not escape the night shift. I lost the overtime, but still get to put in way too many hours. The good old boy network is also still in place. I was passed over for a LT by a Corporal when I was a Sgt. because he was a friend of someone from The hiring is a circus. Now we have a statewide LT board because of the favoritism shown by the facilities. I went from the second place and was told by the Capt. that they scrapped the ranking and hired who they wanted. I have lost people below me because they do not trust the process. Promotion boards are not legit, they hire and promote who they like, not who is qualified. It is a heartbreaking thing. DAS,

. I have lost my desire to work here now. This is a joke, \$600 a month for no reason other than they want to be dicks. I want to leave, and I have to quit to get out of my insurance. I cannot afford to still work here. We have been told to track how many hours we spend on EDC to give to the gov now. It is that bad. Staff retention: we sure have a problem with staff retention. The people who complain in this facility about admin, they are probably horrible employees. , they leave for money. Not because they are yelled at or something, it is because of pay. The county jail or another state pays so much better. \$5 an hour more and actually get raises and has a union that has rules that benefit staff. We wanted 12 hour days, but the union shot it down. One or to old timers didn't want to give up their good day. The union is weak and people will not join. They have no power and no one is going to join. They cannot strike, we cannot lock out, they have no ability to do anything. Without effective union membership, they cannot get better pay. they cannot do anything and they have nothing. They have no teeth. Douglas county is ACA accredited also. They have the Fraternal Order of Police, they can actually get raises and pay. I am losing staff left and right. Last year I had some good Corporals, but now, it is scary. This is a good starting place for LE, you learn a lot. But now they only last a few months. We should not be losing staff to another jail. LE is different, if they go there, good job. they said happened due to inexperience staff. I have only two over one year with the agency. they go to Union Pacific or anywhere where they can get more money. He is making \$55,000 starting and actually gets a raise. He does not have to pay Social Security. He is not assaulted or having poop thrown at them. There is no real reason for me to stay here anymore, I think I talked myself into applying for another job. I am going to the county.

Working within our budget. Understanding the goals of the deputy directors. Managing staff.

Leadership Survey Data

| <p>Q4: How often and by what means to you communicate with your direct reports?</p> |
|---|
| <p>generally area, talk every day, if not every day, all so close, verbally in person, day goes on, may needs something for this for that, once for month bring in breakfast food (recognition); make sure we are all on same page; birthday lunch</p> |
| <p>A few of them I do daily because of there field. The other ones 3 to 4 days a week. I stop into their departments when I am out touring, or call, sometimes we email back and forth. Sometimes they stop up.</p> |
| <p>all throughout shift; starts at roll call. Opens floor to any questions about what was read at roll call. Depending on shift, if there is something that needs to be told, will get the message out. lets her sergeants help and get through questions/situations. Open door policy - firm, fair and consistent. New young crew, has had to nip a few things in the bud.</p> |
| <p>As much as I can, phone, email, memos, meetings. It is a two way communication. They are welcome to come and talk to me at anytime they need me. I go to them as well.</p> |
| <p>At the beginning of each shift roll call. Team within a team, chain of command. I have an open door policy, it is hard not to communicate because I am doing the same stuff they are doing. Basically face to face.</p> |
| <p>because of the environment here, unique, speak to people directly, case manager who was gifted to us from another facility, can call together and talk as needed; some go to meetings with him; get info from same source; required to have monthly meetings, some more often, vast majority of communication; direct and verbal</p> |
| <p>Communicate verbally, via phone or in person, including structured meetings individually and informal meetings regularly. Also email. Also monthly department head meetings. Frequency varies. One person due to budget, it could be 10 to 15 eek. About half of my direct reports I communicate with them 15 times a week. The other 3 to 4 are less frequent, 8 to 10 times a week. I rarely communicate via memo.</p> |
| <p>daily contact, in person and via email. Almost everybody have emails except Corporals. We choose who has email accounts.</p> |
| <p>daily thru email, in person conversations.</p> |
| <p>daily multiple times a day, every morning have incident review, whatever issue, safety, security, has direct reports direct reports</p> |
| <p>Daily and we have a roll call daily. Any information that needs to be passed to my shift happens daily. Monthly I have a meeting . We try to reinforce anything that needs to be worked on, trained on, work on any deficiencies we might have. A minimum of once a week I get out and walk the facility and talk to inmates and staff at the same time.</p> |
| <p>Daily for some people(subordinates) and try to do it in person or by phone if I cannot get to them in person. Anyone higher or equal rank, it is daily by email.</p> |
| <p>Daily for sure, more often than that. Email, phone, face to face. They stop by in the morning to see me. I see them many times a day.</p> |
| <p>daily with emails, some with walking across the hall, weekly with key people, minimum monthly meeting crucial - meetings are 2 hours; wasting tax dollars, 150 emails/day; telephone - lot of communication; weekly meeting in his office at 830, meet weekly with ; get together - vent, trust level, share feeling, get stress off your shoulders, all informed, if we don't agree, vent</p> |

Leadership Survey Data

| Q4: How often and by what means to you communicate with your direct reports? | |
|---|--|
| daily, back and forth depending on what issue/person/inmate; meeting too, good that they are there, hearing the same thing | staff meetings 1x a week, all DR at same time, warden/assistant warden, open communication, do institutional classification, weekly (review every 6 months - last 3 years of sentence), personalized plan done within 14 days, 30 days for work release |
| daily, face to face, as a leader, is defined | by people, should never ask someone to do something you would don't, when a person fails, 'did the individual fail themselves, or did you as a leader fail to give them the tools, resources, communication to help"; Business is business, not personal; when communication is strong, if don't we are in trouble, in big trouble, always do more, open door, need a person; call him; as leaders |
| daily, face to face, verbally, email, every day with every DR and often multiple times, many means, meetings | |
| daily, | I supervise everyone through these folks. I talk to them every hour of every day. they are all right by me. I check in with the Sgts. in the yard. I interact with the line staff through the LT's we do rounds once a week and I am there. they know they can come to me if they needs something. most email me. we have a dept. head meeting every month. all incident reports come to me, I prioritize them and send them to the correct area. lots of back and forth with these. |
| daily, in person, on phone, email, phones, communication is so open | could ask question every day; open door, but have hierarchy, works in their favor, direct communication, incident report meeting, admin leadership; helps stay focused, good communication |
| daily, many times a day, verbally mostly, occasionally in writing with directives, email on the phone, does talk on phone, emails | |
| daily, Mondays meet after duty officer meeting, talk about several points of emphasis - Wednesdays PM meet for 2+ hours | institutional classification actions; Thursday mornings institutional classification meets - includes one unit manager, committee meeting, warden/dep ward/security - institutional classification; Tuesday/Friday - meet informally email/telephone emails daily |
| Daily, mostly in person, email. I have two direct reports right now, but sometimes more depending on the project. Most of them are right here in the building. | |
| daily, try to talk to people constantly, brought up things, that maybe | should, talk as much as can, ask uncomfortable questions, do ok job talking to people, |
| daily, we are luck here | We do it daily, we are to meet monthly. FLSA said we cannot talk about work at lunch, but we do talk. They have all been here for so long, we talk. We spend more time here then we do without |
| Daily, we have a | meeting every weekday morning. Not all make it to that meeting. Most do make it.- Have a meeting with interpreters, there are a supervisor and three staff. Phone, email, tours weekly. |
| door is always open, most come in once a day, most are in this admin area, sees once a day, their direct reports come in too, face to face communication, rather walk over and talk to them, or lose person | Houston, told about corporate idea of no email on Fridays, staff frustration |

Leadership Survey Data

| <p>Q4: How often and by what means to you communicate with your direct reports?</p> |
|--|
| <p>Email a lot due to distance, communicator, phone and in person. Most of them are in person.</p> |
| <p>Email, in person and by phone on a daily basis.</p> |
| <p>Email, verbal, face to face, through roll call. We try to brief them as much as possible at roll call about what is going to happen throughout the day and if it's about something that's going to happen a few days in advance we try to do it by email.</p> |
| <p>every day, consistently, face to face (preference), email, verbal</p> |
| <p>every day at work; don't call on days off; in person communication; follow up with email, some document as a reminder that we did discuss</p> |
| <p>Every day by face to face or email or phone conversations. Sometimes I have to go looking for them but I try to make sure I talk to them everyday. All the people I directly supervise have email. I do go to roll calls first, second and third shift and talk to people at least monthly. They don't all have email but probably should but I know it is costly.</p> |
| <p>every day every morning, come in to see what is happening for the day. Lts. on shift talk to them every day. Talk to them in person in my office, meets daily and talk about those. Most of those will come back to my office or I go to them. I am at roll call every day.</p> |
| <p>every day in person/phone and use e-mail to disperse a lot of information; follow up with them personally. Monthly meetings. One staff who travels between facilities.</p> |
| <p>every day meeting in person and through e-mail or phone calls;</p> |
| <p>every day when he does roll call, before we staff shift, try to get all the information from previous day to read for call; what he can't get out, has sergeants go out and about with changes policy/concerns; has more information to get out in roll call than they can, may not get level of detail, on time crunch, go to get what we have; emails from supervisors, memos that put out, supervisor tag in email of what to address type of information they go over is the same</p> |
| <p>every day, verbally or email</p> |
| <p>every morning, mostly face to face, sometimes multiple times a day; phone calls, emails; would rather go down and talk to deputy warden than email or PC; may do as phone call; any major issues - face to face; not meeting is not new; but face to face input is new; don't want to do discussion part; might struggle with empowerment, might struggle with it as it out of their norm; asks people to help solve problems; do try to put back on them; trying to help everyone work well together; DD enjoys what's happening - tell him versus</p> |
| <p>Everyday either by phone, thru incident reports, face to face. There is a lot of communication that goes on. Our job is dependent on it.</p> |

Leadership Survey Data

Q4: How often and by what means to you communicate with your direct reports?

Everyday, all the time. Mine is easy, I work in an office and my people are right there with me. When I fill in on shift, there are hundreds of people here, you don't talk to hardly any of them.

Everyday, meet with supervisors at [redacted] They tell me after their meeting of what I need to know. meet with people [redacted] Report major things. touch base with a lot of people during the day. Regular communication through meetings and face to face.

Face to face daily, email, phone calls, texts

Face to face is primary. Just got promoted last week. I have 10 now, had as many as 40 prior. Most things can be done informally. If you don't get the results, then you go to in writing. I use a report or counseling.

Formally we have a weekly meeting. We are so small it would be difficult to not see each other. I see them everyday, several times a day. I use communicator or just walk down the hall.

From me to the sergeants we do a monthly. Under me the sergeants do a monthly evaluation until the probation period is. We do roll call daily. Then I do an annual review for each

has morning huddle, get things need to resolve, get together, got an inmate that's really disruptive, have to manage him on a continual basis, standard meeting every Monday (if holiday on Tuesday) department heads; they disseminate information; department heads raise issues in sections; daily interactions, email, phone, face to face, frequency, minimum one per week

Has volunteers, not subordinates, communicate with them on weekly, through email, or call; depending on age, older volunteers don't like emails; mentors email schedule; after mentor visit has debrief, does that with other volunteers, have developed personal relationships with volunteers, with mentors, do evaluation, respond to volunteers (want to connect with others, get them training)

[redacted] they have classification on Thursday, after that, [redacted] meets with case management, discuss things [redacted] brought security in, had weekly meetings, [redacted] all 3 shifts, make sure [redacted] meets with all 3 shifts LT, comes in every 2 weeks with 3rd shift, weekly meetings w unit management, see lieutenants all the time, has monthly meetings with security staff, every 2 months, all case management and security, after a year had less to discuss, better to go back to case management and security separate; door is always open, no rigid chain of command; management by walking around but they come to him

I am fortunate in that most of them are in this building and we are a small division. I communicate with them regular, almost daily in person, by phone and by email. I have held quarterly meeting with the whole division [redacted] My goal is to provide them with resources, expectations for how we operate as a unit and also share with them things that are going on in the agency, things the director is moving forward, my philosophy but I would say I have at least weekly contact with everyone in reentry. The communication is very open.

I am lucky, they are almost all in my hallway. I do [redacted] and try to go [redacted] once a week. By phone. [redacted] You have to get out and talk with staff. If you don't witness things, people will tell you what you want to hear.

Leadership Survey Data

| <p>Q4: How often and by what means to you communicate with your direct reports?</p> |
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| <p>I am office in the wing with all my staff so we talk daily. There is a once a week scheduled with the two supervisors and then once a month meeting with the entire.</p> |
| <p>I communicate with them daily. Since it is a small crew, I try to touch base with everyday. Recently we have had a problem with contraband. We had some of the same problems with probations but inmates are more organized and seasoned than probationers. Basically communication is face to face or by phone or by communicator.</p> |
| <p>I do on a daily basis in person or on the phone. If it is not a super busy night I will go to the units and talk to them; it is a lot easier on 12 hour shifts because I can get my other routine done in 8 hour and have the 4 hours I can go to help out like in SMU.</p> |
| <p>I don't normally supervise people anymore, it is verbally, email most of the time. More verbal now most of the time unless I am responding to their email.</p> |
| <p>I don't really have direct reports, I have indirect reports, the facility PIO's and I communicate with them daily, may not be the same person. I communicate by phone and email. We have quarterly meetings, usually do training at that meeting. If I find something new, I send it to them via email.</p> |
| <p style="text-align: center;">Two are in this building so I communicate in person, email, verbally, phone daily. The one in Omaha, I talk to her several times a week by email and some by phone and occasionally meetings face to face.</p> |
| <p>I have contact with most of my case managers and case workers and two and a almost every day. We have Chemical Dependency Counselor supervisor and Chemical Dependency Counselors but I do not over see them, they are under medical. See them face to face, phone calls and email.</p> |
| <p>I have one report on paper. Every two days we talk by email or face to face. I supervise a lot of staff through 2nd level supervisor. Talk to them all daily.</p> |
| <p>I make it a point to contact my line staff daily. I believe that it has to be face to face or at least verbally. I do not think that email is personal enough. I do it as close to daily as possible.</p> |
| <p>I personally speak with them at role call or during shift. By telephone when I am in my office. I do walk around during shift once to make sure I see them each day. They worked hard to get email for everyone, they took it away due to cost. there are plenty of email things that are free, not sure why we cannot find a way to get them email. It is a huge cost and not sure why it is do expensive. It should be cheap enough. Every control station has computer access, all staff could get email if they wanted to use it. They use these to do their work, so email would be accessible to them.</p> |
| <p>I reach every post, every night. I make sure to do a face to face. I do an as needed phone, but try to meet with them face to face.</p> |

Leadership Survey Data

Q4: How often and by what means to you communicate with your direct reports?

I speak to them all daily if they are here. One of them works different days, but I see here usually at lunch time. I base my communication based on my mgmt. style. If email works, I use it. If I need an answer right then and there, I will find them or call them. I do get out and see them in their work areas. a couple of them are right next to me so I see them all day long. Maintenance I do email because he is out and about. Most of the time it is face to face or by phone. Importance of the message dictates how I communicate with them. Email is a tool, but not the only tool.

I stop in at their post once a night, at least try. It might only be 5 minutes, but try to spend 20 minutes a week with them. I acknowledge I am not the best communicator in the world, so it is best for me to see them face to face to read if they understand or not.

I talk to them pretty much daily. We have a meeting here daily. I do have a couple I speak with them by email. I really like them to be face to face and can see me and ask questions while I am present. Hopefully, I am being proactive with my approach. I would like to see a 360 review done so I can get feedback. They may find it as career suicide to speak up, but I would like that feedback from them. One of my direct reports is right here next to me, others I see at 9.
We communicate a lot by email. I have not been out here for third shift yet and need to get out here. I know them, but have not come out and spent time with them. Direct reports are daily.

I try to go out once a week to each shift. A lot by email and phone calls for immediate things. I try to get out once a week. The Unit Mgrs. I speak to them every day or at least every other day.

I use email, telephone, written and face to face. If I have a concern I know where I need to go to get guidance. I would say communication I use is very open and honest. It is also valued communication. We have mutual respect.

I usually speak to 2 or 3 times a day by email, phone, face to face, once in awhile instant messages.

in morning has role call, pass along any information, anything that's going to happen, anything with shift, because small institution can go meet with corporates/sergeants as needed

In person as much as he can. He tries his best to go out as much as he can. Telephone, email, very little email. In person is number one and daily.

In person, by phone, email, monthly meetings. Certainly weekly by phone or email and monthly in person.

In roll call, five to ten minutes to do a briefing. I like to talk in person, training issues or an incident. No email or Facebook. I will call them in and talk.

mainly communicate by email. we have monthly supervisor shift meetings . his main way is through email and they talk on the phone every now and again. uses monthly meeting to discuss things as well.

Meet everyday by email or letter or face to face. Meet every . Never hear from them unless there is a problem.

meet with hers daily, if not several times, a day, this facility is really good about, we are right there, able to talk to everyone, must of her direct subordinates are close; even line staff, out walking the yard

Leadership Survey Data

Q4: How often and by what means to you communicate with your direct reports?

meeting every morning, answer reports, examine issues, phone calls, forward emails, have understanding of what questions are; as much information as he can relay he does, cascade it down , all staff sends meeting minutes Not direct, job

Most of them are here in the hallway. I do not know their extensions, so I go find them. I go out and find them and talk to them. I do phone or email if I cannot find them. I walk and talk to them. Email causes problems, people can misinterpret what you say. I call if I see they take it the wrong way. It is better to dialog with them. They feel more able to come talk to me. In the last year we pull staff in and talk to them, my asst warden does this also. get to know people like food service and maintenance. go to different shifts so I know more people that work here. Email to the whole facility if I need to. This year we implemented in-service training. Day 5, mgmt. briefing is new, we come and talk to all of the staff, they ask questions. Talk openly about what we are doing and what they are doing. We look for roadblocks. They can write a question in advance if they are not open to talking. Getting out and talking to people. very important.

Multiple times a day, email, phone and in person.

my direct reports communicate daily; don't have an overabundance of DR, given the structure, have conversations, have DR face to face, email, phone, daily - several times a day; individuals that work under them, tour, talk to staff, email, call, established, different workgroups, incorporate into workgroups, meet with new hires, what they are experiencing what philosophies, meet with them during in-service, issues, concerns, facility from a department, take their feedback, suggestions as executive staff, some things to implement or address; talk to quite a bit of staff; for a lot of years was hierarchy, one of the things working to dispel, break, get out of that; operated under that premise, over time, have been some line staff, may not have a lot of interaction; know who I am, perception has been out there, some has been true, that was the expectation, people over the years that if you went outside chain of command, hard feelings, don't' see so much anymore, those that strongly held on have moved on; there a few others in that camp year

My immediate direct reports are and I see them daily. I email through the shift I email the shops or they email me. I try to go to the shops once a week.

no direct reports Rarely interface with employees,

Official and unofficial. We see each other many times in the facility. We get together every morning and go over relevant issues going on. We do this at everyday. We also have several other meetings. Daily interactions, walk to their office or see them in the halls. Very informal but we deal with issues as they come up. Bring it to the meeting or deal with it now, depends on the need.

on a daily basis, I do rounds and talk to each of them. I pass on any information I have. I use my Sgts., they are team leaders and they pass on information to their staff. they must do weekly meetings with each person. I use email and phone. everyone has an email address. they did not have this at Here everyone has it and everyone gets the email if the warden sends out a message. There is one 10 feet away they can use. there is time for him or here to view email daily.

Personal one on one, try to speak with them face to face.

phone and in person

Leadership Survey Data

Q4: How often and by what means to you communicate with your direct reports?

pretty good, direct face to face, good or bad, if information comes from his boss or warden, communicate policy changes at role calls, some emails, emails are a big part of communication at this facility; effective

role call announcements, all staff have an email address. we have a team within a team, they must meet with their staff a certain amount of time and document. must get around each area once a day. a supervisor will meet with every staff once a week.

rounds every night; personal contact and if I don't the Sergeant does; they can call me on the radio; personal communications

see most of them almost daily; often see almost daily, talk informally; meet every 2 weeks, talking

Several times per shift, have of them and are here at a given time. the facility and shift makes communication easy because it is quiet. We talk a lot and try to keep each other motivated. Know a lot about them both what they do here and what at home. Do they like their job, where are they going to be in the future. Try and build a plan for them to succeed. Face to face, try to avoid radio and telephone. As needed.

Some days it's only a few minutes apiece. Most of it's in person. But when you're supervising upwards of 60 people it can be phone or email. It can be written. Area checks, rounds are supposed to happen but it doesn't always.

Talk to them daily, verbally, on the phone. Feel staff have a good communication with staff. They come to his office if he is needed.

talk to them in person on a daily basis

talk with them daily, supervisor groups monthly mandatory meeting; talk weekly, areas needing more attention, some areas are pretty business hr., library, religious, records, training, athletics, recreation, mental health, interpreter, education, mail

Telephone, email, face to face. meetings.

The means used, telephone, email or in person. Dependent on the circumstances. I have two staff here so I speak to them daily. I do not see them everyday. I might speak with them a lot or not at all. Dependent on what their needs are.

they call me a lot; they don't have email so they call me; the staff who are moving around will stop in the office or they will catch me at role call; I talk to them regularly and they know how to reach me and find me.

Typically I try to communicate with them daily, usually at roll call (10 minutes). I try to talk them at their posts, walk around the facility.

Leadership Survey Data

| Q4: How often and by what means to you communicate with your direct reports? |
|---|
| Usually face to face in the mornings or in the afternoon, phone calls and emails all day. I want to make sure they have more information than they need. |
| verbally, frequency on with direct reports, almost daily, at the minimum 1 time per week if not more - - daily |
| very often, door is often, frequent communications, personally, telephone, email, good communication, most of their communication is personal or telephone, send information, come to office, go to theirs Regular meeting at 830 to look at incidents, personal issues and talk to them, Monday to meet to talk about weekend events, calendar, meetings we have planned |
| Walk to talk, preferred method. I want to see them and hear the tone of my voice. to much miscommunication by email. The younger ones like email, but I do not think it is the way to go. All staff here in this office. |
| We talk daily, a lot of times they bring issues to directly. tries to check in with them and keep them informed. I send them emails that I get onto them so they have them. Because of large staff, some not directly reporting to Open it up to staff to ask questions and bring up whatever they want. All staff are in CO, will now report to or manager. Frequently meet with , but they don't report to right now. Lots of communication with. |
| Weekly staff meetings and MBWA, (management by walking around) Routine that we go out to the shops. All our shop supervisors and managers have e-mail. Only a few could have email but do not want it. Typical email, phone and face to face |
| With , we speak daily. Emails, memos, face to face, deal with daily. Officers and Corp, rarely get to see. To many administrative duties, hardly see them. Only if they do something very good or very bad. No direct leadership to those staff. |

Leadership Survey Data

| Q5: How would you describe the communication with your direct supervisor? |
|--|
| <p>Again, I have an open channel to my supervisor. He is new but he listens. The supervisor was very close minded but he has retired. my supervisor came to as a major and stayed a major. During this time I had felt as if I was a second class employ. Minimal communications, would not include me in meetings and just issues that pertained to on daily basis. I would consider him as one of the most difficult people to work for in the entire department. He was very narrow minded, very territorial and firm believer in the "clique program". That was his personality and the administration above him allowed him to carry on up until recently. Part of his actions is what developed and caused the ugly culture with in corrections.</p> |
| <p>Almost all of it through email. Majority of it, he tells me what to do, it is more like an order than an actual communication. Had some issues with communicating with my supervisor over clarifying my relationship to some other staff who I am acquainted with.</p> |
| <p>amazing supervisor & excellent - is leaving to go to ; lateral to help promotional opportunities; hopefully can get experience at another facility and well rounded. runs institution well; I would not be in this position if it wasn't for and I communicate with every day; always willing to talk to anyone. Hard on to see leave.</p> |
| <p>amazing. this is the only reason I came here. I know what to expect with him. I can call him at home or email him if I need him. very direct as to what needs done.</p> |
| <p>Asst. warden is my supervisor. I usually see her daily and if it is not face to face it is through email</p> |
| <p>Average, don't usually talk to him, boss is sarcastic in communication style, so avoid, regular basis, don't know if it's a joke or serious, lieutenant tries to make as professional as possible to get what he needs; Does get the information he needs, not usually blindside</p> |
| <p>Awesome (2 names) - come in at 3 am in the morningcan call at home; really good.</p> |
| <p>; he is open; they meet every day; incidents from previously day; executive meeting every week, very open; he's a talker, very good at communication; Get information you need, make himself available, let him do his own thing with new role/facility</p> |
| <p>- sometimes it's OK, other times it seems tense. There are some days there isn't communication.</p> |
| <p>Challenging, only because he is . He is pulled in so many different directions. If I need to speak to him, he will make himself available.</p> |
| <p>could do more for communication; take a lot of pride in facility, way less staff, less incidents, 2 maybe 3 assaults on staff, why is that; because of staff, and how communication It could be better, not from informative, from a supportive communication; supervisor - this is where it gets blurred, not uncommon a 2nd or next tier involve themselves or provide instructions; issues with communication level between selves, noticeable; flow of information not way it's supposed to be; difficult to go to direct line supervisor, this is what we are doing because this person told me; don't mirror it from the top</p> |
| <p>daily multiple times in person</p> |

Leadership Survey Data

| Q5: How would you describe the communication with your direct supervisor? |
|---|
| <p>daily, go to office/comes to my office; brief, don't spend more than 10 minutes on a piece of information, quick, informative, decision, talking to people they can make it occur, come 3-5 times per day with requests for information, status reports, will come to for decisions, we had this situation - what should we do? Email a lot; cc, transparency; meet daily for incidence review meeting w dep warden; lot of face time, or see 1-2 times a day 3-5 days</p> |
| <p>His office is very close to mine and he is available to me anytime. Daily, very easy access. Great guy, he is new, seems progressive. Wants to hear about my area.</p> |
| <p>- real nice, don't talk to much, not that not there for you; have a lot on their plate; the more can staff of radar, the better; few times talked to Scott, introverted (odd) doesn't seem approachable - alright, a lot like last supervisor, ok ; - kind of people wanted to work for; good at asking you about problems, help solution solving It wasn't take it, this is how it's going to be - take this pill and throw down throat; transparency, getting pressure, need help with situation What's lacking - not so much anymore wanting to come to work every day, like the people here - kind of secretive, seems conflicting, director and deputy saying we want to improve the culture - but things doing in response, not coming out as intending; both wanted to do well; career path example administrator for all people interviewed had lots of experience, surprised no one got it; central office memo - start leadership program, jobs temporarily so we can have succession planning, that's how it was presented, staff are saying that's bullshit - person got put in job not qualified - looks like good old boy system; what they are saying is opposite to what we are doing; if said to, would say "that's what we are going to do" - doesn't want to know; ; already knows what he's going to do; gets kind of bossy; warden's meeting - cut 2 M dollars - all the talk about trash cans, restraint chairs, what's the logic behind the decision - got upset with in front of peers, comment was "highly uncomfortable"</p> |
| <p>Director asked for an initial assessment; what are plans thus far? He doesn't expect him to come thus far Very good, deputy and director, director is open to everyone; communicating with people that never had a direct line; if he needs him, great role model; now he can be engaged with many people, DD - very supported, wants to change how wardens do business together Very supportive</p> |
| <p>every day, in person, at the workplace</p> |
| <p>Excellent, always available, not micromanaging; available for him, always open; do your job, without a whole lot of supervision; been luck empowered to be successful</p> |
| <p>excellent, right next to me. I can talk to him through the walls, they are very thin. very open and understanding. we are on the same page, we worked together before I cam here. we are close.</p> |
| <p>excellent, things that are happening in facility that are serious, communicate with send email, if need to call, does, when has an opportunity can; don't know what meetings they have; excellent; no micromanaged, autonomy - previous deputy director, lot of discretion; some things if he wants to change to change other locations - will this impact - resolve agency issues</p> |
| <p>excellent, whole can't begun to absorb the loss, he is the most professional correctional of the highest standard, learned more from him than he learned could only hope to emulate his leadership style, miss him, miss where he was taking this place, talk every day, socialize every day, friends</p> |
| <p>Excellent, would say he gets great feedback and one on one communication with his supervisor</p> |

Leadership Survey Data

| Q5: How would you describe the communication with your direct supervisor? |
|---|
| Excellent. That person is |
| Excellent. We have weekly in person meetings and daily face to face interactions. He is supportive to new ideas and safe to vent too. |
| Fabulous, worked together for years. I can call at any time and feel open to vent. is very responsive, strong relationship. |
| Fabulous. It is really good. We are really comfortable with each other, having hard conversations if we need to. |
| Fairly regular and it is good. It has been better than in the past. I can have a meltdown and they let me vent. I do what I am told to do. I can tell them my opinion on matters. I can be open and honest and this is big from years in the past. I can get stupid with them and get by with it. Very lucky. Been a Lt. now and things are good now. |
| fine, we talk, don't necessarily think he see's full picture |
| fine; phone call, e-mail, meetings; no problem to get ahold of someone |
| For some things I report directly to Director Frakes and other things to somebody else. I think the communication is good. Both are responsive, I know I can go talk to them about anything and work through any problems. |
| good communication, amazing with director, he is involved directly, didn't have that level of involvement, he'd never experience that, talk via phone, projects, good communication |
| good communication, bring anything to them, |
| Good communication, never had an issue with bringing anything up, concerns, questions, general conversations, never received any retaliation, repercussions, blessed with good supervisors, even now with new change; been no difference, something comes up, called, willing to listen, if there was a concern about something they did, if needed to be a change, communicated that effectively and professionally; not been mistreated no programming at ; basic stuff; goal was 90 days |
| Good to Excellent, no issues with him. He is right next door. |
| Good, is okay to talk to. Good report with , can vent to when others may not get by with it. Does not mean something will get done, but I can vent. |

Leadership Survey Data

| Q5: How would you describe the communication with your direct supervisor? |
|--|
| <p>Good, excellent really. My supervisor is at the _____ We meet at _____ and do reports. We have a team approach to things. Did this with my previous Major as well. We do a good job at Comm.</p> |
| <p>good, fairly open, frustrating, report to dep warden, warden; good because see or speak with them once a day, meet at any other incidental issues, very open line of communication; frustrating part is don't know if always heard, from a political standpoint, make compromises _____ doesn't let go of; puts staff at risk; don't always get answer _____ wants; don't always know why, have objectives, pressure, share what they can</p> |
| <p>Good, he's always open, door might be shut, but he's available, like his style, expect you to do your job</p> |
| <p>good, if there is something I need, he is right next door to me.</p> |
| <p>good, sometimes _____ doesn't give her the whole picture, she feels like she has to ask questions, doesn't give answers right away, not offered up, enjoy working with him</p> |
| <p>Good. I report to the asst. warden.</p> |
| <p>good; but sometimes doesn't have the one on one. always can ask a question; will call supervisor at home. Draws from OD; if a unit staff needs attention; depends on who is called, if it's MH or other areas.</p> |
| <p>Got a new one. Just excellent compared to what I have had. Best communication due to being comfortable with the person. Comfortable telling her what is going on without fear.</p> |
| <p>Great, mostly face to face and email, that is our culture. I can go see him if I need to.</p> |
| <p>Had some issues _____, our Capt. is doing a pretty good job. Pretty clear in her expectations.</p> |
| <p>He is fairly new, but it is going very well. With having a new person coming into Corrections, he is very welcoming. He stresses good communication. He expresses his knowledge in other areas to provide good quality information on how to deal with things here at DCS.</p> |
| <p>fine, any info he gets that impacts institution, sends down, send _____ info that might involve media attention, right away</p> |
| <p>I am on _____ and don't see the captain very often. Most of communication is through e-mail. It is not regular and only when he needs to tell me or I need to ask him something.</p> |
| <p>I don't know him _____ however I did have a good one with</p> |

Leadership Survey Data

Q5: How would you describe the communication with your direct supervisor?

I have great communication with my deputy warden and he knows what my leadership style. I worked with him at [redacted] and there is nothing that I could not ask him or talk to him about. I can talk to him everyday at anytime because our offices are right beside each other. [redacted] One of these people requested the transfer and the other was promoted. These kinds of changes are good. I like my job and like to feel I am making a difference. Some of the new people feel the same way and it is an exciting time to be working in the department.

I have not had one for nine months. It has been the warden directly. He lets me know what I need to know, but not always what I should know. We have trouble getting people out. I don't think he gets me all I need, no hiding of stuff, just not getting all I need. My supervisor now, has not been here a whole lot yet. hard to say.

I have two, a captain who I speak with daily and is very organized then I have a major, we communicate well but he is not as organized and we miss the mark

I report to a deputy director. We have a once a month administrative services team meeting and then the other is as needed. The communication is not good. I think the deputy directors are so busy, they don't actually have time to talk to their reports unless it is a scheduled meeting.

I report to the director and I would say it is very good. He is very responsive, I have access to his calendar so I can determine when I can get a hold of him because he does have a full schedule. Usually face to face or on the phone.

I really like him so I would say it is very well. He is very open door, even tempered. If he wants you to review something, he will ask you. He is very open and easy to talk to. We communicate face to face. Email and call him. He sees the change and believes there is a better way to do business. It is refreshing to see that corrections can change instead of just treading water.

I speak to him daily, mostly face to face. good thing about a small facility.

in person, phone, email, always available for me to talk to

It is good. I have been told that my [redacted] is available at all times. I have contacted him at night when he is off and I feel that this is good. Face to face, phone, email, notes.

It is two people. It is alright, it is good. If I have something I go to them. But if they have information that is not so good.

It is very good. I feel I can go to my direct supervisor, mainly we talk by phone, email or communicator. We have a daily instant report meeting everyday to go over reports, anything that has happened in the facility, gang intel. This is our time to discuss any problems so we can move forward in the day. I have time at the end of them meeting to address any other issues if I need to.

It is very good. We talk 2 or 3 times a day. It is very open. Every morning we are together in our incident report committee.

Leadership Survey Data

Q5: How would you describe the communication with your direct supervisor?

its good, communicate really well, email primarily, no issues, sometimes she's gone, causes a little bit of problem, make decisions without if needed Biggest challenge is with corporals getting communication - last to know on different events; sometimes they don't have computer access if LT doesn't tell them they don't know (real problem from admin to LT communication; in consistent)

mentioned to direct supervisor, like to see improved, right now difficult, see us communicate more frequently, and have be two-way communication; micromanagement right now; understand that, can enhance, suspicion with everything going on has to be overwhelming

Mostly pretty open, I would say there is times where it sort of restricted. For the most part very open. Restrictive in the manner that some issues they don't want to delve into or a decision was made and not open for discussion.

Much in the same manner as my staff. We are close in location. He will come to me or pick up the phone. He is pretty direct in his expectations. If I need him, I can go to him openly.

My direct supervisor is . I met him at the conference but he came here and spent about 4 hours. He came out after directed because we had a petition signed by 160 inmates because of a use of force issue. I thought he would spend more time and he did come to the morning meeting. He explained his vision for programming. He had a meeting with inmates but some staff did not get to meet him and were disappointed. He is very different that my former supervisor . It does contribute to that feeling that we are being forgotten as a facility. I really like Frakes philosophy.

My supervisor is the and that is a hard question to answer What I have seen is he has scheduled weekly group meetings and those meetings seem to be more organized than previously. And that has been a good thing. He has met with some folks and then following those meetings has asked me to be a part of those conversations. I just requested a meeting with him today to talk to him about the direction reentry is headed and I am confident that that meeting will take place. He seems open but also is very opinionated. Also I would say he talks about "this is how we did it" where he came from before and that is not a bad thing, but makes statements that make it clear he does not still understand how small Nebraska really is.

My supervisor is the major and we go through things daily if we are both working. Then we have an am meeting to talk with the other departments and what has gone on.

No overlap in work schedule so face to face is limited. We use email a lot and I am pretty emotional. Not afraid to approach my supervisor. Need to probably watch what I say to my supervisor really. Pretty different from other places. Very military based, top down, code of silence. To get ahead is to keep head down and mouth shut. Making waves is a bad deal. I don't feel that this is my case here, but in other areas, this is the case. , very shut up and work type attitude. Case by case basis I bring things to my supervisor. Very open and tolerant.

Not very good. Sometimes they just make decisions without discussing the impact. They want it to be done right now without thinking about logistics. Lately we have been having supervisor meetings and it's been getting somewhat better but communicating better about our line staff's needs would be something we need to do. Sometimes he will come in and try to address an issue without being fully informed. He was demeaning of me until I asked that he ask me questions and get information before he makes assumptions. Although he likes to micromanage things.

Leadership Survey Data

Q5: How would you describe the communication with your direct supervisor?

not very good; more contact by e-mail; come in for Lts. meetings; now they have at 4pm so I can attend. Used to have them at 1pm and I get off at 6 am and need to sleep. 2x a month meeting. At they would rotate times and could conf call in. I made that suggestion to them and they laughed at me for alternative suggestion. Need to consider night shift staff and when meeting are held. he sends e-mail and when I would respond,, he would get offended when I told him my thought on something. You asked me a question and I answered it and doesn't come across on e-mail. Got written up in a corrective counseling log because I gave my opinion that he asked for.

- very good - poor, never really had conversations where we had ideas, not goals, conversation was more about receiving information, wanted to step down to get out of the situation, huge part of it, communication is horrible, didn't feel like what direction was, Asst Warden is a workhorse, didn't get info to do job

open

Open and daily. I can go to his office or pick up a phone and talk to him.

open door policy. I feel there is enough trust, I think I can go anytime of the day or even call him. He explains what needed to happen if I error.

Open, unfiltered, frequent as it is needed. Some days we do it a lot, some days it might not happen. No delay, he is open to talking. Some days no issues come up and we don't need to talk.

Open. If I've got something to say I'll just do it. I don't have to schedule an appointment or anything.

Poor, I don't feel he is interested in what I am doing. I have not done an evaluation in years. I do my part and submit it, but he does not fill it out. I feel he is in the other area doing his thing. My last supervisor was very professional, this one is always giggling and sitting on the secretary's desk. He is in with the warden laughing and stuff. He saw I was on telestaff and asked why. It took him two years to even find out what I was doing.

pretty good, don't like emails, rather called in and talk face-to-face, preference, everything gets passed to him as needed

pretty good, involved in a lot of decision making when it comes to policies, before asst warden or warden, will discuss at security meeting once a month or that day, communicate to him and then pass that along

Pretty good, not a problem.

Pretty open, she is under a lot of pressure, it can be fragmented. Do it one way, then hold off and do it another way. I feel my job is to keep the director and boss out of the news. I give more than I should, but I don't want her to be blind sided.

Leadership Survey Data

Q5: How would you describe the communication with your direct supervisor?

Pretty straight forward, I report to . I step right over and see him. We did work together at at one time. I feel nothing but support. Not just him, but I feel supported by everyone I speak with. Majority of staff know me and know how I will interacted with them. We have great comm.

really well, very open, gives good feedback, good relationship, in person (what's in person); close office wise

has an open door policy. Emails, direct phone calls. Hasn't been a time when I have not been able to express an idea or discuss a policy or procedure. We have monthly meetings depending on what panels or committees we are on.

some things get a day or two to get a response on things that he needs or request. there are times he requests things and doesn't get a response. communication at the facility is not the best when it comes to getting information out and could be improved.

switched with 4, got confused. We talk to staff every day, they come to use and hang out. Very open. They call me, email, they call me at home or text him.

The Capt. has been gone for six months. We rotate through that spot. I might wait six weeks to get a response to an email. I tell to call me and put my phone number in the email. will call me to yell at me, but will not respond to questions I have. The Assistant Warden will go out of way to chew you out. If we have time on shift they should be allowed to take breaks. Even if we are short, they should still take some time off. I was called at home to be told this was not appropriate. claimed this was wrong and shift does not take breaks. This is not correct, I worked shift and they do. The Asst Warden and the Warden called me to tell me shift had to take breaks and I got chewed out. The Asst Warden never spoke up and said it was who said not to take breaks. made me take the blame. I cover staff shifts so they don't get Mandatory OT. I was told I cannot work shifts for staff because I was and needed to understand the role I was in. believes if the Warden says one thing and says another, we are to follow
The warden told me to allow people off to take family time off.
The Warden told me to the ASST Warden he spoke to me. The inmates are in our care and they were blocking the light in their rooms. I sent documentation to the Security Admin, etc. I sent a note to the Warden because no one would act on this. I took it to the OD meetings that the ASST Warden attends. The Warden took care of it immediately. The Asst Warden chewed me out for not going to . I had, failed to act.

The challenge with me is that my supervisor works and I work . We are able to communicate I can call him during the day and he is okay with me calling. I will make that call if I need to.

The communication is fragmented, piece mealed together and it is interrupted.

- when they need to talk to him, no problem; go in office once a day to BS, or if something he needs to tell him; daily

tough to answer, I have several direct supervisors. Kronos, I answer directly to HR. that is fine. It is so split up. I have two, one does very well, the other I get no direction at all from. Over all, my direct supervision is very poor, no communication from them.

Leadership Survey Data

Q5: How would you describe the communication with your direct supervisor?

unless he has a specific question, rarely talk, have meetings; said if he has concerns he'd come find you, can be difficult to talk with, talk over you; if you have something to explain, already has his mind made up, let you start, he is a good old boy, not going to have BS time, if information shared, that does happen, doesn't meet daily; if not there nothing gets passed down; supposed to be second hand man; if don't know decisions he's made, may make a contradictory; gave up two years ago trying, they know "what does say about this" - provides impression that aren't on same page; when talks to him, doing a good job; can cause credibility issues; always follows policy; staff will go to him to get decisions; select group that know if they go to they get what they want; not consistency

Very casual very good. Scott Frakes is the absolute best thing that could have happened to this department. He took over a bad situation. is probably the only bright spot for him. There is not really a need for him to get involved with us right now, he has bigger fish to fry. But he would be available for me 24/7. I have gotten emails from him at 3 am.

Very good We have a similar communication style. Get in and get business done. If I need to talk to him, I can just go to his door.

Very good here. He is in the office right next to me, so I can go in and see him. he does keep me informed on things I need to know. They call if they need me. At the , there was an individual who works there who is forgetful. It was a huge pain working for him. I got a counseling for not doing email, but I had no computer to check. I cannot check it on the clock and I could not get to check email. I had to pull a Sgt. so I could check my emails. The Sgt. was very busy, but we had to kick them out to get the email. Here is good.

Very good, he has an open door and I pop in a lot right after five. Report to the director. He is very good at keeping me informed.

Very good, no concerns

Very good, very close to him and we walk back and forth to talk to each other.

very much the same, direct, same has a situation, somedays doing specific things at request , not complicated process, not a lot of stratification or specialization; very helpful

Very open both ways. I feel like I can discuss things with her and I am her sounding board. There are no issues between the two of us or the way we communicate. She is the type of person who will email you at 830 at night if she thinks of something. It caught me off guard at first, but that is her way to not forget something. Honest person. No issues or hurdles in the way.

We all get together do a security update meeting, look at data from the previous month. Everybody has a chance to report on their shift issues, come up with ideas for improvements. Talk about training and shift coverage for those doing training. We do this once a month and it is where we get all our information.

Leadership Survey Data

Q5: How would you describe the communication with your direct supervisor?

what he performs - people in charge of certain things here, don't communicate with him very much, outside to , don't maintain communication all the time; quite different, try to influence what they do here on , still follow the rules/regs, management here don't quite understand what they do, performance, role; have their own identity but there are times they have to dress uniform - like dress like in custody - work for ; took from regular work clothing, put in clothing as if they are correctional officers, get badges; no explanation, not custody work, trying to make look like in custody; didn't have to wear rank, doing physical work; some people did have to do it, some didn't; asked if need duty belts - no need, (1 worker - 4 inmates); report if someone escapes; everyone who work in the institutions that don't wear duty belts (anyone in institutions) - some have choice/others don't

what he's used to is different, one of the reasons he took this job, needed to experience different jobs, prior manager was very open, open door, tell what I can - or I can't tell you; mutual respect; not fair to compare current direct supervisor with prior; current supervisor - it could improve; because he's new to facility/position, it be better, more mentoring, easier said than done, he believes as a manager, you have to know your people, know different characteristics, how to handle, observant and cognizant of what that person is like; certain people they thrive on less communication, just a note, like one on one, like not being micromanaged, like coaching/feedback; some like both, some like more responsibility, some like being asked to do more; like a lot of information, don't need to be told here's how you do things, like free flow of information, this is what you like/gauge people; unfair to judge , at a certain point, you should have an idea of rank/what doing; not giving valuable information

Leadership Survey Data

| <p>Q6: Describe how decision making occurs at your facility. Is it collaborative? Is it one way?</p> |
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| <p>shift, team effort of decision making have another lieutenant overall it will be him who makes ends decision; collaborate to get all the information and make better decisions; 1st shift forget to relay info to second shift; not passing on information; anything make on a shift; stays on shift - good to pass on to 3rd shift; imminent info, get feedback from all shifts</p> |
| <p>Almost all the time it's collaborative</p> |
| <p>As a whole they are collaborative. As far as me running a shift, it is one way to best fit the needs of the institution. There is another on shift with me. Except for days off there are on at a time.</p> |
| <p>at the facility, more collaborative, it goes off of who makes the biggest deal out of it gets their way. will say one thing, admin another, if cries the loudest, gets his way. we have to work around the one incident causing the change.</p> |
| <p>- discuss a lot in incident report; rarely felt that brought something up, looking for responses to help make decision; collaborative, sometimes one way;</p> |
| <p>becoming more collaborative; prior it was his way or the highway; hard to fight that's the way we have always done it mentality.</p> |
| <p>both - times when effort is made when collaborative, other times one way; administration needs to get input from staff before making decision, get them involved</p> |
| <p>can be both given certain situation, when opportunity to look at something different, we are more collaborative, depending on the time frame, as opposed to get workgroup, it's collaborative, given the nature of the business that required decisions to be made in a matter of minutes, one way, lot guided by policy and procedures, if they see something, they have to follow until changed; if they see something, send something in writing; have to make split second decisions; reality is that we get directions from central office, can plan for that to try to do that, reality is that the Governor's office, these are things we have to do, no input</p> |
| <p>Collaborative for sure if it is something that is going to effect a lot of people. Any policy or major changes are discussed with the people it is going to affect.</p> |
| <p>Collaborative to the extent where it can be. The current warden does a good job including is administration in decisions, He has a good personality. I have know warden since he was a corporal. He came here from and prior to that he was a Deputy Warden .</p> |
| <p>Collaborative, absolutely. There are some decisions the warden and I have to make and there is no discussing it, because it is policy, but otherwise it is collaborative.</p> |
| <p>Collaborative, handle with appropriate dept. heads, Thursdays, have interview requests, work with classification committee, what are we doing with each inmate, get input for implementing, new process, new action; unless life threatening, then will be authoritarian; get everyone's input - people will disagree; get input, make decision - why</p> |
| <p>Collaborative, case manager; ultimately makes the decision, all the supervisors</p> |

Leadership Survey Data

| <p>Q6: Describe how decision making occurs at your facility. Is it collaborative? Is it one way?</p> |
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| <p>Collaborative, some come from above my head and we can only discuss. If we have an idea from a suggestion that staff gave. The exec team discusses and if it impacts the whole place, we send it down to the LT to discuss. Our visiting area there have been issues from inmates. Discussion of the process has come up. The exec staff tried to discuss, but the people out front are the ones who deal with this. We brought them in to discuss what they think might work. We engage our staff to tell us what might work better. We also engage our population to tell us what they feel might work better. Different areas care free to bring things forward and propose changes. Final decision is mine as I am responsible, but they have a lot of say so in the process. I also have to understand the changes so I can support them.</p> |
| <p>Collaborative, we have a staff meeting everyday. Go over what is going on in the facility. There are six of us at that meeting. Lt. can make decisions at their shift. Move up the chain if there are any issues or seek advice for issues.</p> |
| <p>Collaborative. My supervisors are very good for the most part asking those with experience how to do things. There are times when they just have to make a definitive decision. Where I came from, every decision was policy based only black or white no gray. But being in the department for the time I have been, everything is not black and white and we need to take into consideration what is the best for the inmates an the staff. And our management does that.</p> |
| <p>Collaborative. There are times when the warden has to say this is the way it is. But most of the time there is input accepted.</p> |
| <p>collaborative....</p> |
| <p>collaborative; get more parties involved, someone at the top looking down and make decisions, consult all channels as cascade, more people who are directly involved, to take their opinion about it; take ideas and implement; smaller facility its easier</p> |
| <p>combination, some decisions at her level can make and do, if something is going to be perceived as a change, give them a heads up before implements so they can slow down if needed, some decision are dictated to her most decision are collaborative; not just vertically, number of collaborate MDT multi disciplinary team, review what mental health plan is; has a voice in that group; addressing food service employees, - management problem, propose using protective custody to put behind good lines, feel good that food manager/deputy - recognize that ideas are good, they will come back and come up with better solutions</p> |
| <p>combination; attempts to be collaborative but not always achieved, attempted is made to be collaborative; occasionally driven by dep warden/warden - sometimes in loop, sometimes not, operations tempo, has to be fast, furious, sometimes time is taken for a discussion, but not always, depends on the circumstances</p> |
| <p>decision making he learned with wardens he worked with - learned how to do it and not do it; some wardens don't allow feedback; when he was an associate warden, raised his hand, warden turned chair around, never stifle folks, open policy, when we are discussion issues, we bring to the table, if you disagree with me, then I have failed you; never wants to be like other warden after decision made, don't agree with it....may bring back to group or stick with decision, doesn't like to make the decision, he knows if he only makes the decisions, won't get far, open with them, agree/disagree</p> |
| <p>Decision making here is pretty collaborative. I feel I have input in the decisions at this facility. Some do not feel that way at the LT level. I feel I do have input.</p> |

Leadership Survey Data

Q6: Describe how decision making occurs at your facility. Is it collaborative? Is it one way?

decisions with staff, there will be a recommendation by a supervisor. It is brought up to the LT and to the major. there is a lot of give and take. so there is a lot of collaborative recommendations. if there is a major issue, the Sgt. and I can usually do things without input.

depends on the day, sometimes more one way from one person, not always the case, appears to be the case quite often

depends on the decision. some are made for us up above or through the warden. that is the way that works. as for the facility, we get an idea from someone below and they bring it up during the morning meeting. we meet weekly with the HR, business, training and admin. decisions and ideas are usually done in the meeting. we assign research and reporting. shift supervisors make decisions on the fly and are based on policy. The supervisors have to make decisions due to safety or need.

Depends on the person. It can be like pulling teeth. If you can justify what you want to do and explain why you want to do it, they will go with it. Above my supervisor, it is a crap shoot to get something done. CO has a lot of say in things. We make some dumb decisions here. We had a _____ here once and did an after action an hour later. My Warden had to look up the rules. _____ put his staff down. _____ had to look up the rules, all of us knew the rules, but _____ had no clue. _____ said it was not a rules violation, all of us in the room knew it was. _____ put all of us down. _____ has no idea to get around this place. Had to label everything for _____ so _____ could find his way. _____ does not make sound decisions and others would say so also. _____ They took _____ and _____ would be the _____ you wanted here. I get the direction of the agency, we want to please the media and lawmakers. We need to take a time out and make better decisions about safety and staff before we get there. We have had a couple bad years here and everyone is trying to please everyone, but safety is not being thought of right now. Our hands are tied to please media instead of making this place better. I do not agree with how things are going. I have to rally my troops who see what is going on above. Lots of crazy talk.

Depends on the situation. If we have time, it's collaborative. If it's urgent, it's generally one way. For quite a few years we've reinforced to staff to put their ideas on paper and we'd consider them. But staff do still feel like they're not part of the decision making process.

depends on the situation; line staff bring up ideas through _____ if we have time to get input we will but based on the nature of our business we may not have time. Dept. heads will talk as a group and sent to Warden or CO to have a final decision made from there.

Depends on the topic. Org planning is collaborative as we can, we have influence from the Gov office. This is a huge change from the old admin. We used to meet five to six hours and hammer out decisions. I found this process useless. there are times for this. If we get direction, we can make the changes in a manner that involves people. This director is very good and helps empower staff. We know where to go to get the answers and provide support. My boss relies on what I think and lets us make the changes that are needed. I like the process more now than ever.

depends on what it is, most of the time pretty collaborative. If we disagree, it gets sent up the chain and a decision made and returned. from what I can tell so far.

Depends on where you are sitting. If you are sitting in his seat it is collaborative, sometimes not. Pretty heavy from central office. Weekly we do a bed report, the only response we got was, "I hope you are filling those beds." Of course we are, that is what we do. Leaves you with a bit of doubt, is this a threat? We work hard to fill our beds. If you are a line staff, you would view it as one way. There is a need for that in certain areas. If we can take the time to work together we should do that.

Leadership Survey Data

| <p>Q6: Describe how decision making occurs at your facility. Is it collaborative? Is it one way?</p> |
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| <p>Dictatorship. Warden will say what he wants done. It was his idea and that is how it is done. Or, [redacted] was told to do it from above and we are told to do it. Warden rarely makes decisions and it goes to the Deputy Warden. Only if [redacted] feels passionately about it will [redacted] ever make a decision. Even if we go and explain our ideas about it, there is no changing [redacted] mind if [redacted] has strong feelings about it. Use of restraints would be an example. Had a number of staff assaults. Staff not doing what they should. Have a new set of restraints at Warden request. These new ones have been going well.</p> |
| <p>discussion is open, but in the end it's the warden's decision; if an individual doesn't address conflict, difficult to get decision made, side step, people are heard, but the follow through isn't needed</p> |
| <p>discussion on decision are collaborative, do as a group, the ultimate decision maker can agree/disagree with decision, up to the warden to make ultimate decision - more frequently than not; that's his role to make decision based on collaboration of group</p> |
| <p>facility at a whole, warden seeks input from staff, deputies seek input from others, take back to her, discuss, generally come to a consensus, some things driven from central office, decisions for this facility, collaborative Housing using - empower unit managers, unit case workers to be empowered to try to give each area the flexibility and authority to be best to manage respective areas, talk to their case workers, talk to corporals, work out best course</p> |
| <p>for overall big decisions, they act like they want to involve staff and unsure of the pressure they get from director to change right away; for daily decisions I involve my sergeants and we go from there; bigger decisions staff are not involved as much</p> |
| <p>for the most part collaborative, sometimes [redacted] will get an idea and "it's this way"; doesn't know if he knows if people are frustrated with the level of leniency; spends money on things they don't use; collaborative pretty much; doesn't share with [redacted] likes job, doesn't want to rock boat, work around it</p> |
| <p>for the most part it is collaborative. the final decision is hers. we talked about the need for other staff to bring things to me so not all of it goes through her. collectively, we do a good job of bringing things to our staff meetings. we meet daily and a bigger group once a week. we have tried to bring things to the bigger group to get more input from everyone and not just the Exec staff. If I am making a decision about security staff, we need to bring in information from that group. things can easily get missed if you do not include.</p> |
| <p>For the most part it is collaborative. We all bring things to the meeting in the morning. We run it up the chain of command. We have a feel for what the warden wants done. We don't always agree with decisions. I do like we can change the warden's mind with enough input. He does think some things through. Line staff may not see things that way, but it is.</p> |
| <p>For the most part, collaborative, good to have those who know actually tell me what is going on. Some time there are emergent issues and we don't have the luxury of waiting. Those issues are few and far between. We have issues we can discuss these at a meeting or they can make the decision on their own. It comes down to how important the issue is and how soon we have to make it.</p> |
| <p>Group of us that collaborate, unit administrator, DW, security admin - meet daily; employ most of the staff, bring in others if needed, anything they would like to see happen, they will come up with a decision, sometimes that's changed by [redacted], back off a bit when putting a decision out there; always go out, it's your area, make decision, if not the way he would do it he will change it, can change month to month, lot of inmates don't write [redacted] anymore, write to the warden to get, then not consistently with inmate requests; warden gets manipulated</p> |
| <p>Here it is largely collaborative. The [redacted] have a lot of leeway in what they can decide or approve. Still a lot of unnecessary "approval chains"</p> |

Leadership Survey Data

| <p>Q6: Describe how decision making occurs at your facility. Is it collaborative? Is it one way?</p> |
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| <p>I can make a lot of decisions; big decisions are one way and you are told what to do without input</p> |
| <p>I feel it is collaborative. When it comes to decisions I feel like I have input.</p> |
| <p>I think it is collaborative for the most part. Sometimes we have to make it one way, it depends on the situation.</p> |
| <p>I think it is collaborative now. It was never there before. I could not make decisions on my own before, it was all done above my head. I had no power before Scott got here. Hard to be a community org in a prison agency.</p> |
| <p>I think you are asked your opinion, but the direct supervisor has their own agenda. It goes their way. We discussed the project. presented it to the warden and she approved. got it hammered out and represented, she said that it was not what she wanted. The approved it and the warden shot it down. We pick up a piece of poop on the floor and stick it on the wall. The warden will interpret it the way she wants it to look. Everything gets picked apart and looks nothing like what we started with. Both supervisors came from male facilities, women are not the same. It is a different breed of people. Now with Frakes here, they are coming around to what I have been telling them. The warden acts like this was all idea. I do not know if they even consider what is sent to them.</p> |
| <p>I would say it is generally collaborative. I think Director Frakes is very open to ideas and really wants people to push back when they feel it is important. I have seen him change his mind based on feedback or a new idea and I would say, previously, I had very little direction in this position, and felt like I was making decisions that maybe should have had more input from my immediate supervisor. And even that has been an adjustment, I got used to making decisions and now I have to go to my supervisor and let him know what is happening, here is what I would like to do. I feel like I still have plenty of latitude but I am actually excited about the prospect of more vision coming from my supervisor.</p> |
| <p>If it is routine or minor matter, I can do that on my own. Other than that, if it is something more involved, it goes up the chain and eventually you probably get the answer. At the executive staff level it is probably collaborative but not at my level.</p> |
| <p>If it went through lower level line staff they would have a better understanding of the challenges that the lower line staff face.</p> |
| <p>warden would say we are going to do this and we do it. We need to look at setting up a committee.</p> <p>We could have spent less money if we would have asked people where they should have been placed. It could have gone a lot better if we had a collaborative discussion. We do try, we do what we can. EDC again, no one asked us if we should move to the performance evaluation program. EDC is worthless. Agencies make decisions without asking anyone. the Legislature messes up too. They cut and cut until happens, now watch them throw money at this. We need three yard staff instead of two. Six years ago we had one and it was unsafe on yard walk throws. I drew a map incase something happened. The warden asked for more staff for years, we were told no. Three weeks, they are approving us for that third yard person. Amazing, we have an issue and now we have a person. We do the best we can with what we have. showed that we failed at our jobs. No one will cry due to a sex offender dying, but we failed. could have been so much worse, it almost was. The staff got lucky is all, we failed. we could have been more prepared if the Legislature would not cut corners. It is a safety issue, we cannot succeed.</p> |
| <p>it is collaborative. We get input and take everything into account. Very collaborative, they appreciate it. Above me, it seems to be less collaborative. Spent weeks, never heard a word about the findings despite working with them for weeks. The dept. heads before would share, not this one. We would like to have some input into what is going on.</p> |

Leadership Survey Data

| <p>Q6: Describe how decision making occurs at your facility. Is it collaborative? Is it one way?</p> |
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| <p>It can be a little bit of both. If there is time, it will be collaborative. If not, or there needs to be a decision made, it is one way.</p> |
| <p>It depends. Sometimes in an emergency my supervisor will jump in and try to run it even though he's not the shift commander. Advanced planned things it all depends whether it's something that interests or benefits him. No consultations with LTs on new procedures, processes outside of Captains, Majors, deputy directors. Sometimes this can affect safety, running of the yard. A lot of decisions, there's no asking.</p> |
| <p>It depends; several times it has been collaborative; 100's of times we come up with decisions on how to do stuff; lately we come up with an idea and we are told no we are doing this. I don't have to agree with every decision but it does rub you the wrong way and we work really hard to run the facility the best for what we have; outside the facility being told is tough but they don't know the facility. When we decide, we are a good group of individuals making good decisions and hard to swallow outside making decisions for their own career advancement rather than the facility's needs/best interest.</p> |
| <p>It happens both ways here. I think part of it is due to time constraints that it gets put one way. Things can be just handed down. I understand this will happen. times that part of it comes from above the dept. and might be from the Leg or Gov or even budget office. After being here you know there will be things done outside of the agency. I think we have input at the agency level and input is received. At times there are people who want to steer things in a different direction. I am willing to try something and if does not work, try something else. We all make mistakes, we will all say something or do something that could have been done better. Don't be afraid to try something new.</p> |
| <p>It is based on the decision maker. If we are talking about an emergency, it would fall to the shift supervisor. We all know the policies but it doesn't necessarily go text book every time. It is not really collaborative, if something happens it is up to the shift commander and he sets the protocol of how it will be handled. They pretty much do as told.</p> |
| <p>It is both. Collaborative where possible. Try to get all of the information available if possible. We go to the experts to get the info we need. Some are more outside due to pressure or come from above, those are directive in nature and we move ahead.</p> |
| <p>It is both. I try to, if the decision has been made, explain it to folks but not give them false expectation that it will change. It is collaborative, using the communication channels and it is more than my direct reports. If it impacts the facilities, I would talk to my counter part, deputy director of institutions and programs and classifications.</p> |
| <p>It is both. Staff are expected to make decision based on policy. Larger decisions like changing policy or enacting new policy, that is collaborative. If there is an emergency in the facility it is both ways. And the initial responders will make decision based on policy. If the emergency goes longer, then more decisions would be made between groups of individuals so it would be collaborative at that point.</p> |
| <p>It is collaborative unless the Asst Warden gets involved, then it is one way. has a God Complex. no one will make a decision because if the Asst Warden does not make it, it is wrong. will call me the next morning to chew me out when I am sleeping.</p> |
| <p>It is collaborative. It is a unique position, the things that occur in this position may have an effect on more than one facility.</p> |

Leadership Survey Data

| <p>Q6: Describe how decision making occurs at your facility. Is it collaborative? Is it one way?</p> |
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| <p>It is collaborative. We have a lot of input from a lot of different areas. Probably our decisions are better than most because they profit driven, We do cost benefits on major decisions. We are constantly reviewing our financials so we know where we are at money wise. Most of the key staff are from the private sector. Occasionally decisions are influenced from outside of (all our deputy directors have limited to no business experience so they don't see the reasonable answer from our perspective, for example pay for performance, specific job description around our business, disciplined) and this can be somewhat frustrating because you are trying to make a business decision and people without business experience are influencing that decision.</p> |
| <p>It is completely one way. It is "this is the way it will be" Decisions are always made at a higher level than the subordinates, even higher that the executive staff. Little effort is made to research decisions with input from subject matter experts.</p> |
| <p>It is democratic and 100% collaborative, everyone involved, everyone has a voice, everyone has an opportunity to contribute, team decision, that people can live with, one has to be careful when doing that, can it can be deceiving; you can have what looks like a democratic leadership, people tell him no, bad idea In NDCS culture, will find that knowledge is associated with rank, that was a serious issue in this agency, lived through that won't allow that here</p> |
| <p>It is one way. They attempt to make it collaborative but I have not seen the opinions of the collaborative group being endorsed.</p> |
| <p>It's collaborative, try to get all that are involved in that area's input, looking at how to increase inmate activity to look at process, making recommendation, presenting recommendations to executive staff change policy/procedures</p> |
| <p>It's collaborative. Corporals, officers meet with sergeants...sergeants meet with the LTs, LTs meet with MAJ...it runs up the chain. If you don't like that system, you can jump anywhere in that chain. The ability to do that is there. Some people do it, some do not.</p> |
| <p>Kind of depends on the situation. There are two shift on 3 days a week. When we are both here the decisions are collaborative. A lot of the decisions fall on the Lt.'s used to be the Captain and Major . That has kind of switched in the last 4 or 5 months and we are given a lot more decision making responsibilities.</p> |
| <p>Lately it's been more one way than I've ever seen it before. Most day to day stuff is collaborative. It varies.</p> |
| <p>Most decision making is collaborative. If I have an issue that affects county jails I call the county jail coordinator in. If it is an agency wide thing, I talk to wardens, deputy directors. From what I have seen from and Director they foster a collaborative environment. Open to comments or suggestions. Nothing against , I have never had a director ask me for my opinion. were great too just different.</p> |
| <p>most of decisions are collaborative process, not all will agree; when we walk out are one team, warden is very good with listening, united group, this is what we are going to do</p> |
| <p>Most of the time I try for it to be collaborative. I like to get their input but there are times when it is no, it has to be tis way. The other thing I struggle with is communication. I think I am communicating but it seems to go to a certain level and stops. Asked for an email account for everybody but was told we don't have the funds so we are putting it on a drive on the computer. We have 3 case managers and we could use more. I feel one on one time with the inmates is important. I think my case managers are overloaded and not having issues with time management. I do think communication is an issue.</p> |

Leadership Survey Data

| Q6: Describe how decision making occurs at your facility. Is it collaborative? Is it one way? |
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| <p>Most often it is collaborative, some cases one way. It depends on the nature of the decision. When possible they are collaborative decisions.</p> |
| <p>Not either way. It depends on the situation. Sometimes we have to just go ahead and make a decision. And sometimes we have time to talk to about things at the morning meeting.</p> |
| <p>Not one way, collaborative, everyone get with subordinate, what do you think about decision, get all the knowledge, experience can, people who have the experience can provide great input, follow policy, but when making decision, use the make decision, sound judgment, one way or the highway</p> |
| <p>Now it is more collaborative. Not everything is collaborative. In my job I may be talking to the warden then we will bring in the departments. Now we try to talk to the departments and staff that will be impacted. That has not always been the case. We try to bring in the department heads and talk to them, have all the information to make a decent decision. You need to be willing to adjust, even if the decision is made.</p> |
| <p>- can be both collaborative/one way - depending on what issue is - can be both depending on what issue is; frustrating is that at times, asked for ideas, but over a period of time, the decision had already been made, knew being asked, so why being asked if decision already made</p> |
| <p>On shift, try democratic leadership style. At role call, my staff can speak their mind. That is where I try to make decisions as a group. They all know the Sgt.. and I have final say, but they can have a fair shake at speaking out. As the facility as a whole, if I write a report, it will get read and considered. However, a lot of what goes on up above him he has no clue about. Feels they will consider his points. Defer to their judgement. I could discuss it if I needed to, if I felt strongly about it. I respect their decision.</p> |
| <p>one way and they don't like to have suggestions. at one point I made a suggestion to the Major and he accused me of questioning his judgement and I dropped it. I don't give suggestions any more.</p> |
| <p>one way from what he's seen</p> |
| <p>One way, I think when we have exec staff meetings everyday, they listen to what we say. They have the final decision.</p> |
| <p>One way, they tell us what to do. they do not ask or want input from us. they have their preconceived plan and you do it. if they do ask for input it is not used.</p> |
| <p>One way, Top Down, this is how you are going to do it. worked at were this way. Would be nice to think we have some say in decisions, but we don't. We are scrutinized.</p> |
| <p>see both - collaborative, one way Executive staff or director meetings - do see other decisions being made with 1 way perspective, sign off on all level 2 grievances, was assignment, not discussion; does what he's told; like participative management, got to have some authority approach, some that are not; is one more right than for participation</p> |

Leadership Survey Data

| <p>Q6: Describe how decision making occurs at your facility. Is it collaborative? Is it one way?</p> |
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| <p>seems to be collaborative; many changes recently. can't say there hasn't been turmoil. Inmates have to have a job; limited in their secure units. Finding ways to get them work to do.</p> |
| <p>Sometimes it is collaborative, sometimes it is one way. Sometimes there could be a little more collaborative. Sometimes management does not know the full impact of their decisions.</p> |
| <p>the warden makes the final decision, but my input is asked for and valued. I do have a chance to say what I think.</p> |
| <p>there is some times it is collaborative, other times one way. I think overall the process is collaborative, but we do not gather enough from all of the stakeholders. They overlook divisions and staff who should have probably been included in the process of making a decision.</p> |
| <p>They make it feel collaborative but then make their own decision no matter what the group decided. They do what they want with no explanation for what they have decided.</p> |
| <p>they may discuss an issue, more often then not, it does not include the people who needs to be involved. It is more often the boss deciding the issue.</p> |
| <p>together, if he needs to make a decision, will think about it for a while, talk to lieutenant, then go to captain; if weekend, makes decision by himself/based on experience, can make a phone call if needed on weekend</p> |
| <p>too early to say; reactionary - but not on every level, some levels reactionary, other levels not, going based on someone's recommendation; not proactive</p> |
| <p>Top down, told what to do and we do it. We raise a fuss, but we do it. We might think it is stupid.</p> |
| <p>Typically, it is one way. If I see a problem, I document and pass it up the chain. I make the recommendation and they make the final decision based on that.</p> |
| <p>Unilateral, comes from the top down.</p> |
| <p>usually collaborative, listen for ideas/suggestion, but may add or delete; want to hear from them with; shares what he's thinking - what's positive/feedback; may alter path</p> |
| <p>Very collaborative, meeting every day. Things come in, I follow up and present at the meeting that morning. People are open to speak up and I get info from them to help make decisions. You can get buy in from people if they have a part in the process. We need to do better job of soliciting info from others. They felt the warden or admin was out of touch, but in reality, they had different info then what we had. I feel some staff will not want to answer some of these.</p> |
| <p>very collaborative. a lot of meetings. it takes a group of people to make a decision. You sit down and look things over. it takes time to do it, but it is not out of left field. they get it out there for all to see.</p> |

Leadership Survey Data

Q6: Describe how decision making occurs at your facility. Is it collaborative? Is it one way?

Very collaborative. We have weekly team meetings plus weekly individual meetings and daily impromptu huddles.

Was one way in those cliques - had more influence than they should Is collaborative now, will be going forward, opinion matters, responsibility for them to be engaged, help the entire operation; lot of work groups ; will be many more; opportunities; come to love and respect him

well acknowledged that there are some decision they don't want to make and defer to a warden, when things are happening at a facility natural deferral to warden, this warden, not that many staff, not that many inmates, can call warden when ever, times forgotten to share something, will call and get an answer in seconds; have that advantage; staff proposes idea/recommendation - for the warden to make a decision; usually something so black and white; listens well enough if he communicate about it, he could perceive; doesn't always change his mind, natural deferral to wardens in department, been instructed to do things he knew would blow up in his face, it did, not anything where someone is going to die, warden came , not used to maximum custody; times we've done something and ended up working; don't claim to be any authority; lot of things not comfortable making decisions on; not submitting; given the warden their the authority he has

Without a doubt collaborative, can give POV whether accepted or not; able to give input, won't always agree; must support collective decision, that's how it's communicated to subordinate staff; need to articulate why those decisions are made; feel very comfortable doing that, we disagree and then go out to lunch

yes both follow procedures and policies already in place; communicate with stakeholders; if I have authority to make decision I do that or communicate with higher.

Leadership Survey Data

Q7: Do you feel your feedback is valued? Please explain.

Don't feel it goes anywhere. My direct supervisor heard me out, but it stopped there. Nothing was ever done. I have no way of knowing if they shared anything. I am not shy, I will say what is on mind. I will say it was bad if they mess up, but I will do what I am told.

I think so. Depends on the level. It is valued at , maybe not the next level. Butted heads with CO, not even trying to do that. Just trying to discuss with them. Dialogue gets shut down at the upper levels.

To a point it is. My direct supervisor yes, above, no. Warden is out of touch.
 but did not know Lt. has no idea who is running this place. We have smaller name tags and now has no clue. I ran shift for for days and totally did not have a clue who I was once the changed. he had no idea what inmate goes to what area. We had to label the whole place for as is clueless. I go in to see and has no clue who I am. is our leader and has no idea who is below or what is going on. Unit Admin, Capt. and Majors are good, above that, they don't have a clue. They are not out and about. They do not go to roll call, meet you at the door at the end. No acknowledgment at all form them. I even asked to get out a bit and see staff, never does. I question commitment to us here.

Yes, Get asked thing very often from both above and beyond. The director asks me things. How to reduce man hours and send in my input. I do feel valued.

Yes, it is valued. Made opinions well known. Some have been implemented and others not. If the warden is here we do not have as open dialog as we would if he was gone. This warden makes knee jerk decisions, the previous one would take into account what we had to say.

Capitan and Major did value our feedback. Major on up they don't care.

I feel it is, they do agree with me at times and take a second look at things. That shows me they listen. Something I say can change the direction of something.

I think it is valued. Speak to a lot of Exec. Staff and feel it is valued. Community Supervision program is tough in a prison agency. I have most in a prison itself. My input can be disregarded due to my line of work. I think I have gotten a lot of respect due to my temp position.

Yes, usually the communication is two way. Everyone is clear at what is being said and what the expectations are.

Yes, I have felt that since I started as an officer through my current job. Supervisors have always valued my opinion. I am a problem solver, not always get what you want, but they are willing to listen.

Yes, I do. I feel like my job is to provide input. I offer it and if it is not needed, they at least listen. It helps make a lot of decisions and I feel like they want to hear what I have to say.

There are times it is valued, I think it is because of my understanding of my area. Sometimes, certain individuals who do not understand and assume to much, they do not take into account all of the information they are to use in a sentence calculation. There are a lot of times where others speak, I wait for them to get done and add my input so everyone knows where my department stands on an issue.

Leadership Survey Data

Q7: Do you feel your feedback is valued? Please explain.

I think feedback to most people is valued. there are occasions where it is not valued. For the most part, the people are open to the ideas and suggestions given. I think it is received very well.

Yes, I feel it is for the reasons above.

Sometimes, but not really. Right now, my team works with _____ support the whole agency. There are things going on with different programs, have some concerns about cost effectiveness. We contract services, got the best pricing, now we go out to providers. There are no guidelines, very scary for us.

_____ I am just concerned this is going to blow up. Needs to be slowed down so we could get the numbers to see if it is good or bad. way to fast.

I do feel it is valued. We just met the other day doing statement of charges against an employee. I would have counseled the employee and I wanted to look into policy. _____ let me look into it to see if we can do something different. Looking at hiring major here, pulled a list of 10 folks I thought would be good. We have had a lot of people in these jobs who have not moved. From my list, one was chosen, give another perspective we have not had. I think it will open some eyes here. I am sure I will have a lot of questions to answer over this hire. I feel my perspective, my opinion at every level has been valued. Not everyone has the best of intent, but I have been fortunate in who I have been able to work with. I want people to know I am not here to get people, I want to empower them. They have no discretion, they should be empowered. People felt they could not make sound decisions. I feel very supported.

Yes, been approached by exec staff for my opinion on issues. People are pretty outspoken these days. Most people communicate their feelings pretty regularly.

At times it is. At times I feel it is very valued with my years of experience and staff input. They listen to me about inmates. Other times it falls on deaf ears.

Yes, I think it is valued, it is asked for. I also think I see my input put into documents and are sent out. so yes, I feel like it is accepted and used.

I do, they realized, but not always agree with what I have to say. _____ I tell them what I am thinking. They listen, but may not react. I tell them what I have seen and what I think we need to do. I have been through 12 wardens of over the years, I will break this one in yet. We have to look ahead to see problems ahead of time. We have had staff who could see it before it happens. Our new executives can see the issue ahead of time.

Yes, I think it is heard, respected and valued.

Leadership Survey Data

Q7: Do you feel your feedback is valued? Please explain.

I would say so, so far it has been. While here, the director has sent out requests for info on the budget. I sent in some information that was submitted to the director. That felt good. CQI box for ideas at the , the answers I got back from the were really sad. They never looked at the topic, they found a way to deny the idea. I did get a few past, but I had to keep submitting them a way that they would approve them. An officer should be able to pass the idea up the chain. the supervisor should work to make something work, not just deny it. I would change the idea and move it through so I knew it would make it through.

Yes, if there is an issue pertaining to shift, they seek my feedback and recommendations. The times they come to me is because they value what I have to say. Day shift might be asked first since they are here.

Feedback to peers or supervisors, yes. to the staff here, most of the time. It depends on the work area. From my perspective, I have responsibility for the whole facility. I like to know everything. People are frustrated by that, they think I am trying to run the whole place. I am not a know it all, I need to know why we are where we are. Initially, it was not positive. I think they are understanding where I am and where I am coming from. It is different now, I just want to know how we got to that point. Some of the other things we work through, we are working through it. Ask first, continuous learning process. I need people to be open and tell me from their perspective what they think needs done. When I respond, I hope it is well received.

I feel it is. I have seen an evaluation of different places. I have been told my information is needed and wanted. I am asked for feedback. we discuss things and bounce things off of each other. I provide feedback to those I supervise also and feel it is valued as well. They usually ask me my feelings on things and I want them to feel appreciated also. that is how you build cooperation on things .

yes, absolutely. more so than in any other facility. that is why I left , they did not take me seriously so I came here. a much needed change.

yes, it is a small facility, my input is given to my supervisor. There are few supervisory staff, he works directly with me. We worked together at another facility. He does not micromanage me. Lots of freedom.

No, for two years I have spun my wheels. The Asst Warden went and now it is yes, lets do that. when I presented it, they shot it all down. Restrictive housing, we have to consider staff safety and inmate housing. there were assaults on two staff there. it was brushed off, this is what they wanted. Classification of inmates is done by me. I make recommendations on who should go and who should not. has me re-review the ones I classified. I try to explain why I send some out and she does not listen. I have of experience and most experienced in the dept., but my input is listened to at all.

I think so, I have made suggestions on safety and some things have changed right away and some are in process. He takes info very well and will explain why or why not we can do it. He does not just ditch what you have to say.

By some individuals it is, some it is not. Capt. does listen to what I have to say. Unless I am telling the Asst Warden someone is doing something wrong, does not care.

No

I do feel it is valued for myself. For housing unit populations, I supervise these areas. They utilize my expertise in these areas. They give me the opportunity to speak up. They may not use it, but they let me weigh in on thins.

Leadership Survey Data

Q7: Do you feel your feedback is valued? Please explain.

depends on who I am talking to. My immediate supervisor, I feel like they listen to what I have to say. They will give me feedback on my ideas. The previous warden/asst wardens did not give a shit about what we had to say. Not sure on the new ones.

NO, I submitted a memo to my supervisors talking about an improvement in a policy. Never got a response, ever, nothing. I heard nothing back ever, not good, bad or anything. No idea where it ended up.

Yes. Being a supervisor I am the middle level between line staff and upper level. I get the temperature and feeling of how the line staff are feeling. If it is severe enough the line staffs issues will be addressed.

no. they listen but it doesn't seem to develop into anything. we have done exercises and found problems and you would think they would be taken care of but never was; over time you find that it is not going to be respected or listened to. if you do put a proposal in you never hear anything....it just disappears.

yes and no; sometimes it feels they are gathering responses and the responses are not valued or considered...feels like lip service to get as many people to say what they want rather than valuing a different opinion.

I do and had opportunity and will go talk to others after meetings when it concerns me; lately I have been more vocal in meetings because I want to do things correctly. Sometimes I feel it is heard but nothing is happening past that point. Some staff have some very serious concerns that I bring up and nothing gets done. Those staff don't want to talk to me because they don't see anything getting done....most recently in the past two months.

in general it is, not so much with my supervisor....he doesn't appreciate or value feedback

to certain people yes, to other people it is unsure if they already decided what they are going to do example segregation cells and now going to general population concern with staff safety and inmate safety not being considered but just being pushed along because the decision was already made but the concern about staff and inmate safety still remains.

see #6 above they make you feel like they don't like to hear what you have to say. I had a staff who had a suggestion and I turn it in. If they come and give me something to do....you just do it and don't ask questions. A staff member quit because a Lt told him he would have to do UA and the staff was trying to explain nicely that he had done them the day before and UAs are supposed to have a couple of days besewn them and would rather not do them. The Lt. was angry and responded rudely. She told him she didn't give a shit how he felt. The end result is that this good employee resigned. I asked him to reconsider and to stay. He wanted to talk to a Major or above about her treatment to staff and said he might stay, the Major responded that he doesn't play that kind of game and beg anyone to stay. This Lieutenant treats people so poorly. When I submitted my transfer request, no one has asked me about it at all. I wrote a report that night the good employee resigned and told them she treats all staff like that. Nothing ever happened and no one ever talked to that employee before he left. there was a Lt position open in Lincoln and asked for a lateral transfer. The next thing I heard from Central Office, is to apply and compete for the position that is posted for others to apply rather than lateral. If I were happy hear then I wouldn't be looking for other positions. When you put in a lateral request the wardens sign off and then you transfer. I am feeling like someone is blocking this transfer and everyone is completely ignoring me or acknowledging my transfer request. Total silence about my request to transfer.

They've never asked for feedback, so I'm not sure if it would be or not. Usually that happens only after something is done and over with.

Leadership Survey Data

Q7: Do you feel your feedback is valued? Please explain.

Yes. Talked to deputy warden about concerns today regarding safety and I felt like I was being heard. I feel like they're listening.

Oh yeah. Most people probably don't feel that way because they don't see an immediate result. We live in a society of immediate gratification and that's not the way things work in this environment.

Sometimes. Sometimes I don't think it amounts to shit. Here I think it's more valued than it has been in years, before then not so much. I don't think it matters as much to Lincoln. To other institutions I think it matters.

I do feel it is. I think I have provided Scott Frakes with my opinion. Early on I gave him what I thought should be the direction of the Department in writing, the challenges he is going to face and he has included me in major meetings and key interviews, deputy director interviews.

Yes I do. Director Frakes has acted upon my feedback on a number of occasions and on the other hand he doesn't automatically act on my feedback. My peers, for the most part feedback is valued.

I would say at this time suggestions, feedback, I appreciate the opportunity to give feedback. I feel more free to provide feedback. Previously I did not feel free to speak up in meetings.

I feel like this was a big deal.

And to me that really exemplifies how he has been since he has been here. So absolutely yes I feel my feedback is valued.

I know it is. I have recommended things and that is what they will go with. I have no doubt. I could go to the director now and I know it would be given serious thought.

Yes. I feel I have the ability to bring things to the direct attention to the director or other exec. staff without having to filter it through anyone. I feel I have a lot of latitude on the types of projects I work on and the things I can do in my position.

I believe that my feedback is valued very highly by Director Frakes. Others not so sure.

Absolutely as evidenced by all the pilot projects I have had green lighted.

No. I think it goes back to the hierarchy. People are asked for their opinion but that expertise is being, to me it feels like it is being ignored. You give your feedback and then a different decision will be made with no feedback on why the recommendations and opinions were not utilized.

I would say with my supervisor and my peers/core staff, department heads, yes. I think there are few custody employees that don't value my feedback and it is because I am their supervisor and am female.

Leadership Survey Data

| Q7: Do you feel your feedback is valued? Please explain. |
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| Yes, I think it is valued. Supervisors want our input, what is working, what is not and what ideas we have to change things. |
| Right now I am not sure. When I go to a wardens meeting, I get support from other wardens who have worked in . I don't feel like there is anybody in Central Office I can talk to about . They don't understand what it is like to be located in . When we had probationers they did not care but they need to care now that we have inmates. I felt like they didn't care. |
| Yes, I think our management supervisors are open to feed back and they use that to help out the management of operations. I think they use that to help the facility run better. |
| I think as a facility as a whole we do a good job with that. At the end of my shift, I attend the next shift roll call and I bring the briefing board so we can make people aware of what has occurred. It stays on the board for five days so everybody can see it. I would definitely say the feedback is valued. |
| I think my feedback is very valued. I think with my experience at other facilities and my longevity, people value my feedback by my supervisors. I feel other departments also come to me for advice. |
| See previous questions. |
| I do. Just my supervisors listen to what I have to say. They support the decisions I do make. They will agree with most of my decisions and implement it. With the new director is way different than anything we have experience before. It is giving all staff a chance to grow and a chance to grow. We have inmate committees to listen to what they are asking for. Now there is a forum for everybody to be heard. |
| Yes but not always. It depends on who is there. As executive staff we are not all in agreement. It depends on the mix of people working thru a specific problems. People are passionate about what they believe and have strong beliefs. I sometimes I wish I could be heard more but I try to in turn make sure I listen to my staff so they feel they are heard. |
| On somethings yes, some no. Depends on the topic or issue. Sometimes it will be sought and sometimes it will not. |
| Yes. When issues arise, and given an opportunity to explain and no matter what the outcome is they listen. Prior administrations the majority were similarly situation. I had good relationships with the wardens. With my direct supervisor, it depended on the day. It helped me survive that I had good friends here and had a good rapport with the wardens. That kept me going. |
| I guess I am one of those folks that does not sit around and worry about the value of my feedback. If I have an idea or suggestion for policy change I am going to present that in good faith to my supervisor. So I will present the feedback and there is a decision making process that is beyond me and if the group does not decide to implement my idea or suggestions, there is a reason for that and I do not worry if it is not implemented. I present my idea and I have never have a problem getting feedback about why my suggestion was not implemented. Feedback has to do with whether or not it is feasible or within policy so it should not ever become personal as far as I am concerned. |
| Yes. I think what I bring as far a an opinion or suggestion is looked at by my supervisors. Generally I receive answers to any questions I have. |

Leadership Survey Data

| Q7: Do you feel your feedback is valued? Please explain. |
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| <p>No, because I don't give feedback. I am not asked for it. Basically I report things or make suggestions. Decision making basically is conducted at the executive staff level, warden, dep. warden/assoc/wardens and majors. Difficulty with that is those people, myself included, we are removed from the reality. The feedback is not normally requested or wanted. If you type up a report and make a recommendation, that is usually the end of it.</p> |
| <p>I feel it is simply because I keep getting responses to my feedback. They also ask me for my feedback so I feel it is valued.</p> |
| <p>No. The biggest instance I have is _____ and I have recommended not hiring a couple individuals and they were hired anyway and have been fired for inappropriateness both regarding _____. One was on the way to the Staff Training Academy, he was _____ and was reported from both the outside and the inside. The other was fired _____. It seems like we are hiring anybody with a pulse. If this was to occur after a person was off probation, it would most likely end up as a documented verbal reprimand.</p> |
| <p>I do, staff come to him, I learned this from what you said, never thought of that, that has benefited me, his goal is to promote to the next level, sometimes we challenge them, helps coach others through how to think through, may make a decision and disagree with staff, and will go back and explain why he was where is was on a decision I am the warden and he lets staff run the institution, the more information they have they better equipped they are Gave each direct report a plaque, wrote to each of them, highlighting their strengths, and thanked for their contribution, they got feedback from them, what you wrote I so appreciate what you said, appreciate the time to write the letter</p> |
| <p>yes, when he gets his evaluation, warden does listen, tells him he's ready for next step</p> |
| <p>yes, it's _____ role to be familiar with rules/regs and keep us true to those, good security practices, when warden or food service director based on programs, products, their view is different, even though _____ might be voice of dissention, this is how that will impact security, policies and practices are more malleable</p> |
| <p>yes, what he does, if there is a decision to be made, make sure people are aware of people/processes that are going to be impacted, if not, need to change the policy</p> |
| <p>Yes. because the decision the warden's make his background is included really took into consideration, addressed in a directive manner</p> |
| <p>yes, it's valued in so much as people know that his opinion is based on a collaborated melting of what they said, never did it aside and announce, it's valued because, need and respected and valued, just as much as everyone else is, that's what's important</p> |
| <p>Yes, oh yea. Here definitely, part of it is _____ not shy of speaking up, over the long-term worked with warden and asst warden long time, know strengths/weaknesses, looking for someone to handle to conflict, take to</p> |
| <p>oh yes, speak up _____, people offered up for suggests, takes her seriously, follows up with her</p> |
| <p>yes, been around department a long time, cool handled, level headed, give feedback to others, respected and how he conducts himself, feedback is turned into positive manner</p> |

Leadership Survey Data

| Q7: Do you feel your feedback is valued? Please explain. |
|---|
| no asked for feedback from |
| - part of it is that is a long term employee, vast knowledge of how things work, based on how supervisors react to what shares it's valued |
| yes, certainly listen, take the time to hear out, sometimes the decision differs from opinion, but does what needs to be done; - discuss, but make a decision, sometimes, it supports what needs desires are; overall good, meeting daily is very good |
| Yes, no question about it |
| oh yeah - warden; had experience , has varied experience, believe that people who come to him for questions and concerns, feedback is valued, knowledge about other facilities, warden known what's happening elsewhere, important people move around |
| coworkers - yes, good team; share opinions freely above and beyond here - not so much probably 50/50 |
| at times; not always; when a suggestion or idea goes against the common, feedback not accepted |
| Sometimes, deputy warden was talking about something - corrected him, was chewed on by deputy warden for challenging him |
| because it's reactionary, they think it makes sense....not looking at it from all angles; reacting to incident/issue - not planning for an incident that hasn't happen; anedotelally - department wide |
| yes; here he does; opposite, mind made up, wanted to implement policy for free weights; in AR, can't go buy new weights, if I say you are going to do it, Scott said no, I will write a memo to , and keep on file; first time someone use as a weapon, would send memo to family, ; he had to do what he needed to do as security administrator; do listen; database driven; proven effective; taking add to; use best practices |
| Yes |
| yes definitely |
| For the most part yes; sometimes knows decision is being made elsewhere; dealing with lots of new people; need to get to know each other, takes time to develop credibility with peers |
| yes |

Leadership Survey Data

| Q7: Do you feel your feedback is valued? Please explain. |
|---|
| yes, just got an email how annual vacation requests, want to change the way we do it, wanted to include sergeants with lieutenants - can't do because of collective bargaining unit; went to legal to get opinion and changed back |
| yes; sometimes open to suggestions; is approachable |
| yes |
| No, doesn't even think it's heard, again, the mind is made up; hard one to change his mind, when doesn't allow you to communicate warden is hard charger, wants something to do; working on it all hard; tell someone to do the same thing; wasting time; good about developing staff, not always to right staff; who barks louder, who earned it; more qualified; has one employee who has bad performance - but give them a chance not going to be successful, real hit to their ego, need to have honest conversations |
| yes, he listens he wanted someone outside to come here, sensed problem with culture, no reason to withhold; wanted feedback without people; did that met ; Scott gives him the strength; while a lot of stress; lot of changes to occur; feel inspired by him to do his part with bigger picture |
| yes, |
| yes |
| does not feel his feedback is valued. being on the night shift, the shift does not interact with the rest of the administration. so it is hard for him to put out requests for change. and when requests are put out the response is "I'll get back to you". thinks that they hear his requests, opinions, but it doesn't go beyond that because they are set on doing it how they want to anyway. |
| yes. Respect here is great and for each other. always felt can go to , or other Unit staff about new procedures. Gone through the whole change with MH. a lot of changes; ask for input, is fairly tolerant a lot of people live to bitch - old veteran staff say got to do this, not that. too rigid to change; they leave it - have to go with the flow. Some refuse to think outside of the norm. a lot of CO's and Corporals who don't want to promote; but complain and are not part of making it better. |

Leadership Survey Data

| <p>Q8: Would you describe the philosophy of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both? Why?</p> |
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| <p>95% is geared toward rehab; always accountability, not punishment, misconduct, accountability factor of prevent future misconduct, opportunities inmates are provided, is much more giving them programming choices; inmates are not forced, may not be willing, every effort is provided to them, to make some positive changes in their life</p> |
| <p>a blend of both right now. throughout the agency, there are a lot of people who have been here for a long time. they are set in their ways and have a lot of pull with the staff. If they do not agree, they can be hesitant. they feel at times we are too soft. as leaders we have to be role models and we have to show how rehab is the way to go. there are two schools of thought right now and it is a work in progress. our job is not to just lock people up and send them back. we have to release them and prepare them for release. locking up people for years and expecting them to be okay is not how it works. it has been that way for years and evidence shows you this does not work well. the veteran staff do things very well, but they are hesitant to change. some are fixated on the punishment model and they think we are going soft.</p> |
| <p>A blend of both. There are some inmates who have done everything they can and they still don't get supported to go to work release. I know one who has done everything, but they're sending him to which is 4-5 hours away. Extra programs get added. Sometimes it looks like extra things are getting added. Work release isn't used for people who it could be used for and then when they're released they have nothing and no change. No opportunity to transition.</p> |
| <p>always been one of rehabilitation has been part of it, do think there has been over the years a punishment of the philosophy; philosophy has always been to return to people to society as law abiding citizens, didn't have the tools to help drive that success; over the years; people have made choices and didn't return; others not returning; others not happening; to move forward; shifted toward more true rehabilitative - less on punishment; before 50/50 - complete rehabilitative part</p> |
| <p>As of recent it is rehabilitation of inmates.</p> |
| <p>beyond rehab/punishment - debilitating - can't do it; punishment - not sure how valid that is - punish doesn't seem to deter anyone - may make society feel better; may make society feel better; doesn't understand society; rehab isn't something we do to them, person has to commit to do it; or won't work; blend of three factors</p> |
| <p>blend of both - a lot of time, expect people to observe rules/regs; others that violate regulate, give them opportunity to change, going to have to change; need to hold accountable</p> |
| <p>blend of both - rehab - programs, reentry, put a lot of stock into it (always have); punishable because there are certain people that don't buy into the whole dynamics of how it works; we have programs, rec, MH, each facility has responsibility managers/administration really education for staff for how all programs run together; example - football game; some don't see benefits, people that come in for AA, rather than being in a cell, how I used to be, if you can pack as much programming, certain times, we put roadblocks in their ways, as soon as programs, done if they don't have a pass; people need to know cycle/stage; if the lack of education, if there is a roadblock - seen as punishment; giving them obstacles then they give up; a lot of them are addicts, react to things; looking for excuse to go back; give them less reasons to go back; as a department need to treat as super max should be no if, ands, buts, should be culture shock</p> |

Leadership Survey Data

Q8: Would you describe the philosophy of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both? Why?

blend of both but could be better towards rehab... Need more vocational training and activities.... a lot of the younger guys didn't have a job before they came here. They need an opportunity to learn something so they don't go back to what they came from. They need more educational opportunities; not every job is manual labor; correspondence classes and metro community college; have seen individuals go to do some impressive things from the education they had here.

blend of both I know we are more focused on rehab but when they say this the inmates say they have to take a class to be parole eligible and we don't have the class they get in fights and we have to put them in segregation and they can't take classes; can't be in rehab.

Blend of both Staff that have been with the department since the early 1990's have more of a punitive philosophy on corrections. Those hired into corrections in the 2000's were trained differently and so they have more of a program philosophy.

Blend of both when needed. I am pretty sure they don't enjoy being incarcerated. But we have a responsibility to protect them and us by making sure they follow the rules and day to day functions go on as they need to. I believe the rehabilitation part is there is they choose to do the programming to better their lives. They can get their GED, welding classes, 7 habits on the inside, business class. Classes are attended on a regular basis.

blend of both, very good programming, but wouldn't say that it's worked well together, haven't utilized the inmates (customers - their growth to help them); what can we do to get them out of prison and good footing in society; good mental health, good SA, limited in in resources to provide so much to so many; everything we do was designed 1/2 of the population; asking other area to do more with twice as much; pressure to cut those to get done - becomes numbers vs. quality; disjointed; can't do as much with overcrowding; not in synch with all process - can't do cookie cutter - one program fits all; Want to give up high level security person to synch programs to do better quality work; given the numbers we have

Blend of both. It is our goal to habilitate the inmate and also to make them understand that prison is not the place to be. Prison is much different than the general public think it is. Most people watch tv and movies and have a different conception of what prison is. The punishment aspect is being away from your loved ones.

Blend of both. Punishment is them being here. Rehab is due to change We have more than we do anything here. We change cells to offices and group rooms. Cannot keep up with all the changes. I have not seen anything that shows it is working yet. We are not beating inmates or anything, but are we really helping? I think we are just housing them. It is better than years ago. We are sending them all here and it is overload. Gladiator school, use of force, was the old term for Now it is all Our population has changed from years ago. Challenges are different than when I started. No answer for if it is working or not. I do not see a lot of progress coming from what we are doing. Not seeing the same folks coming back, but it is not the same place it was. All inmates have a issue, that is why they are here.

Blend of both. Some are here and never getting out so that is there punishment. The rehab part I agree with because we have several programs to reintroduce inmates back into the community.

Leadership Survey Data

| <p>Q8: Would you describe the philosophy of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both? Why?</p> |
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| <p>Blend of both. Some of the people who left the agency not by choice influenced best practices. They tried to be rehabilitative. Pushed for least restrictive. The media told us we are messed up. We were trying to get them back into the community. Lots of politics. No one wants a sex offender in the next house. They have to do their time. We need to know what the public wants, keep a killer locked up or rehabilitate him and release him? I would like to do more than we do with these folks. Warden and I don't always agree on our direction. The guy before we worked to rehabilitative things. We don't have face. Schools do portable schools, we should get some in here and use them. I was told this was pie in the sky thinking. My direct reports influence me, I hope I do them as well. We need leaders at all levels.</p> |
| <p>Blend of both. There are several inmates that just don't have the tools before they get here. Generally those kind of people need the rehab to reenter society and have a chance of being successful once they get out. For some, the punishment aspect for those that continue to reoffend and have been given the tools but choose not to use them so that is the punishment part.</p> |
| <p>Blend of both. We have been moving toward rehab and especially now with Dir. Frakes we are continuing in that direction. But we also have a lot of staff who are here in the 80's and 90's who still have the tough on crime mentality.</p> |
| <p>blend of both; don't like word punishment, hold inmates accountable, so many programs to participate in to rehabilitate, inmates know they are going to be held accountable; so many services</p> |
| <p>blend of both; not too many jobs for the inmates because this is a short term facility. I have audited other facilities and there are not enough programs or jobs there either according to staff and inmates....they have nothing to do.</p> |
| <p>Blend of both; philosophy and what people do are two different things; believe it's to rehabilitate, the ones who criticize who are in charge of pocketbook; there are employees who believe they should punish inmates</p> |
| <p>blend of both; rehabilitate inmates, some have to punish, can function/communicate to reside with other inmates; that's why we have segregation - probably needed</p> |
| <p>blend of both; they get sentenced for the punishment part; rehab afterward; nothing we do is to punish them; we are keeping inmates, staff and public safe. we role model, 3Rs; not all staff are perfect; some staff are rude to inmates and we would like to get rid of those; SoN does not have programming because of funding. If we had a welding program or other program, funding has gone to fences and officerscut funding, cuts officers. One of my colleagues and coworkers retired after 30-40 years of service and when he retired there were less staff and 3x the inmates than when he started at the same institution....what does that tell you. do more with less,now cut supplies....no post it notes. I bought my own post it notes for my job because we are not funded.</p> <p>Double bunk and the toughest inmates. Take away a position and never get it back . No one ever cares because no one did anything wrong. Until Nikko, van driver, riot. Staff complain that no one has our back or cares until critical....new director... all this extra security equipment, stun, ; 5/10 happens all of a sudden the equipment comes; reactive and not proactive. day runs on housing unit 2 ...120 inmates and those inmates were involved 5/10 disturbance</p> |
| <p>both, we are getting away from punishment. we have reentry and lots of good things coming down the pipeline.</p> <p>for them to get mental health or anger programming, we need to move them so they can come back as a more cooperative person. I think we are going in the right direction. If Tec riot had not happened, we would be further ahead.</p> |

Leadership Survey Data

| <p>Q8: Would you describe the philosophy of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both? Why?</p> |
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| <p>changing even more to rehabilitate, SAG policy has changed , when he first got here, would go in segregation for looking at your wrong, now want to coach/find out what's going on before put in SAG, find out what's going on</p> |
| <p>currently: now it's a blend. when first started it was just warehousing. if you don't keep them busy they'll find something not good to do. Enhancing programming - which is good. World of difference - the 7 step program. Inmates who've done it; have changed immensely. Having positive reaction is making a difference. Help men become better parents; have seen that make a positive change.</p> |
| <p>definitely not punishment, watched this facility department over years, MH staff, increased dramatically 2-15, through experience and maturity, what we do today to help the offender is vital for the public, last 5-10 years. Need to work from reentry from day 1; bring up weekly; we all should do that when talking with inmates</p> |
| <p>Depends on who you ask. I feel they are sent here as a punishment. I treat everybody as a human being. Those guys will be out in the community and I may have to deal with them in the community.</p> |
| <p>don't like those terms, before we were incarceration model - warehouse them; now reentry model - getting programs, reduce recidivism, on the other hand, fine line; not doing enough with inmate population who think they can assault a staff member; upturn of rehabilitative, getting further from punishment, for select few for tendencies for aggressive and violent behavior; get out of segregation too soon; joke to inmates; after hear case, send to segregation; rehabilitative; reentry classification process - way used to be if I didn't like you or what you did, put you where you need to be; new validated process - certain point, still not showing rehabilitating, up to MH to process; going through the system, getting what they need to leave; designed to take away biases</p> |
| <p>don't see that we are really punishing them; we are locked down but it is not punishment we are maintaining control; can still feel the tension as inmates are still threatening staff need programming to teach them a skill. I heard captains say that is 5 days I will not get back. They refer to it as CRAP...they don't believe it or give them time for that. I prevented a fight and been successful in other ways.</p> |
| <p>for this facility, it is more "work with what they got". there is not enough rehabilitation staff to make a dent with the over 700 inmates that are here. they have education class, but not enough personnel to handle it all. so it is more of pushing them through to get the inmates through. and staff is overwhelmed. The facility doesn't seek out to punish the inmates. 9 times out of 10 the punishments inmates received are deserved.</p> |
| <p>From my position it appears to be one of rehabilitation. We are all suppose to follow the statement, being in prison is the punishment, we as corrections are not the punisher, We are suppose to be rehabilitating people.</p> |
| <p>half glass full - combo of both - duty and responsibility - keep people safe, layout of people, MH, success, always do more with rehab - better open wallet; normally problem is "build" that wall exasperate the problem, the more we will fill; allocation - at give us what need to rehabilitate inmates, comes down to \$</p> |

Leadership Survey Data

Q8: Would you describe the philosophy of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both? Why?

I do not see it as punishment. I want to believe it is rehab. But, the lack of resources and over crowding combined, the inmates will to rehab, make it tough to be rehabilitated. Warehousing, it is the best we can do with the resources we have. Lots of inmates lose out, more than less because of these things.

I don't believe we have a philosophy anymore, I believe we have lost where we are. We look more at staff doing wrong than looking at the inmate population.

I don't like this question. they are not here to be punished, that is what they are here for. we control the inmates and manage the inmates. the judge punished them. we are here to habilitate them or rehabilitate them. too much control and security will tend to hamper their progress. to much rehab makes them able to manipulate things. have to have both.

I don't think punishment has anything to do with it. Inmates are held accountable for their actions everyday. Punishment, I don't even think about that. It is rehabilitation but there is an opportunity for programming if they want it. If they get into trouble while they are incarcerated they will be held accountable. The philosophy is like common sense, putting the right people in positions no matter who they know. The philosophy is to do the right thing when nobody is looking. I think the new director is trying not bring corrections out of that dark hole.

I say it is a blend of both. We have our programs for our inmates such as residential treatment, they have MH, and any number of programs. We also have other programs that allow them back in the community. Some inmates have no interest in doing anything. they just want to do their time and set in seg and restrictive housing. they never plan on getting out of there. I am not sure what you could do with them as they do not want to be helped.

I see it as a blend of both. The 90's were so 3 strikes and you are out to now when it is almost all rehabilitation. In central office we have kind of a global view but in the institutions when you are being spit on and things thrown at you it is hard to have that view. I have mellowed and so we are a lot more rehabilitation driven.

I think at this point they don't know what the hell they're doing. I think they're leaning toward rehab but without resources, good luck. There's no method to hold inmates accountable for their own rehab. Or much of anything. It's all about we have to give it to them. We have to force feed it to them. We don't hold offenders accountable. We perpetuate the entitlement.

I think it is more just warehousing, very little treatment options are given to help them become responsible persons. Unless they get in laundry or kitchen they are not getting any skills. The inmates who come be here should be long term and shorter term should be where they can get programming. I took an MRT (moral recognition therapy) and it would be appropriate for this institution. Seven Habits program would also be appropriate for here. Don't care for Inside Out program is right because

I think the prevailing thought is rehabilitation. I do think people don't understand the philosophy, not at the top but the people that deal with inmates. It is not our job to punish, the prison sentence is the punishment. I am excited about philosophy of habilitation.

Leadership Survey Data

Q8: Would you describe the philosophy of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both? Why?

I would consider it habilitation of inmates, we are trying to change what they do. The past did not work out for them so we are trying to make them a better person. Inmates and their families view us as punishment, but society has rules and we are trying to help them live within those rules.

I would say our philosophy is management of inmates and to provide programming and to assist in rehabilitation. Or I should say provide the opportunity of programming for the inmates.

I would say there are two sides to what we do, punishment is not one of them. Rehabilitation is very important and I think a focus, not only my focus but NDCS's focus. And certainly our role is to confine people and remove them from the community for whatever time period but I think we have a good grasp on our role in preparing them to go back to the community.

I would say we want to be rehabilitation we certainly are not punishment but the financial costs of good rehabilitation have not been funded. So one of the advantages brings we train inmates on basic job skills and that is an opportunity they would not get anywhere else. Things like team work, equipment skills safety, planning, organizing, About 40 percent of inmates have mental issues and that makes it really hard to deal with from a security perspective. And then you compound that with high turnover in the lower level security jobs and it makes that ability to rehabilitate even more difficult.

In the strictest sense, rehab. We hold inmates accountable. Society has punished them, we are here to make a safe and secure environment. We help them make decisions that make them conform to society so they do not come back.

It has been a blend of both. I think it use to be more discipline (no punishment) oriented. Rehabilitation over the last couple years is more of the focus. They are putting a lot more programs in and I think that is positive thing. I think the more programming the better. I think discipline and programming have kind of flipped in importance in the last couple years. I like the way the department is going with the programming. Rewarding the inmates for positive behavior because going the other route has not worked out well. Making them get their GED and do programming is a positive.

It is changing, been in flux for years. Government is slow. Changes do not happen over night. Moving away from warehouse model. Heading towards rehabilitation. Unfunded mandate for rehabilitation, lots of frustration. People do not agree with this. A lot of staff get abused verbally and they will not sign on to this new way of doing things. It is obvious that is the direction they are heading. In the long run, you can see the numbers support moving this way. Be proactive instead of reactive. Try to make a go at it upfront.

it is neither one really right now. We are not punitive as we used to be. We put people in seg for less than 30 days. We don't do anything to move these guys on to something else. Nothing to rehabilitate. does have some options, but not on this side. Nothing to build skills, to be productive.

It is rehabilitation, not punishment. we are taught from day one that prison is the punishment. Lack of funding and staffing is a huge issue in the way of rehabilitation.

Leadership Survey Data

Q8: Would you describe the philosophy of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both? Why?

may be a blend of both, not sure, based on observation, from top management to middle management - is rehab; unfortunately first line staff in security, and why they wanted to work here, look at human greed - power/control; like to think that it's not there, know it has to be; going to find their way here, function in police force; don't think that's the philosophy at bottom ..not pushed from top down; don't see it here, people here and return them to population as productive citizens

My philosophy, we are on the same plane due to the leadership change. You have to follow what the leaders say. We are moving to a different way of communication with the inmates. We are not really rehab, but we are not punishment. We are preparing them to go back out. We were focused more on security and not the person. We are in the business of people. Changing their way of thinking. We mentor and this is stuff we should have been doing all along. I am excited for the direction we are heading. We are doing well with the gender specific things, very focused now and we are going to make a huge impact. Lots of support from above. Lots of freedom to do my job. I am not just told how to do it, I am given the tools to do it.

Neither, there are parts and programs there for rehab. One person gets something out of it, it is a success. I do not see it that way. IF 99% do not benefit, then they should be a little more complete. I don't think we are here to punish anyone. We are not here for that. From what I see, half are here to be here, we are here to warehouse them, maybe not that far.

Neither. I understand that they have a huge push for programming and reentry, people are going to be who they are. They will change only if they want to. The push to use less segregation is more risk to staff and the public. I agree that they are not here for more punishment, prison is the punishment but there still needs to be extensive levels of control available. The push is to program them to make them better people. The department is moving in the right direction with giving the ability to control resistive behavior besides using force or putting hands on the inmates.

I struggle with this question. I interact with a lot of the _____ folks. I think it is a mix of both. The current direction is one of rehab, we are moving away from punishment. We might be storing inmates for safety, but we do not punish. Training is focused on rehab and I think this is the way to go. The hard part is giving the line staff the tools to rehab folks.

None of the above. One of habilitation. Inmates are not operating at an acceptable level prior to coming in. Developing a plan to meet the needs of the inmate based on their education, physical/mental needs. Look at developing a life plan to meet their needs and to help them succeed once they leave our doors.

Not a punishment place. Their punishment is being here. Restrictive housing is for their behavior here. We need to have more voc rehab type training. Everywhere is full, we need to get them a job and back out into society. Our job is to try to give them skills to be functional back in society. We have kitchen workers, porters, but nothing to teach a vocation. We used to have a _____, but it was 15 years ago.

Not either of them. Not much punishment, looking at other places we are accommodative. I have been _____ shift for ever, they work their jobs and don't do rehab. Keep them happy so they don't react. Warehouse them, keep them happy, things work better that way.

Leadership Survey Data

| <p>Q8: Would you describe the philosophy of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both? Why?</p> |
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| <p>not punishment, but discipline....has to be first public protection, justice - then rehab....feel like we are becoming a daycare center; delight to have them grow/develop; socialization important</p> |
| <p>Not punishment, mostly housing of inmates. Not rehabilitation at all. We are moving towards rehab. Risk needs assessment will be huge. Have to get it done to move towards rehabilitation. We would not have this model since we don't have the programing to back it up.</p> |
| <p>Not punishment, rehab because we have the report and relationship with them. We help them get ready to go back in the civilization. We treat them well, they learn a lot from how we interact. We are here to keep them safe and enforce rules and punishment. that is not punishment in a sense.</p> |
| <p>Not punishment, the inmates may see it that way. We do a sanction through a disciplinary committee. That is the only punishment. We do ensure staff safety and inmate safety. Rehabilitation is accomplished by each inmate. We can only do it if the inmate will allow it. We can only give them the tools. they have been failed by school, church, community, and then they expect us to fix them.</p> |
| <p>Our focus is more rehabilitation, reentry. People getting out and staying out. Not recidivating.</p> |
| <p>Our goal is rehabilitation. In order to keep people from coming back here. There are a lot of programs that can be used to help them get there. has always been a non-punitive facility. The punishment was the sentence, not the stay at corrections. We are here to keep them safe until the sentence is done.</p> |
| <p>Primarily rehabilitation. The incarceration is the punishment and there may be some folks who can't be rehabilitated but NDCS's role is not punishment. About 90% plus are going to be released at some time and if our role is not rehabilitation we are not protecting the public.</p> |
| <p>prior it was more restrict inmates and less programming due to budget constraints; changing towards more rehabilitation and programs</p> |
| <p>probably a blend, when first started in 80s, lot of programs, opportunities to learn construction, plumbing, training, budget cuts, first things eliminated, rehab to warehousing, added the community center, work release centers, some programs we offer, with budget constraints, good 1/3 of career, hey if we don't have anyone escape, we are ok; doesn't change people, getting grant funding, increase more beds</p> |
| <p>punishment comes from courts, corrections we uphold that by keeping them here, secure, while here, try to rehabilitate when they return to society - again using the mission statement</p> |
| <p>punishment is sentence, pull out of society; process of rehabilitation is discipline/accountability - society has expectations - has to be consistent; bad habits aren't created over night; need to break bad habits; rehabilitative with the end in mind; everyone has a life story; each warden having different ideas to handling this population - gone from written up to 10 chances; chaos, no respect what are you going to do with me; know I'm going to get a different chance; tasking on staff</p> |

Leadership Survey Data

| <p>Q8: Would you describe the philosophy of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both? Why?</p> |
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| <p>rehab because as soon as they come in we look at ways we can help them be successful; because of their behavior a consequence ; spend time looking at how they can make better choices and be successful when they return back to the community.</p> |
| <p>rehabilitation of inmates, not here to punish, sentenced to our care, here to become productive citizens, not here to punish them, may need to move them to SAG to protect them, others; disciplinary process - to correct behavior, while preventing safety to public and inmates</p> |
| <p>rehabilitation of inmates, our job is not to punish them. we are to make them better than when they arrived. I explain to my hires that the inmates are clay and we mold them. we teach them responsibility and communication. we train them for their life outside of the gates. 50% will get out in 1.4 years, we try to keep them out. we try to keep reoffending not happen. There are always going to be new people. Reentry is something we are working on now. I brought this up a long time ago. It did not have a fancy title or staff, but I pushed this from day one. We work with them right away instead of waiting until 30 days before they leave. it is up to the inmate.</p> |
| <p>rehabilitation purely, not punishment, that occurs when judge sentences them, all we do is discipline if misbehavior, don't hold grudges w inmates, people that do that don't stay in business long, give opportunities for inmates; up to inmate to keep successful; have a lot of programming, sometimes they have to wait for program, sometimes there is a wait list, due to overcrowding, wait weeks, months to get there, inmates by nature/youth are impatient; people misunderstand rehab part - both staff/inmates - staffing contribute to inmates confusion, reminding them they are being punished - no should be discipline; productive ones were sex offenders</p> |
| <p>rehabilitation throughout career - department has tried, sometimes a joke, the programming is not impressed, they have AA, inmates get points for attending programing, attend for incentives/furloughs, walk by AA meetings, people not participating, at NSP have the RTC residential treatment center drug treatment/anger management, some classes are run by inmates (smaller classes); a lot sign paper to get points system, RTC - unsuccessful due to reoffending, MH - not very good - need to improve on that; put in a MH referral, take 2-3 days, even though recommended to be seen next day; philosophy is holding inmates accountable for their actions, parole does same thing if they have misconduct history</p> |
| <p>rehabilitation, been in management for _____, have identified punishment doesn't work, politicians got tough on time, sentenced a lot of people, started seeing people get out, weren't ready; needed to make sure they could really transition; responsibility is rehabilitate; how do we get people out of restricted housing ; legislature doesn't understand</p> |
| <p>Rehabilitation, ever since I started here _____, it has been engrained in me that we are not here to punish. Their punishment is being here. We hold them accountable, but not punish them. We don't hurt them or cause them harm. If they mess up, we hold them accountable. Rehab is on the inmate. We provide them with opportunities and help them help themselves. It is a personal and internal thing they have to do themselves. I can put them in a place to make themselves better. I cannot make them, they. You want to provide programming, but if you can do 500 but have 700, it does not work. The context for rehab, we cannot force it on anyone, we hold them accountable and with programming.</p> |
| <p>rehabilitation, facility of successful transition back to community, whether that's someone who's on intensive management at _____ or parole here in 10 days, really working hard to get them rehabilitated to ensure successful when they return to society</p> |

Leadership Survey Data

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Rehabilitation, for the passed it has changed. Lots of programming and education. We don't put our thumb down on them and tell them what to do. Some inmates have been more receptive to the programming than the others. Some brush change off. Some of them have been here for 30 years. Fear of change. Some have really liked it.

rehabilitation, we are not here to punish. during the course of my years, that has changed. IF you have funding for rehab, we do what we can. If the funding is not there, we struggle to rehab.

rehabilitation; also an accountability for the inmates, not for crime sentenced too, one of the tools we have is holding them accountable for their actions; some programs in place; more programming push, is very program specific; rehabilitation; reentry awareness; has been refocused with Nikko Jenkins; shined the light on a topic that the public and media picked up; had other educational opportunities; some programs might give funding; hopefully get some things back

Rehabilitative. Lots of programs. It is up the inmate if they take advantage of them. In the media, they have been critical of our programs. We have tons of programs for lots of issues. We are limited to bed space and staffing, but we have a lot to offer.

Right now I would say rehabilitative, even before the current director. The goal is to return as many people as possible to the community, the ones that are safe to do so, as responsible citizens. Since I have been here, the punitive side of it, the philosophy is that the incarceration/sentence is the punishment. The punishment is whatever the court gave them. We do have to do things for safety or the inmates own good which could be perceived as punishment but it is for the safety of the facility, staff and inmates.

sentence is punishment, that is why they are here. It is both. We only have some resources, so not everyone can be rehabilitated. There are a lot of factors. There are rehab opportunities here, whether they are used is one thing.

supposed to be rehab, through the years seen it both ways, in this environment

The department is a blend of both, we are not here to be the punishment but the inmates are sent here to serve the punishment the courts have given them. Our main focus is the rehabilitation while they fulfill the punishment the courts have given them.

Leadership Survey Data

Q8: Would you describe the philosophy of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both? Why?

The dept. philosophy is about society's view. We are about rehabilitation and returning them to the world. That is why I spoke of programing. We need to move people through the system. This is why overcrowding has stopped us moving them through the system. We talk about our mission and core values. Then we hear from the Gov a different perspective. As we cut the budget and cut programing, we have increased medical costs. Until two years ago, we did less and less programing. I see it as rehabilitation and reentry. From day one, they meet with the inmates. Reentry spec meets with them halfway and give them a workbook to help them get back to the citizens. Look at housing, SS card, etc. We take these things for granted, but we help them find this stuff. We have a reentry programing and it is very important. Money was taken from this program and it made people feel like we were changing our mission. It disheartening and does not circulate down. I think this causes the culture of fear. People feel if they speak up they will get blackballed. Maybe it does happen in some places, but I don't think this is the case. I hear career suicide being thrown around a lot. I do disagree sometimes, but I do it within the agency. I have spoke with previous Gov's, but that is where you need to stop. FLSA came in and made us pay staff. I had to pay the Dept. back for time I worked. Many had to pay back. It did make us look at treating people fairly. It was a budget thing. We made mgmt. work extra hours. There is an expectation that 10 to 12 hours a day is common. I don't require it, but staff feel they have to put those hours in. I know it was an issue with high ranking custody staff. One worked 60 hours a week, he could not figure out why staff did not want to do it too. He felt work was his first priority. Disheartening to hear this. If they do not work those hours, staff feel they will not get promoted.

the goal is to get them out the door and be a responsible citizen. if you assault someone, you are going to go to segregation while you are here. The goal is rehabilitation. There are however consequences for their actions.

The philosophy is a blend of both. What's actually occurring is more of a warehousing. That's not on the department, that more on the Legislature. They won't give us what we need. I've seen the department have a lot of good programs, but then the Legislature cuts programs, jobs. And the inmates blame us.

The philosophy is rehab. Inmates are confined as punishment not for punishment. However, public perception views that in the opposite. Public is more interested in the punishment. They want to see a rehab but I think in general the public wants the pound of flesh meted first. Overall view is as far as corrections is concerned, it is our job to rehabilitate. As far as the public view, it is corrections view to punish. The sentence is the punishment. They are not sent here to be further punished.

To me they are sentenced to prison from the courts. Even if they are a lifer they need programming about how they are going to do their time. It is more rehabilitative and we have to get them ready to be back in the community. It is more rehabilitative and we have been moving in that direction for some time.

under current administration, one of rehabilitation; based on the fact we don't talk about punishment, this is their punishment, they are here, in meetings he sits in, information he receives, focus in on what it is to get people back to society better than when they came in in order to be successful

Leadership Survey Data

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| <p>Q8: Would you describe the philosophy of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both? Why?</p> |
| <p>used to be a blend of both, punishment, to blend, now to reentry to rehabilitation, confusion mixed in there, say you don't want people in restrictive housing, but seems like we are focusing on super high security equipment; been talking about restrained chair for years; understand having it, but how does that mix with model/philosophy; look at the director - doesn't seem to align Wardens don't hear about it; heard about from line, information isn't being cascading, some is conflicting</p> <p>- inspector general - got email from that says anytime serious incidences need to report to him; if there is an incident at ; not communicating about what's happening in the department; email group - serious incident - send to group, now don't send to ; conflicting communication; not sure, not communicated to , feels like everything is getting rushed; more interested in pumping out a fast product than quality; philosophy model to rehabilitation; not everyone fits; conflicting direction</p> |
| <p>Warehousing of inmates. There's a lot of stuff they try to do that sounds good on paper, but whether it really benefits them outside it's hard to say. We see a lot of repeat offenders. These guys know they're getting out. They're assholes to staff and they know they're not going to get in trouble. They're still going to get out. The things we do here don't really seem to change their behavior.</p> |
| <p>we are going to rehabilitation of inmates. A huge change of culture, lots of turnover in mid management. We just warehoused them before, now trying to help change. People leave with change.</p> |
| <p>We are here to be able to help those incarcerated with us, to be able to find a way to stay out of prison. We provide public safety. Rehab has a part where they have to follow rules while they are in the system. There are sanctions that we use to adapt their behavior and to behave themselves. You have to be able to get along with people, I would say we are a mixture of both. The goal is to rehab them to keep them out in the future.</p> |
| <p>we are moving towards a rehabilitative process, which involves minimizing punishment, we aren't there yet, 1 punishment 10 rehab we are about a 7, when he started we were a 1, considering the culture of corrections in the US that's good.</p> |
| <p>When I started I saw it as less rehab and more punishment. The dept. is going to rehab the longer I am here.</p> |
| <p>When I started in , we were the gatekeepers and we were punishment. MRT, Reentry, starts when they first start. We are talking about them going out on the first day. The new director sees this. MRT is great. New programs have lead to rehab. We don't have the resources to get things going. We need more resources. Reentry is great and I thought it would not happen, I was proved wrong. I am old school. I cannot mix 9 different groups together. They have done an awesome job with reentry. they have made it work, six months it has been very good. It is better for them then they will say at the inmate level.</p> |
| <p>Would never used punishment or blend; process of rehabilitation; their job is to work with the inmates, role model for inmates, help them have programs to help them, can't make anyone change, at HS graduation, say to family when an inmate fails we feel that we fail; some inmates may not believe that; we have to deal with them because of rules; progressive, assault on staff not tolerable, goal is to rehabilitate, MRT (Moral recognition therapy) think issues through, how would best of handled this</p> |
| <p>wouldn't say it's ever been punishment, reentry getting stronger, always been money driven, everything is make the budget work, getting more reentry driven, never seen punishment driven</p> |

Leadership Survey Data

Q8: Would you describe the philosophy of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both? Why?

zero punishment here at this facility. they are given as much programming to rehabilitate themselves. they have to be willing. the time here is very easy here. there are not a lot of sanctions. I see a lot of people come back here. it is very easy time here. At the last facility, they could only leave once a day. Lose the phone for 30 days, instead of 2. very easy for them here. they can come and go as they please. we need a system of doors. kind of like a college campus.

Leadership Survey Data

Q9: Is there anything else you'd like to share?

significant experience in facilities cultures in other locations; seen supervisors/people in very powerful do exactly the opposite do how should be done, DD play get back games that made them angry, DDs chew out unit admin, DDs not explaining actions, seen some people do some really rotten things, not been accountable for everything he's done; he has anger and bitterness about how things have gone; a lot of those people are gone, retired, gone, with that came people he thought were doing working, people were scapegoated when you have a purge; scandals never just get rid of bad ones, his experience, understand what people says and mean when culture of fear; resent the use of the fear; he's not afraid of anything; ; not afraid to speak up, feels it's his duty; points out to people; acknowledge that there are consequences for that; if he thinks we are doing something we've done; and done bad and has consequences for that; that just doesn't happen here; some facilities won't give him credit for things he did; paid the price for how he does business; really part that has him seething; he was sent away from facilities for doing things a certain way; it's how we were doing things; now ok; he's now been vindicated; doesn't change anything for him; only thing he has is credibility; sent to do WGs with other people

A lot of the questions are around only. Tech first hand, what they are doing now are the same thing they did then. They cannot get staff and never could. Too much stress.

Chewed up a lot of staff and spit them out. People are different, not the same people. People went there and tried hard and got beat up on. They still are today. Dept., did not want it there. Tried to get inmates there. The plan was not working physically. Then we went fast and the inmates were sophisticated and the staff were not. Pressure was unbelievable. We hit them with disciplines, no helping or mentoring. Others would probably tell you the same thing. Agency culture, we do not know what our vision is yet. Our new director has not shown us where we are going. the mission statement is the same as it always has been. We are told we are going somewhere, we just don't know where that is. Told to stand by. I think we are going in rehabilitation direction, just never told that.

Any institution in NE has three supervisors per shift, except here on shift. If you are the shift Sgt. If each shift has to cover their days off. No overtime is allowed. Either you are working a double or you can trade days off. Baring those circumstances, you don't take the time off. Another supervisor could not take his time off because his coverage will not cover for him. First responders have certain timeframes to respond. You never go by yourself.

My Sgt. runs shifts two days a week. A Corp is second in command.

The media would have a field day. There are only 50 inmates here, but they are juveniles, its like 200. I had a brand new Corp ask me "Why accumulate comp time, we cannot take time off riot, this facility sent 9 staff down, 6 were custody. Out of 30 Corp, we sent six, everyone here worked overtime. There was never a question as to why, they did it because they are dedicated. HE BELIVES HE IS WORKING IN A HOSTILE WORK ENVIRONMENT

been with the department long time, seen lots of diff ideas, approaches, feel like we are at a path to make a turn, going to take some change, so staff can see to turn, we are in a correction environment, lot of people to please, understand that different concerns will come from different directions His shortcoming - doesn't talk a lot

being a employee, from where sits, more hopeful than he is than a very long time, hopeful with Frakes to drive culture change; hope he is here long enough to carry that out

Leadership Survey Data

Q9: Is there anything else you'd like to share?

big subject pay, tough with established career, department should be paid more than county jails, that's not the case, could easily move to county jail, established careers; hiring is an issue, how we hire, started to see us lowering standards, got written test, easier to get with the department, would see influx of new staff, would see quality drop, drop, drop, term people, less experienced, less competent, in charge to come running to your aid if you are in trouble, he gets notifications of employees termed "dirty" staff; refuse a search or getting caught with an inmate; sees more and more; how hiring people is concerning, lowering standards, so many new and quality isn't as great; training - go through academy lot to work on; push a lot of staff members through; PPCT weren't getting through technique wasn't as good, poor hire, pushed through training, on to facility will contribute to safety issues;

Biggest issue, disconnect between front line, first line supervisors, and admin mgt. All three of them feel they are their own entity. Kind of get it from both ends, lots of distrust. Not so bad here, it is very noticeable. very tough place to be.

Business has changed; 3 directors in past several years, new DDs, are some philosophical differences; how all gets put into place which causes confusion; which causes doubt, more inmate manipulation People think their untouchable there are other people who can get away with doing things - age and race wise; not capable; people prior promoted; not held accountable; not consistently handled; don't want to pull the trigger; people walk out This is the best place to work, tight knit family, people have your back; improved for the right reasons; do develop bonds with people; show staff they are supported, they see we support inmate population more; hard to get people convinced when you don't have credibility to begin with Facility mission; communication isn't cascaded; warden philosophy is to wait see how others are doing

Changes are unfunded. All of the money going to rehabilitation could be used on staff. They feel backburnered, they feel their will not be anything left for themselves. Our compensation is below Lincoln and County staff. Omaha staff also get more. They feel forgotten, minimum wage will catch up with what they are making.

communication - needs to be up down sideways, pushback (pay attention to why to why the pushback is happening), something in pushback you need to hear/know who's not talking, who won't talk - says something; evaluate who isn't talking, reason for it hear a lot about coaching "in thing" for businesses - but it's true for here too; as administrator, need to be more of a coach than a hammer

truth, as much on side, as much as administration, out to prove what administration wanted to; all internal investigation; thought they were looking for the truth, that didn't happen;

could give them names, or inmates; had lots of examples of controlled housing releases, here are the people, investigate, didn't take or talk to individuals, biased investigation;

discipline was overturned, not progressive/unfair; some people want to discipline progressively - other's they want to use the discipline - look at who is leaving, people are being demoted, disciplined to get them out; people voluntarily took demotions to get out of ; why will people leave, won't go back; old director rubber stamped employee discipline; concern about is freely walk in institutions, to say they have no influence/power; short sided - now working for reentry grant recipients (come around and walk freely around institutions); disappointed in new director - regarding discipline with

Leadership Survey Data

Q9: Is there anything else you'd like to share?

communication and culture has always been good; was at , lot bigger, go there and work; straight time - pick shifts, before there was a huge disconnection with administration and line staff; disconnect with central office and facilities, deputy director roles - no idea how a facility works, need to see how works, would be HUGE for morale if more feet on the ground for central office, get them more involved taking the time, make huge difference, heard from his subordinate, don't think about what's going - admin to day do day

Corrections is a good career. It has changed from day one. It seems to be evolving more rapidly of late. Sometimes it seems like nobody asks the supervisors for input when making decisions like mandatory overtime. I do like my job and do plan to make it a career. Overall I am happy with it.

Culture wise, there has been a change. The old school way has changed. We have a ways to go. Turnover I think staff are more free to speak their minds. Culture of fear to speak out. Tough to change and takes time. Wardens meetings I have attended, Dep Dir would not allow things to be said without discipline. Everyone wants us to be well run, but the workload is very tough. We have a thumb on us and only so many hours. Different styles of management, always having someone pile more things on us. We are here to help staff, not nit pick them, mostly from the top. People are scared to speak up and say, hey, we can run this place, been doing it for years. Would not go well if we told them to back off a little. Always asking about due dates for reports. People over my shoulder at saying, where is this, where is that. Not very helpful in getting this place in order. Not as fun as it was. Not going to get rich here. Like who you work with, friends made. The workload, the media, management styles have made it a lot less fun. It just is not what it used to be anymore.

dept. is moving in the right direction. It is hard for staff to see, the Exec staff hear a lot. It is not shared enough with those in the middle and on the line. They have no clue what is coming. Everyone wants to know the next step focuses on the numbers. That is hard for them. I think we need to share more information with line staff so they can get some buy in. It is not there now, they don't have the info. The retention is suffering because they don't have the vision. My least experienced person is years. I think we are close enough to take care of issues. Other areas are not as fortunate as I am. is the best kept place in the dept., I want it to stay that way.

Did have good old boy system in the past. They played basketball together, Director and Dept. Director. Glad to see we got some outside influences. Very important. Excited to see where we are going. Would love to leave on a high note.

Doing what I do I don't have. I love my job and enjoy what I do. Even being out with the inmates the way that I do things I feel that I make a difference for the inmates and my staff. if THEY ASK FOR FIVE MINUTES I CAN SAY THAT YOU HAVE IT. THE ONLY CHALLENGE THAT I HAVE SEEN AS A SUPERV. I AM TOLD THAT I AM A SUPERV BUT I HAVE TO GO TO MY SUPRV BEFORE I COUNSEL OR DISCIPLINE ONE OF MY LINE STAFF. I HAVE TO GET APPROVAL.

Leadership Survey Data

Q9: Is there anything else you'd like to share?

Efficient use of state use of resources/time years ago when he started, department was, lot of people in certain position for long time, good for consistency, continuity, also stagnates promotion, moving, nice to have retirement incentive, as he travels the states, have combination of years and out; retirement system to keep ideas fresh, keep things moving along, keep opportunities out there for others, there's really certain points, and levels, people stay for so long, recent majors from other locations, good, but bad, people below, saw no reason to stay, wait it out, look for opportunities elsewhere, fortunate himself; attribute to flexible; made personal sacrifices to get experiences, biggest thing, incentive, wages are stagnant in comparison to county/other states; made a career; frustrating officers/corporals, making same amount; promotions as well; not huge \$, doesn't do for \$; do things for knowledge and experience; helped him to be more well rounded; help separate institutions; retirement Quarterly general staff, his door open, attended roll call; comes to different shifts; management needs to see other shifts, be accessible; walk the unit, yard, tell subordinates, they need to be out there, inmate townhall - so they get answers, all locations are supposed to; inmates heard, tell leadership, sometimes, not much faith, 7 habits for highly effective people; inmate orientation; last step before ; under age 22 have to go to school - get diploma or GED

envision us being on the same path and we have a mission and have values/ethics, so we are operating under the same guidelines, values, mission, we know where ship is heading, all staff need to buy in on that, very broad, agency of 2300 employees, what we do is very unusually in correctional system, government is the only business that can use force to achieve goals, that factor alone has a huge culture impact, would like to see a culture where that's the last thing we should do, we need to be the department of healing, look at population of 7000 about 10% never going to get out, 5% scared of, the rest we are just mad at, we have to learn to differentiate - people we are scared, threatened by, and help those we are mad at, we aren't there yet, last thing we need to do is education the public on what the department of corrections does, public image problem to fix.

for the record and I have not had this discussion with my supervisor yet. we have a lot going on and we frequently do not make the best use of our time in meetings we are trying to get programming and an incentive program for staff and our time is eaten up by meetings. some of them are not productive. start a lot of days already in a hole. we need to make better use of our time. when you spend the whole day in meetings, you cannot get a lot accomplished. we are moving fast and I do not like to waste time. I want to be out doing something and there is plenty to do. if we rehash the same thing over and over, it is a waste.

from an employee standpoint, at the Lt. he is not part of the union and it is frustrating that once you get to a point there is no incentive to do anything further. he has sgt. and corporals that are in the union that make more money than he does because they are able to work over time. they make \$75,000 a year and that's double than what he makes. has individuals that can test for sgt. but don't because they will lose money. believes the Lt. should be able to be with the union so they can be hourly and get overtime like the rest of the employees. he's been with the dept. , so his benefits are maxed out, sick and vacation. so if he doesn't use his sick leave he is going to start to lose it. last year he lost of sick leave. so that's frustrating. and when people are promoted, usually the first pick doesn't choose it because they will lose money so they pick the 2nd or 3rd person down the line.

Leadership Survey Data

Q9: Is there anything else you'd like to share?

Frustrated about this for a while. We don't have a voice, even before Frakes took over. The media gave us lumps and no one stood up to what was being said. We have great people working here and they get bashed in the news. No one says a thing, no one stands up for us. They deal with a lot of difficult people, when they do a good job, no biggie, did their job. We are running the most staff assaults in the system. My folks come in everyday and I appreciate them. Someone needs to speak for us. I can only go to my direct supervisor, we need a person on top singing our praises. I love my job, some days are just too much. They will make _____ in the very near future. The rules are going to change, it is written on the wall already. Since they took the time and effort into this project, I hope they actually do something with the info. No one has yet shared the goals of the department. Where are we going. I can change and do what I am told, but tell me the big picture of where we are headed. Feel like being led blind into battle.

Glad this study is being undertaken and so many different people and jobs get to give their input.

Good old boy network, came back strong, promotions are a joke, can't speak freely, retaliated against, _____ frustration with supervisory staff, people aren't qualified, can't speak out, culture of fear still here, people talk, pick who you want, people are put in jobs, creates distrust in staff, got quality staff, see no opportunity, the good old boy network and fear - if boss says let's talk, tried to be open and honest, something is wrong, address it, supervisors tell you not to challenge won't be good for you; deputy warden wants people to be afraid of him, _____ ; lot don't say anything - just leave; leadership of the future is leaving; people don't believe in the system, people are more concerned about inmates than staff; fed up with low wages, no time off, supervisors getting special treatment, supported system for so long; if someone gets hurt, people promoted into roles not experienced, will be turned; no where to turn; staff have ideas and no money; _____ people overworked, _____ no more \$; more tasks for no more money; corrections is held to a higher standard, enough is enough, can't ask them to do more; range penetration issues, hard for people to live off wages, lot of line staff have part time jobs; people get worn out, tired; with new director - went back 10 years on promotions; tired of lip service; leadership program - DAS would have screamed; about 300 years of experience ready to walk out the door

Mandatory overtime has been an issue at times with the Corporals. Overtime affects time off for people. Lot of times staff can't get weekends off due to the number of staff we have here. At this facility, the shortage of staff, the first shift people have a lot of time accrued and take most of the weekends off so make it difficult for other staff to have time off-weekends. Time off requests are submitted in November for the following year and that is guaranteed time off. Senior staff requests (no matter where in the state system they have worked) are looked at first. Makes it difficult for shorter term staff to get time off at optimum times/such as summer. Raises are a hot topic. They would like to see bigger raises. Most of the time the raises we do get barely cover the expense of the increases in health insurance premiums. People get frustrated, especially long term staff, with not being compensated for being with the state long term. Frustrating when somebody off the street walks in and makes the same as a long term employee in the same job. Performance based incentives would be beneficial too. The way it is now the evals don't mean anything unless they are planning on promoting. When it comes to training, staff has been frustrated because they have not been able to attend the training they want due to budget or staff short falls. This would be like instructor training, they sign up and then have to cancel because of staff shortages at the facility. The last thing is there has been a lot of interest in moving to 12 hour shifts. A week of 4 days and then 3 days of work is of interest by mainly custody staff.

Leadership Survey Data

Q9: Is there anything else you'd like to share?

hear a lot from staff that they don't even want to train the staff because they won't be here in 6 months and won't last; when they come in from training academy and we have to take them because we need staff and they aren't going to stay this week you started 1 staff on the yard when we are supposed to have six staff. scrounging to get volunteers and and need more staff there because of the violent people down there. depts. wants you to do extracurricular activities CRT, SORT and CNT but there is no extra pay once you complete that; training on my days off and I am salaried so don't get paid for this. Hard to get volunteers to complete these.

He's had good experience in department, had no real complaints about anything, started as officer, moved up the ranks, mentors, never had difficulties with supervisors, had supervisors and you'd watch how they did, he probably wouldn't do, some may have been wrong, others not, he was able to view and determine what's the best way to approach it; had values of how he should conduct himself day in day out; wasn't a person that violated policies, had absenteeism, not sure if generational thing or what - seems that some employees, less of a work ethic, or they just don't have much motivation, different of how I think, doesn't mean they are right or wrong, need to find a way to make that work for us so we are successful, they are successful

I almost get defensive talking about the dept. It has an important job and historically we are asked to do a lot of things without a lot of resources. has a very important job to do and doesn't get the credit. The public never says anything about the 2500 that released without issues and that the focus is on the guys that really have problems. Once we make the requests through the budget, we will see if there is the political will to fund them. Scott is doing great.

I am glad they are asking and glad the line staff has the chance to participate. I wish they would do this more often.

I am glad we are doing this. A long time coming. This is my career and something needed to change. It has needed to change for a long time. High ranking positions people do the same thing day after day. We have to do something different. Time for some fresh perspective on the situation. We need an open view of what we are doing. We cannot change it all, we need people who know how to secure this place, but we need to clean this up. This place is a mess and we need to fix it, smart.

I covered it. I think this is a great thing we are doing here. I feel some felt like they had no voice. very exciting to do this.

I don't think that Corrections utilizes the expertise they have within the organization. I don't feel the people involved in the day to day activities, that the input from those people is not used in the decision making. Someone not associated with the issue is making the decision. I still feel there is a fear of staff being able to speak out, or being heard for what they think is right. I think we are still caught in the hierarchy model, it feels like jumping rank (in who you communicate with) is discouraged. It feels like a lot of information is filtered before it gets to the next level up.

Leadership Survey Data

Q9: Is there anything else you'd like to share?

I guess when I heard about the culture study being done, it has always been about there being a culture of fear and I don't know that any of these questions would have necessarily let me to talk about that. I think it is important for whoever is reading this to know that that fear of being honest about what was happening, what problem existed, that fear went all the way down from the former governor to line staff. I have been in meetings where former governor Heinemann yelled and banged fists on the table and as a caseworker, I have screamed at by a Lt. Neither of those situations were appropriate but I am not sure they were necessarily out of the norm. I think this is an incredible dept. with a lot of really great people and we just need a way to get that image out to everyone. I want to add Gov. Ricketts recently spoke at our awards ceremony and was positive and encouraging and made statements that really made staff feel that he cares and recognizes the very difficult work that is corrections and things like that go a long way.

I had a lot of faith in Corrections, but there have been some bumps. some admins have boggled my mind with what they have done. My heart is in this job. I have sacrificed for this job. I skipped my honeymoon for an audit at our facility. I don't feel that it is fair. the progression or promotion process is flawed. people who should have promoted were not, because they were not liked. people who should not have moved up were because they knew someone. seems unfair. the major was not hired, the interviewed and put someone in temporary for one year. Nothing was said as to why I was not chosen. I have been promoted the first time every time, now I have been not selected for a captain three times. Not sure what is going on. (interviewer note: lots of questions and concerns with the hiring process for mgmt. jobs) wife worked for corrections and quit on good terms with the agency. now that I promoted, Central office is saying she is not able to work for corrections. Tec says she left in good standing, but Central office says no. everyone here has three jobs due to the small size of the facility.

I have never as an employee every felt fear of my supervisors or my administration. What I have always felt was a sense of accountability. Everyone should feel a sense of accountability. This whole concept of a culture of fear is garbage. Those folks that want to operate under the culture of fear are employees that do not want to perform their duties adequately. Once they are held accountable through various corrective actions, then develop in their mind that the department operates within a culture of fear. They are then afraid if they do anything wrong, they will be further corrected and may loose their job. As far as I am concerned, the culture of fear is the biggest travesty the department is facing. There is no culture of fear here that permeates within the department and as far as I am concerned there never has been one.

I hope that by doing this we can figure out some things to change. a lot more we can do. I know we are not perfect. I am hopeful that something happens with the department. A lot that dept. needs to do differently. It has to come from the Gov/boss. He controls the decisions and legislature needs to learn that we can't do anything without them.

I hope this cultural study brings to light ways to help our agency. There are a lot of disgruntled employees that have already confided in me. There are a lot of unhappy employees. Somebody needs to look strongly at wages for Nebraska state employees compared to the private sector. To help increase the skill set to draw from for new hires. For example, two similar position, one private, one in the state, if the private pays \$25 to the state's \$16 we will not be getting the top candidates in Nebraska, we will be getting the leftovers. The general negative attitude of long term employees needs to stop and I don't know how to stop it. Help is needed. The negativity is astonishing. It is very easy to be pulled into the negativity for the fact that there is more negative than positive. This culture study needs to be repeated in the future at a time that is determined by the experts. I think Gov. Ricketts needs to drive through the state parking lots and see who is working. Saturday there were 25 cars in the parking lot at 6:30 am. Regarding wages and salaries. The discrepancies of wage inversion between managers and subordinates needs to be addressed. No manager should be making less than those he is asked to manage. The biggest thing is I sure hope somebody really looks at this and redoes it when needed and that it can show a positive change in culture.

Leadership Survey Data

Q9: Is there anything else you'd like to share?

I love my job and the challenges it gives me. I like the training. , it does wear on you. Corrections by nature is negative so I am glad that they are lightening up on staff discipline.

I love the dept., I love working here, but it is now very stressful. There is very little direction, no accountability for staff. It is causing chaos and the inmates are feeding on this. We don't control the inmates either. We have new administration, new warden. I don't know what he is going to do. More changes are coming and we don't know where we are going. I am basing this based on the last year or so. It is not fair for me to pass judgement on him yet. Our line staff make fun of the Director, they don't buy his stuff. He looks weak and they laugh at him. It goes back to his culture, they don't care about accountability. Everything in the paper and news they believe and they blame him. They think he is a joke.

I really don't want to comment on it.

I think our agency is struggling with the changes which is understandable given that there have not been any of such magnitude in the last 20 years or so. In those changes it may be more pronounced for longer term employees whether it is in mid management or some of the wardens and program administrators. I believe many of our staff in upper management are still relying on feelings/perception instead of data. Example with some of our HR data such as turnover and lateral transfers.

I think that is good, thanks for doing this for us.

I think the culture has improved. There have been a lot of stress over the past year or two years that created an environment that was not conducive to working here. It is gradually getting better, but not where we need to be. High expectations and limited resources and staffing. Very stressful here. It helps with how they are dealing with staff now, discipline and softening on that. More individualized and take into account other factors, not so ridged with how we deal with staff. a long ways to go.

I think the most frustrating things about DCS is there is so much of an overwhelming feeling by staff of not being able to do as good of a job as they want to do. Either you have to lessen the work load or add more staff. I think that impacts staff more than people realized.

Q9: Is there anything else you'd like to share?

I think the thing that frustrates me as a supervisor in working with custody staff. I supervise all the Lt.'s directly and then they supervise rank below them. With the way we have to assign posts, we are unable to put staff where their strengths are: we are required to rotate these posts every four months. This means, a unit corporal who works in the housing unit with the inmates, they are in that post for 4 months and then have to rotate to a new post which could be the yard for 4 months. My frustration is we would have a staff member that is excellent in dealing with inmates in housing unit management and he has to sit at a desk for 4 months. I would like to add for someone who does really well in the housing unit but hates sitting at a desk doing computer work, we are intentionally placing a staff member where they are not happy and then they leave. If I could choose a staff member that has excellent computer skills over another staff who does not use a computer and place them at the desk it would benefit our entire facility to have a person with those skills at central control. All staff is now trained on site. It is unfortunately a perfect storm that is brewing with front line staff. They have a high stress job, work weekends, holidays and nights. Regularly get called on for overtime (true here too) They don't get paid much and then they have to work a post that they are weakest in.

I think there is a general air of hopefulness about the future particularly in behavior health
The second part of that hopefulness is the governor's emphasis on technology and Director Frakes willingness to do things differently.

I work with medical, mental health and other areas. Before Frakes came, we knew there would be terminations at central office. We hoped there would be changes at the facility levels too. I worked with a warden who had favorites and those he hated. I would get hammered on by the warden. We wanted to see changes come, we got some of them with reentry and overtime. Those are good. We don't hold over people who have things to do. That has given us hope. But there still is a good old boy club here and in corrections as a whole. We let a lot of people switch staff and it worked for a long time and HR said it was okay. However one person did not show up and now I am a target. I knew the warden would not like it, but it was what was best. I know I am going to get a NOA for this, but it was right and HR said it was okay. There are two groups of staff here, the hand chosen by the warden and those who were here before. The stress is so much less for those who left on their own. They are so unprofessional

I love this job, but it is too stressful. I love the people here and I love the work. Too hard and too difficult. It is not the inmates, it is the people running it

I would like to see some sort of incentive for seasoned staff to stick around. It is frustrating to me that a new Lt. starts at 2 cents less than me with _____ years of experience. I got one _____ raise before they stopped them in 2001. Somebody that started with the department 3 years before I did as an officer, is making considerably more probably because they got step raises.

Leadership Survey Data

Q9: Is there anything else you'd like to share?

I'd like to see more ability to give employees raises. I really think the Union is screwed up. Meaningful raises. We've seen some really illiterate people getting hired. We need to find the middle ground between hiring idiots and working too much overtime and being shorthanded. Hopefully we're able to identify people who are unsafe before bad things happen. Original probation is used to weed those people out. FMLA is abused and leave is abused very significantly here. Absenteeism is a major problem. They collect their paycheck and stay under the radar as much as possible. Sometimes we're strict with those people, sometimes we're lenient. The current philosophy is cuddle, cuddle those people. Last year we were disciplining the hell out of those people.

If we are going to change anything it has to start from the top down. Staff needs to be retrained in all areas. It would be beneficial for the state to look into having a mental health person on staff. We have had staff here who talk about suicide and have made actual attempts. After the riot EAP came down about 6 times and they offered both individual and groups but not very many people showed up. I think we should be like a police force and they should cleared to come back for work. They could review this at annual review time and check out somebody's mental health at that time and make referrals if necessary. There are people here who could benefit ongoing help since the riot.

Any officer can put in and get tower duty.

and this department has been good for , not actively looked for another job, well cared for, contributions recognition, opportunity for growth, job security, if concerns they are address, are thankful for job; would not hesitate to recommend to others; way more good Staff safety is the filter put in place

insure safety by teaching those who are teachable. remember they aren't here for spitting gum; sort out the angry volatile ones. Different approach with those that aren't violent.

It does feel like the ability to speak, to make suggestions throughout the ranks is a little more there.

It is obvious I like working in corrections. It is challenging but rewarding. After awhile you don't see them just as an inmate but as a person that needs some direction. If I didn't enjoy corrections and the staff that goes with it I would not be here. It is not for the high pay that goes with the job.

It will be excited to see the results. We need to help them feel safe and supported. This is a career for them and they will stay. We want the right people for the job who want to be here and love being here. When you are here, give me the best you can give me. OT is tough for them and I hope we can get this to 8 hours a day. What more can we do for folks, this will be a big deal.

Leadership Survey Data

Q9: Is there anything else you'd like to share?

Know some people left - politically driving, - Mike, Wayne, frank - weird to us as executive staff, seem that run departments or work in departments that are good are stringing red tape, TSCI look at staffing model, try to help with campaign, try to get staff hired, come with thank you cards; need to priorities; never is in the institutions; has some performance issues, is headhunting her and want to see her demise; think that's what's going on there; purchasing - cable TV babysitter in an institution setting, complaints is that cable contracts are different OCC, CCCO, NSP - why not one contract - RFP when dictate what info you need, due in December, wardens want to put up for bid; told not enough time; at central office; people need to get into institutions, talked to told her specifics, gave requirements, seem likes OK; supervisor - doesn't anyone see that these aren't ok? Said at a warden, when TSCI lost laundry; OCC then had 2 washers aren't working; then told, emergency situation, clothes dirty; starting to get grievances; got to go through purchasing; TSCI was up and running before she got a washer; always like that with purchasing/HR - accounting; falls on deaf ears; looks at warden - hurts her credibility; good at stringing red tape; X-ray machine; was repairable; turned down; not understanding facility experience; language not clear "emergency"; no answers out of area as to why; acceptable for urgency not clear - here to serve as central office - they serve facilities; inept - people in positions that shouldn't be in those positions; who's on first? people changes; nothing that happens to clueless of how he comes across to other people - brags on salary, trips; what does do; people doing a really good job, serve the circle of red tape; staff are phenomenal - people making others jobs harder

More staffing is needed and we need to retain them. They need to see financial opportunities and growth opportunities. Seems like they're just hiring whoever comes through the door. We're scraping the bottom of the bottom. I've seen the pay scale and if they offered me a job at Douglas County as a LT, I'd leave in a heartbeat.

My opinion at the LT spot it was prestigious at the time. it is a money thing, no reason to do good if they can get the same pay as a superstar employee. We have to be here on holidays, but don't get anything additional. County employees get paid for it. We lost the step plan and make as much as a new hire. if We look like a peace officer, 20 years we could retire like they do. We would not get the left overs now. It is dangerous working here. We have a guy pursuing staff, not safe. The guy was an inmate, but is now out. Mentality, so worried about being wrong and being liable or in the media. They depersonalize things now. Staff stress out and second guess what they are doing. The media is a huge problem, the riot, Nikko,. Pushes staff to dislike administration and those up above Did 48 hours due to being trained This is wrong. No sleep why do we do this. This will stop people from going above and beyond. Get with it or get out the door mentality.

need to restore staffing; OWH did valuable service with Nikko; pointed out weaknesses of dept.; cut corners, didn't due diligence, prisons, TSCI, public/van, Beatrice/bank, got to pay people if we want to retain; many employees have PT jobs to maintain lifestyle

Leadership Survey Data

| Q9: Is there anything else you'd like to share? |
|---|
| Need to share success stories for inmates Think this is a great idea; great way to help the department with it's situation; gave a lot of opinion; like to consider self progressive thinker; resources are important; staffing is critical, training, supervisory position, ; give training to help them be successful - do a good job, do a believe do a good job, believe they are a profession, understand their professionalism, reward in public, coach in private Acres of rules, regs, policies - need to be simplified Still don't know everything...never will; can make a decision with knowledge they have; support and empower with job - need more of that; empower people, give responsibility; challenge them to communicate/interact, to do more, more accountable |
| no |
| No |
| no |
| no |
| no |
| No, nothing really. |
| No, nothing. It is getting harder and harder coming to work each day. |
| no. |
| NO. |
| Nope |
| Not really. |

Leadership Survey Data

Q9: Is there anything else you'd like to share?

Not specifically. Any org is complex and corrections is no different. We are a work in progress, we will never get to the end as we will always evolve. The person's attitude plays a large role, not everyone is happy. We cannot make everyone happy, but we should have shared values. I think we are heading in that direction. I am very tired, but I am energized in the direction we are heading.

not sure what will come/process

nothing to complain about it, his one challenge after _____, has to learn how to manage a union again, PREA, MH, have to be open minded or you won't make it in corrections

nothing.

Nothing.

_____, hard to answer the culturetakes a whole year to be accepted by a facility...out of the hated stepmother mode and finally gaining trust. Trust is an issue at every facility. Don't trust new staff and have to prove yourself when you come from another facility. Struggles with me being a leader and they want to tell me how we do things at the _____ instead of my way as the leader. Lack of trust.....staff want to know you will stand up strong for them and be a leader; where I am more soft spoken they are not sure I am going to be stern when I am needed.....trusting that I will do my job. It concerns me that some supervisors try to hold staff back from promoting or moving to a position they would be more happy in by giving them poor and unsatisfactory evaluations. Those evaluations keep them frozen in their current position. You burn the life and enthusiasm out of a person when they know they are trapped; they don't mentor or encourage them to success; it makes their job easier; takes a lot of work to train someone else in a specialized position when you can keep the trained staff there; if a person feels the only thing they can control is when they quit, they will in fact quit.

Operations-white collar productivity improvements are critical. Many state employees are just not motivated. We need to address attendance. For the department, my rough numbers show for every percentage point up or down in attendance could be almost a million dollars, I have the formula if you want it. Our disciplinary process on attendance is absurd, it is almost impossible to fire somebody for attendance. We need to review pay for performance, need to manage to the majority. I think in NDCS we need to drive the decision making both financial and operational to the lowest reasonable level. We by law have to provide the inmates with community standard health care. _____ was provided community standard health care and it was dictated by Medicare and Medicaid and somehow the inmate care is elevated above that. We just spent millions of dollars on a new hepatitis shot, inmates got it first, my mother would not have been able to get it. We could save a lot of money if the community standard was based on Medicare, Medicaid. Our disciplinary process needs to be much faster and more rational. I think DAS needs to revert back to a service organization. I think they have become much more of a watch dog than a helper. I really think if there were a hot line or avenue to give suggestions. I think there are a lot of really smart people out there that could give information on how to make things better. Last thing I have is this. I think we should revert to the federal per diem on expense reimbursements and reassign or release the people that spend their days processing the paperwork. Get rid of the paper. I think this process is absolutely overdue and I am so encouraged that we are doing this.

Leadership Survey Data

Q9: Is there anything else you'd like to share?

Other than the fact that we do have a way to go. We still have some people around that still think of prison in the old ways, about how it should be ran. We had issues from Tecumseh where a couple inmates died but we have learned a lot from that. Some of our younger staff and younger inmates, are a different generation and we have to handle them differently. Other than that, just treating people like people and giving the inmates a chance to get out and be productive. I have loved my job for years.

overall perspective don't think there is any job where staff are being assaulted, now it's almost routine, ombudsman report, atmosphere, the person we are managing now is so much different, if there was happening to other career fields, it would be in the news; now it seems "part of the business" - blaming the victim; in appropriate to blame victim, inmate has changed so much; mistakes staff made; under appreciated, lot has to do with media and public - business has always been private; if they were aware of what really happens, if Douglas county, media supports prosecution; handle own disciplinary manners - if employee injured should be prosecuted

Pay common subject; director said he is working on it

pay, insurance The main thing is what they do, who they are with (around offenders) doesn't bother us, the management has assigned they seem like they want to concentrate with staff versus inmates, instead of helping staff versus what the staff are here for

Pay, more about what people make, is frustration, concern, management too

Pension plan, nothing. Retirement is a joke. No longevity until we start paying up a little. 20 and out or 25 and out , similar to law enforcement. You have something coming to you as a payoff for the work you have done. Pay raises need to come up, big time. They work so hard, it takes a special person to work here. They keep coming back and they need to be shown we care. An officer here could make more money in fast food. No worries about feces or urine.

Less stress outside have to redo their life to accommodate work. Not sure on a number, but substantial amount for an increase. They need to start at \$22, but then the five year person should be making more, not the same as the person starting. No officer corp or Sgt.. should make more than a manager. They made \$5000 more than I did last year with the overtime.

Spending a lot of money on equipment when we could go to Home Dept. Get rid of the training academy when we have instructors at every facility in the state. it is a waste of money. Huge waste of money. All of the money wasted on expensive chairs could be in the pockets of the workers. things changed. Used to love coming to work.

Trying to ride my time out now and get the hell out of here. This survey will get thrown in a corner and forgot. People will leave so fast. Health Insurance is unreal, over six hundred dollars a month. every year we get 2.25% and I lose take home money due to the price of health care insurance. Price of everything goes up, but I lose money on insurance. People think this survey is a joke and something to show the media they did something about Tech. I only come back to work working here. I want them safe.

Q9: Is there anything else you'd like to share?

Since starting with DCS, things have changed. Not all the changes were good. We try things, but we are open to reevaluate things. Eventually, once the facility line staff can gain trust with admin, I think things will get better for us. We are still in this circle of change, the director has to understand his expectations and for him to see what we do are good things. We do a lot of good things and have done them for a long time. We can build on it. I never thought I would stay here as long as I did. There is advancement here. It is a top reason for sticking with DCS. it depends on what the person wants. It can be whatever you want it to be, you just have to work for it.

stress that department has gone through in last 10 years, very little resource when population has doubled, with staffing, preventive maintenance, do the best we can with what we've been given; 10 years of neglect - is somewhat overwhelming; Director getting beat up on what he needs to survive; when you see what has happened, and legislature hasn't really necessary; isn't an easy fix, going to take years; demoralizing; when our department is running high, doing very much with very little, but does reach critical mass; corrections recalculation just a sliver; beaten down by legislature; watch the director and how he's dealt with; one of the most inspiring leaders; are they going to give him the opportunity; fear he will be dismissed before he plants his feet, need to show support

There are things I would like to see go forward. There have been a lack of support from the Gov office, not standing up when the media misspeaks. Good HR Admin now who has good ideas. I would like us to speak out appropriately when these things happen. If we are attacked, the Gov should come in and say something. Director told at times to stay quiet, even when the media is wrong. lost good staff over these issues. training is important. We need to not continue to cut training with budget cuts. Public services is a tough job and pinching pennies causes huge personnel issues. No more post it notes, no paperclips, etc. I will hear a lot about these types of things. I would like us to look for ways to deal with staff besides discipline. Very aggressive or punitive. I will be stressing trust instead of slapping an employee's hand for reporting something. we need to look at is it appropriate or not. We had to treat everyone the same and I do not agree with that. We had MRC program, three late and you were disciplined. The reason behind being late was not of concern. You make a mistake, we hit you with a hammer. We created a system of black and white and it caused problems. As we cut positions, people were just getting by before. It is impossible to add more work to some of these people. A new thought out there about changing all evaluations for January. If you have 40 people like our Lt. that is a lot of evals and you cannot get quality. I know this will be a huge issue for some supervisors. I am working on evaluations, they have to be quality or should not be done at all. Not a huge concern here, but mandatory OT is a huge issue for Corrections. We have a lot of voluntary OT, one had 1000 hours already. He will get burned out if he continues here. Training Officer here. If you work other duties here, we do not pay extra for their work. we should stipend their pay if they work another role. I want our new major to make sure they are not working 50 hour weeks. these people have lives outside of this facility. They don't put in huge amounts of hours, but I don't want them to feel like they have to be here all of the time. If they have work, they do it. Our Director puts in tons of hours and then others feel they have to also. The director is here all of the time. We cut positions and tacked new duties on. We became less efficient. Working with hard people and burning people out. They quit the academy due to burn out. Many of those people who feel they are not valued, they go to other places with their skills. When they are here 20 years and take all of that skill and value to another org. We do have a new 18 year old working here now.

Leadership Survey Data

Q9: Is there anything else you'd like to share?

There is a horrible good old boy network going on. Some people get things others are not allowed to have. They step on people, cut corners to get who they want where they want them. Same for keeping people, our standards have dropped a lot to get bodies in here. It is a joke when they say we are not dropping our standards to hire, but we do. There are some who are not right for the job. There is lack of work and action from some and they are kept on the books.

think if somewhere leg, union, gov, director - realize they need to pay to retain, better, have step plan; would help considerably; ; central office sends out any info; how do I get on this list

Thinking about the last years, corrections has evolved in a positive sense allowing better treatment of the inmate and better working conditions for staff. However, in recent time, , corrections faced new challenges such as overcrowding, which caused a whirlwind of other issues. During this time frame I strongly believe that the governor at the time along with the legislature failed to recognize serious issues. The department of corrections adopted programs in hope of correcting overcrowding issues. However, they failed to succeed in correcting issues. I believe at this time it is the current governors and the legislatures responsibility to take a serious look at increasing staff pay, increase housing and programming for inmates. I truly believe that the current news media comments about corrections are unfair with the exception of the issue with good time laws. It is hoped with the new administration these issues can be dealt with.

this facility much more open to listening to employees, helping each other, this best facility to work at; small place people know each other; joy to know each other; opportunity to encourage people in difficult situations, knowing inmates quite well; job is dream come true; wants to develop person who takes role; , expand this role; developed programs to what they are today; diverse role

violence and assault is all reported and they decide to sent to the county attorney or not. Communication between institution to the investigators to the county is horrible. the inmate was sentenced and never heard a word from the time it happened until he was sentenced. Very frustrating for me that no one knew what was going on. If a person on the street was assaulted, it would have been quick. If it was a cop, it would be done immediately. However, at Corrections, it took two years to get the process done with no follow up. Very common. Yesterday DCS Investigators talked to about a staff assault where an inmate threw feces and it went in an employee's mouth. This happened this was surprising as it was so very quick. However, there is one that is three months old that we are still waiting on. Frustrating to know what is going on with these. If State Patrol is involved it will take even more time.

We are dealing with a very diverse population, dealing with some people that don't want to change at all. There are days when we all go home tired.

Leadership Survey Data

Q9: Is there anything else you'd like to share?

Some county jails they would open the door and beat the inmate. We don't do that here. There is stress here, but the staff here are good. Some county jails they might just haul off and punch the crap out of the inmate. I did not care about the place. Here I do care about if this place is successful. The state is going to lose out on some great staff and they are going to keep moving out. I get these emails from Central Office about listening to staff and direct reports. What do they think we do here? We get calls all the time that they left and are making more money now, but they would rather be working here. they are not coming back, but they liked the job and who they worked with. You will not here this from anyone at , but they love working here. For a couple dollars an hour more, we could keep staff here. I would not be spending all of my time redirecting the people we hire at the bottom of the barrel. This place is like a hospital for sick men. This came from the Green Mile. there are those who want to poke and prod the inmate to get them in trouble. We have lost all of the hospital for sick men people and now we keep getting the trouble makers. This is a people job, we need salesmen and not a bunch of people who bombed out at the military. We need people who can actually do the job too. They are not physical fit and cannot defend themselves. We need a minimum standard. we must have dropped it to get more bodies in here. You got to be able to help out the other staff here or they are sitting ducks. We are setting ourselves.

we have a lot of good people and staff here. if they are shown respect and work with them they will work with you; they are treated rudely and develop that rude attitude and pass it on to the inmates; it makes high stress and irritable/agitated/bad mood. Staff are nervous about SMU west and disrespectful treatment make it more stressful. associate warden is the only management staff that cares about us and comes in and checks on us and will be here at 3:30 am and talks to staff and finds out what is going on. Lieutenants should be paid hourly because we are frequently staying over covering shift and if something happens on shift. If captain or major can call in sick and leave vacant where a lieutenant has to be covered if we are not here. we have to work holidays and do not get 1 1/5 like others. We cannot chose to take a day off without coverage being provided. We are counted in the staff roster as custody staff and a Sergeant has to take our place if we are absent and they get working out of class in excess of 32 hours. We can't have the day off if we don't have enough staff; not paid enough to do what they do; comparability with other positions in County and states are much higher. this would help retention of the good and experienced staff.

we have a lot of work to do. this survey will be helpful in seeing what is not so strong and what is going well. I have opinions, but seeing how a group feels about the agency will help us drive the change we need.

We need to get the staff to understand that this is a community just like any community and you're part of it. Don't sit back and point fingers at the admin. What are you doing for your part of it to make a difference? How are you stepping up? How are you making yourself known?

what has happened in the past is we didn't have a structure to help control the inmates; example is we are adding better equipment and procedures to assist staff and their safety. we are developing programs that are evidence based. we are upgrading the physical setup of the facility;

Leadership Survey Data

Q9: Is there anything else you'd like to share?

I feel like I need to step aside because I am pretty black and white. I ask, why am I here. Let me do my job. Not sure where we are going, we are trying to change the culture, but I am not sure where that is going to lead. Staffing keeps getting reduced, down 25%. We have streamlined everything down as far as we can.

I understand the budget, but it goes down to the lowest part of the org. My folks believe retaliation will come of this survey, I have told them to tell the truth. They are scared to death of someone coming after them due to speaking out.

When we talk about a cultural survey, I have some issues I can see. there is a lot of media about fear. I disagree with what they report. I hear about things when they go wrong. we talk about owning your decision. it is a hot button issue and sells papers. some issues with the hiring process for promotions. five years ago we had a system that everything you did in your career was used to score the person. that process was not getting enough applicants and they got discouraged. we dropped that system. Now all you need is an application, no resume for what you have done. Now emails came out about the warden picking their team. good old boy and buddies usually get in. I have opinions on some recent hires. we need to look at everything they have done over the years. we need something to get out the qualifications of the person. The warden hand picking is not good. we don't need the big matrix we used to use, but we need to look at their whole career. Transfer policy went away, that is how I got here. the warden should be able to pick their team again came up. I think this stifles the knowledge base and keeps people from getting to other places. mgmt. used to be able to go from one facility to another without a huge competitive process. we need to start doing that again.

with corrections, gotten a raw deal, from media, from ombudsman's office, no trust level with ombudsman, marshal lux, organization is really a great place to work; happened in 1999-2000 medical care of inmates; NMA said you can do this, what found when he got here, that wasn't what is being betrayed, same for MH arena and custody of inmates - department isn't as it's being portrayed; works here because of the people he works with

With the new director and the changes we hear are coming, I am optimistic that things will get better. I would like to see a better screening process for officers, and that would help with the turnover/retention issues.

working in corrections, no benefit, no incentive to stay, promote up to get raise, pretty much doing that to get by; always looking outside; better pay, better insurance, etc.

would like to know the outcome of the survey, what it means and where will it go. I think people want to do the right thing. They want to do a good job for themselves and the org as a whole. There is a little apprehensive about the survey and doubt about the survey.

Survey 1 Data

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| <p>Q1: On a scale from one to five, how would you rate your understanding of the responsibilities of your position?</p> |
| <p>1 Highly Uncertain 2 Some Uncertain 3 Neutral/No Opinion 4 Certain 5 Highly Certain</p> |
| <p>about the time I think I understand something something changes</p> |
| <p>ADMIN CHANGES THE RULES WEEKLY. WHAT WORKED LAST WEEK WONT WORK THIS WEEK. WITHOUT ANY INPUT FROM STAFF. CPL HAVE TO DO URINALYSIS. THE CPT TRAINS YOU AND THEN YOU GET THROWN OUT TO DO THEM. ON SHIFT THERE ARE MORE CO THAN CPL, BUT I GET CALLED OUT TO DO OTHER THINGS. OF THE FOUR ASSIGNED TO DO UA ONLY TWO ARE DOING THEM ALONG WITH OUR OTHER JOB AND AS LONG AS NOTHING HAPPENS WE CAN GET THEM DON.</p> |
| <p>always aware of what I am supposed to do and where I am supposed to be</p> |
| <p>Based on his time here on shift. Other shifts I might not be the same as mine.</p> |
| <p>Based on time on the job and repetition</p> |
| <p>because of service as a knows what is needed and required of staff</p> |
| <p>because of the changes they don't know what they are doing, how are we supposed to know what we are doing and it is very frustrating. Something can change 1 day to the next and it is not communicated to me. If something happens it is my fault even though I did not know. They will respond and tell me I should have known. Bad communications.</p> |
| <p>but read posts, have others around her to help her, feel comfortable doing her job, and what she needs to do in her job</p> |
| <p>Because this is a position there are still a lot of kinks to work out.</p> |
| <p>been a for years and been on the floor, hall, worked about every housing unit familiar with what I do here. Run here tighter think they must be confident in my understanding of my duties also.</p> |
| <p>been around a long time and have been through the depts. changes and kept up to date on the training</p> |
| <p>been since he's been here; know expectations; know what to do; doesn't need much direction; second nature</p> |
| <p>been in position significant amount of time; is responsible; don't need a lot of guidance. show high level of responsibility; a lot of staff come to him for help</p> |
| <p>been in the job; knows how the system works.</p> |
| <p>been with doc for a year, and has seen a lot. if doesn't know anything he can ask. and there are post orders available for clarity. training is good. someone is always willing to answer.</p> |

Survey 1 Data

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| <p>Q1: On a scale from one to five, how would you rate your understanding of the responsibilities of your position?</p> |
| <p>1 Highly Uncertain 2 Some Uncertain 3 Neutral/No Opinion 4 Certain 5 Highly Certain</p> |
| <p>Even though I am aware of the expectations put in place the post orders there are sometimes conflicting contradiction temp orders that fade away. so it is still unclear what expectation are put in place and active and what are old and no longer practiced.</p> |
| <p>EVERYBODY HATES A KNOW IT ALL. I AM LEARNING EVERY SINGLE DAY.</p> |
| <p>everyone learns at different levels. people come in from sta and they shadow someone for a week and then they are on their on. when he came onto shift he was shown one how things were done and why. in the future, there should be longer shadowing to make sure that the employee understands what is expected of them because it takes up to a year to understand what is fully expected within the job. it wasn't until a co worker showed him the ropes that he fully understood.</p> |
| <p>everyone watches out for each other; have post orders, always someone to ask who has the answer.</p> |
| <p>Familiar with rules and regulations, some I don't refer to very often due to being on shift. I go back to the manual or ask a supervisor.</p> |
| <p>for the most part duties are cut and dry, there are limited positions to work as a specified duty for the day</p> |
| <p>For the most part your day to day is routine. When administration wants changes, it is not really explained. They tell you what they want for an end result but do not have a game plan about how to achieve it.</p> |
| <p>From being with correction for year I have seen a lot of different things. I am comfortable with the procedures</p> |
| <p>go through great pains to learn all aspects of job, OMs and post orders and ask questions if doesn't know something</p> |
| <p>gotten to know everything here and is comfortable in job.</p> |
| <p>has to be aware of all job status from and can work all assigned posts relating to those positions</p> |
| <p>has been for over years; prior to that was</p> |
| <p>has complete knowledge of working of post, and been instrumental in creating procedures used.</p> |
| <p>have post orders in very spot, read and sign them. worked years and have worked at just about every post.</p> |

Survey 1 Data

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| <p>Q1: On a scale from one to five, how would you rate your understanding of the responsibilities of your position?</p> |
| <p>1 Highly Uncertain 2 Some Uncertain 3 Neutral/No Opinion 4 Certain 5 Highly Certain</p> |
| <p>have read all post orders and OM many times; promoting up fairly quickly and take it upon self to know as much as I can to promote up</p> |
| <p>I am working 4</p> |
| <p>twelves right now. No idea if or when it will change. The truth is they will not have enough staff to go back to 8 hour shifts any time soon. None</p> |
| <p>I am aware of the duties of a _____ as I was trained for 5 wks. and OJT in per service and post work. I understand first duty is safety and sec of unit and that includes transport. to meet inmates needs.</p> |
| <p>I AM CONFIDENT IN WHAT I DO I HAVE BEEN DOING IT FOR QUITE AWHILE</p> |
| <p>I am _____ staff and I am certain of my duties.</p> |
| <p>I am highly certain of my role.</p> |
| <p>I am _____ I was thrown in there by myself. I have had to use as much of the _____ handbook as I can, but usually the answers are not in there.</p> |
| <p>_____ is not the same as other offenders. We actually do case management duties in addition to instructing classes. We have some dorm responsibilities similar to other facilities.</p> |
| <p>_____ council was designed to provide feedback to administrative staff in regard to proposed policies and procedures as well as a means of disseminating information amount the various department in regards to changes in policy and procedure. _____ As far as what is expected I am very clear, as far as whether what is expected is realistic, that is another story. We are doing an in-service for other staff to help them understand what our role</p> |
| <p>I believe I have a fair understanding of the roles and response of my position.</p> |
| <p>I feel like I have learned a lot in my time; if I am put in a situation I don't know, I can ask someone not a whole lot that goes into what we do more of a mental game than physical; people are willing to teach if you are willing to learn</p> |
| <p>I feel like I understand them but I can always learn more</p> |
| <p>I feel like the goals of what we are trying to accomplish, who we are meeting with, why we are meeting, and what we are trying to do is thoroughly laid out.</p> |
| <p>I feel like with the evaluations we are directed in a professional manner and tell us how to do stuff. Good management on how to do the job.</p> |

Survey 1 Data

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| <p>Q1: On a scale from one to five, how would you rate your understanding of the responsibilities of your position?</p> |
| <p>1 Highly Uncertain 2 Some Uncertain 3 Neutral/No Opinion 4 Certain 5 Highly Certain</p> |
| <p>I FEEL THE OTHER SGT ON SHIFT IS VERY EASY GOING IF YOU DO NOT KNOW I WILL TEACH YOU. THERE ARE OTHER LINE STAFF THAT WILL HELP YOU AND SHOW YOU WHERE IT IS IN THE AR AND OM. THE COLLECTIVE STAFF JUST WANTS YOU TO SUCCEED</p> |
| <p>I guess I never know everything. I am competent at what I do but there are always things that I am learning.</p> |
| <p>I have a been around a long time. I work in discipline office so I know the rules and regs for the facility.</p> |
| <p>I have a lot of years of exp. I know my job and the job above me. Restrictive housing. I have done it at the control unit.</p> |
| <p>I have a very specific job and well aware of what is expected of me; interface with people; know what supposed to do and not supposed to do</p> |
| <p>I have been doing it for years.</p> |
| <p>I HAVE BEEN DOING MY JOB FOR HAS COME FROM THAT. I HAVE MASTERED MY JOB. AFTER YOU HOPE SOMETHING POSITIVE</p> |
| <p>I have been doing this for and I have the just of what I am doing. sometimes I go beyond my duties.</p> |
| <p>I have been doing this since The biggest part of doing this and I have been doing that since I was</p> |
| <p>I HAVE BEEN HERE . EVEN THOUGH THEY MAKE CHANGES WE GET PAPERWORK AND LIST OF WHAT WE ARE SUPPOSED TO DO.</p> |
| <p>I have been here I know the rulebook and employee manual front and back. They do not keep us up to date on changes and we need to get clarification</p> |
| <p>I have been here for so I know all of my job duties plus more.</p> |
| <p>I have seen all housing and custody levels and worked in al a lot them.</p> |
| <p>I have only been a so I am still in training. Prior to that I was a and I was very certain of my duties.</p> |

Survey 1 Data

| Q1: On a scale from one to five, how would you rate your understanding of the responsibilities of your position? |
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| 1 Highly Uncertain 2 Some Uncertain 3 Neutral/No Opinion 4 Certain 5 Highly Certain |
| I HAVE ONLY BEEN HERE . I WOULD SAY HIGHLY CERT BUT I AM STILL LEARNING TO DO MY CASELOAD. |
| I just started a new system and we are still working out what the duties are. |
| I know a majority of my job is to ensure public safety, inmate and staff safety. Mentor inmates and help them. If they have questions answer them. Show them how to work with rather than against people. |
| I know all the om and post orders |
| I know my job but there is still room for learning. Working in a prison there is always room for learning. |
| I know my job. I know what is expected. Read policy and procedures. |
| I know what I need to do and how to do it. I am the junkyard dog the gets the inmates to do what they need to do and I am confide in my ability |
| I know what is expected of me. I know how to do my job. there is a lot of gray in corr, but I know where most of the lines are at and what you should and shouldn't do. |
| I know what my job is at this facility. Lots of unknowns. There was an inmate here with a loud argument with mother in visiting. Not sure what to do. When it is on the line, what do you do. |
| I know what my major responsibilities are |
| I make an effort to examine what my responsibilities are; my integrity; make a focus on things I promised myself to do |
| I new to the position. There is a lot to figure out. The person that was doing the job is no longer employed by DOC and I cannot fall back on that and there was no way to train for the position. |
| I say that since things change on almost a daily basis. Things come up and you are left with What should I do? Normally I try to get back with my Sergeant in those situations |
| I THINK IT WOULD BE BRAGGING IF I SAID HIGHLY. YOU HAVE TO READ THE POST ORDER AS THINGS ARE ALWAYS CHANGING. |

Survey 1 Data

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| <p>Q1: On a scale from one to five, how would you rate your understanding of the responsibilities of your position?</p> |
| <p>1 Highly Uncertain 2 Some Uncertain 3 Neutral/No Opinion 4 Certain 5 Highly Certain</p> |
| <p>I understand my post orders and day to day resp and housing unit respond of staff. But everyday something changes.</p> |
| <p>I understand the importance of what we are doing and the impact if we do a bad job.</p> |
| <p>I was _____ for a year and _____ for two. Otherwise no comment.</p> |
| <p>_____ to facilitate classes, be in charge of the housing units, be in charge of reentry and in charge of a caseload of 35 to 40 people. All of that gets combined to the point where it is a little overwhelming.</p> |
| <p>_____ A lot of my job is new and we have changed it as we</p> |
| <p>_____ Before that I was a _____ on an assigned shift.</p> |
| <p>_____ Came back because I am from. I was a _____ I have a lot of experience.</p> |
| <p>_____ in this facility, small, don't function as _____ work</p> |
| <p>It gets a little fuzzy now and then with different team protocols. We have the team within a team program. Each sergeant has corporals they are responsible.</p> |
| <p>IT IS PRETTY SELF EXPLANATORY _____ IT IS THE SAME THING DAY IN AND DAY OUT.</p> |
| <p>I've been a _____ long enough that I know what's expected of us.</p> |
| <p>I've been a _____ . I know my job.</p> |
| <p>I've been around the block a few times. It's a repetitive job.</p> |
| <p>I've been in my position for about _____ and I've been a _____ for about _____ years now</p> |
| <p>I've done it _____ in this facility _____ ...the experience. Being able to learn from others.</p> |
| <p>job changes so much that there is no way to know job 100%</p> |

Survey 1 Data

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|---|
| Q1: On a scale from one to five, how would you rate your understanding of the responsibilities of your position? |
| 1 Highly Uncertain 2 Some Uncertain 3 Neutral/No Opinion 4 Certain 5 Highly Certain |
| job is clear cut, on paper, post you work, post orders, general post orders; direction well defined, ample opportunity to read and sign off |
| Just because I ask a lot of questions about what I do not know and the staff gives me the down low of what I need to know. |
| keep employees in individual roles |
| know my job; know the details; know what I am expected to do. |
| know what is expected of me |
| knowledge AND EXP AND MY PERSONAL RESPONSIBILITY TO LEARN MY JOB |
| knows details and what to do. |
| knows everything; no training provided. |
| knows job really well and reads everything required for job. |
| length of time in the position. |
| length of time. staff that have trained me. my desire to know my job and willingness to ask questions. |
| Made a point of reading all the post orders, asking the experienced staff. So I feel like I can work any post and one rank up. |
| MY EXPECTATIONS AT ARE TO KNOW MY JOB. SAFETY AND SECURITY ARE PRIMARY. WE HAVE THE MOST VIOLENT INMATES. IT IS VERY IMPORTANT |
| My supervisor and my experience with the dept. have outline what I need to do and when I need to do and set deadlines. |
| No comment |
| no comment |

Survey 1 Data

| Q1: On a scale from one to five, how would you rate your understanding of the responsibilities of your position? |
|---|
| 1 Highly Uncertain 2 Some Uncertain 3 Neutral/No Opinion 4 Certain 5 Highly Certain |
| None |
| None |
| None |
| None |
| None |
| None |
| not everybody all the rules, or remember everything for the facility. reads the post orders and does the things he is support to and do them correctly. |
| not only knows own, but bosses too. looks at what's best for facility, community and victims. all is taken consideration. |
| now developing post orders; didn't know what was to be doing. some uncertainty here, was employed at and had post orders for everything there. |
| Our team, we know what needs to be done. If we are not able to do it, someone steps to do it. If we have questions we ask each other. |
| post orders explain your job in detail so it is easy to know what you are supposed to be doing |
| pretty familiar what the expectations are and what he is suppose to do. |
| fairly certain of my duties but there is always room to grow. I am |
| read post orders and follow them carefully and consistently. |
| read the post orders and if I have questions you ask |
| Right now I work 5 10 hours days since June. unfortunately it is pretty much self taught. |

Survey 1 Data

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|---|
| Q1: On a scale from one to five, how would you rate your understanding of the responsibilities of your position? |
| 1 Highly Uncertain 2 Some Uncertain 3 Neutral/No Opinion 4 Certain 5 Highly Certain |
| Role here - yes; not maximum security |
| sat in a control station reading post orders ARs Oms for a year. |
| Seems like things change all the time and obviously I know my job just because of time in. |
| more employees with experience on shift at than the whole rest |
| strived to gain more knowledge; job is laid out well |
| sergeants and LT's know more; don't have questions very often. been here and done everything |
| Simply because expectations from our supervisors are not always clear. |
| since he's been here years, done all posts, even custody posts, know how everything is to be run, keeps rule book in lunchbox, read front to back |
| since the riot things have been changing. |
| IT CHANGES EVERYDAY. YOU NEVER KNOW WHAT IS GOING TO COME OR HAPPEN. I HAVE BEEN DOING IT FOR YEARS AND YOU CANNOT KEEP UP. |
| so much change, one day a responsibility can be a position above them, the next day it's their responsibility, back and forth, constant shuffle of duties |
| something that can always understand better. |
| spelled out in post orders; read it and know |
| still a couple of things uncertain about. |
| The more you are here the more you learn. |
| The only uncertainty is that they are changing things quite a little. |

Survey 1 Data

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| <p>Q1: On a scale from one to five, how would you rate your understanding of the responsibilities of your position?</p> |
| <p>1 Highly Uncertain 2 Some Uncertain 3 Neutral/No Opinion 4 Certain 5 Highly Certain</p> |
| <p>The training at STA is really pretty good. Only did _____ for two days. The forty hours of training I did not really learn anything. Nothing was really taught. Thought one instructor throughout would have been better. I cant tell you how many mistakes I have made since I have been here.</p> |
| <p>the training provided has me comfortable in the post orders and duties I have.</p> |
| <p>There is a lot of stuff that I do routinely everyday.</p> |
| <p>They keep changing the responsibilities and then don't communicate it to us. _____ Staff members who work in those areas should be able to be involved in those decisions in order to be able to at least have feedback on those decisions.</p> |
| <p>THEY TELL YOU TO READ THINGS RATHER THAN SHOW YOU. I LEARN BY DOING. THE READING HAS SO MANY GRAY AREAS THAT IT IS HARD TO LEARN FROM. THE POST ORDERS ARE SUBJECT TO INTERPRETATION. PEOPLE TELL ME TO DO IT THE WAY THAT I THINK THE POST ORDER READS, BUT I WANT TO KNOW WHAT I AM SUPPOSED TO DO. I WAS TRAINED BY NEW STAFF.</p> |
| <p>time and experience</p> |
| <p>took time promoting through the ranks, and learning each rank before moving on. _____ in various other positions before becoming a _____ officially. and there is a lot of older staff who he can count on for help.</p> |
| <p>_____ still some things doesn't know how to do or has to do yet.</p> |
| <p>training on there, and it is pretty straight forward</p> |
| <p>understand well; repetition.</p> |
| <p>_____ changes a lot, supervisor thinks position is ran a certain way and it is not.</p> |
| <p>WE ARE EXP TO KNOW WHAT _____ ARE SUPPOSED TO DO AND YOU SHOULD NOT GO FOR THE JOB UNLESS YOU KNOW WHAT IS REQ. YOU SHOULD NOT WHAT ADMIN AND FACIL EXPECT FOR YOUR JOB;</p> |
| <p>We are getting involved with mental health caseworkers and they have more authority and power to work with inmates than we do.</p> |
| <p>We have policy and proc that seem to change daily. _____ I do not have discretion. I do not have the backing of admin to do my job as they are always changing things and we do not know about it.</p> |
| <p>we have procedures to follow and sometimes they are overruled or changed.</p> |

Survey 1 Data

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|---|
| Q1: On a scale from one to five, how would you rate your understanding of the responsibilities of your position? |
| 1 Highly Uncertain 2 Some Uncertain 3 Neutral/No Opinion 4 Certain 5 Highly Certain |
| Went to STA 4-5 but when you get into role a lot different; facility handles completely different; training isn't uniform, but in this facility; verbal counsel vs. intake |
| WHEN WE GET NEW MANAGEMENT THEY CHANGE THINGS AND A THERE IS A LACK OF COMM.. AS THE MESSAGE FLOWS DOWN IT CHANGES. THE MESSAGE ALSO DOES NOT GET ALL THE WAY DOWN. YOU MAY NOT GET IN TROUBLE BUT YOU GET TALKED TO AND YOU HAVE TO EXPLAIN THAT YOU DID NOT KNOW |
| when you try to do the job, you get undercut or blind sighted....example a misconduct report on an inmate and the misconduct dismissed and no sanctions occur and you do not know if the administration is going to support you as an employee. I am certain but doubt because of this. |
| where I work I have to know all the rules and procedures for the safety of the facility |
| worked here long enough and made myself knowledgeable of every aspect of my position |
| working at current post for the last years, and have had a lot of job experience |
| would be higher than that but things are changing so much and so fast, I am uncertain what everything is now. |
| You have the post orders you go off of. some things change over the year. |

Survey 1 Data

Q2: On a scale from one to five, how would you rate the difference between your job description and what is actually the demands of your job?

1 No Difference 2 Not Much Difference 3 Some Difference 4 A lot of Difference 5 Completely Different

A LOT OF ODD BALL THINGS ARE TOSSED IN TRANSPORTS, , AND MANY MORE THINGS.

a lot of stuff is added on to the job. There are a lot of additional duties assigned and that I do.

Collect urinalysis. train new officers. do work for case and unit managers on grievances and conflict management. It is hard to explain as there is so much more to it. Handing out meds. How it has changed over the years such as getting the certifications should be a medical/health care thing. I order the supplies for the housing units.

, but the inmates put us in that spot. We have to notify inmates of deaths and issues that happen outside the facility and assess if they need mental health support. There are 155 people with me and two officers. We have to do gallery checks every two hours between all the other tasks.

A lot of times we're short and we have to do job duties, such as taking inmates to an appointment or taking them to a different facility. The description can change on a daily basis.

A LOT TO COMPLETELY DIFFERENT. THAT IS ONE OF MY MAIN TALKING POINTS THAT I COULD TALK ABOUT. IT IS ONE OF THE MAIN FRUSTRATIONS OF YOU EXPECT TO HAVE AN OFFICE MEET INMATES DO PAPERWORK. CLASSIFY INMATES. YOU HANDOUT TOILET PAPER. YOU DO SECURITY. I WAS HERE SIX MONTHS BEFORE I WAS EVEN SHOWN SOMETHING ABOUT CLASSIFICATION.

IT IS ABOUT PERSONALITY AND WHETHER YOU CAN HANDLE A GALLERY.

all job tasks are written

all the other facilities have SGT as

always some difference between actuality with what's on paper, but when you are dealing with people and how things get done; stuck between 2-3; some things on paper you don't ignore, but you have to work with the time constraints you have and the people you are working with (people working with and inmates)

we are supposed to work with inmates on their needs for parole or release. We do custody. Glorified paper shuffler. We watch housing units

you are admin staff and work with case files. The job description is work classification and inmate files. But I am a baby sitter. I went to college to hand out toilet paper.

Survey 1 Data

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| <p>Q2: On a scale from one to five, how would you rate the difference between your job description and what is actually the demands of your job?</p> |
| <p>1 No Difference 2 Not Much Difference 3 Some Difference 4 A lot of Difference 5 Completely Different</p> |
| <p>there is a lot more work that goes on. You spend a lot of time working the floor in addition to the other duties. That is a staffing issue as well as the experience of the people that I have and their comfort level with things.</p> |
| <p>knew what was involved as a worked all areas as an</p> |
| <p>As far as what the job title is, it is fairly close but I have taken on other duties assigned and a couple I volunteered for. Some were</p> <p>It is fairly close other than the extra duties I choose.</p> |
| <p>Based on the job description and the job there is a lot more that the describe does not entail</p> |
| <p>Because at the post I am at now it is clear what needs to be done even in the post orders.</p> |
| <p>we don't have a lot of the same job classifications. I do all different kinds of job classifications under one that is not listed in my classification. I think it is great because I get to learn about all these other jobs.</p> |
| <p>been here for so long</p> |
| <p>By the job description I was a able to lift 50# - You deliver assemble lift more than 50# and make a lot of decisions on what can and can't be done.</p> |
| <p>We do not do any We perform duties in units. We handout things to inmates. Pills toilet paper papers for the inmates to complete, but we do not follow-up on paperwork. My degree is wasted I could have a HS dip.</p> |
| <p>cause feels as if demanded to do more than job entails, and there are other times staff is not asked to do more than what is necessary</p> |
| <p>certain situation you can't foresee, your role as how you respond to an inmate is not always defined in an AR or manual in a training; required to act as a professional in those unforeseen circumstances.</p> |
| <p>certain things here and not at other facilities; check in and check out is one example.</p> |
| <p>description covers everything that is done.</p> |

Survey 1 Data

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|---|
| <p>Q2: On a scale from one to five, how would you rate the difference between your job description and what is actually the demands of your job?</p> |
| <p>1 No Difference 2 Not Much Difference 3 Some Difference 4 A lot of Difference 5 Completely Different</p> |
| <p>assignments are to supervise inmates, pat search inmates, and have to assist when there is only one person working to allow them to be able to do their job.</p> |
| <p>staff does a lot of paper work and not the side of corrections.</p> |
| <p>definitely this facility does things different than others, even if wrong</p> |
| <p>Depends on the day and where I am at. Sometimes I am expected to be . A lot of times I will work a custody post. It changes every day.</p> |
| <p>description described it.</p> |
| <p>description is fine; what you see on TV is a lot different than what it is; overview in description is basic what you actually do;</p> |
| <p>description is vague; there are staffing issues here, plus some incompetent staff. Seems there are times when go to someone who's been here for a lot of years for information, and there are more capable people, tend to go to them. There are pluses and minuses - good for the advancement for younger employee.</p> |
| <p>description said what the job is.</p> |
| <p>description says high stress, demanding, and doesn't really tell you what kind of stress or kind of demand</p> |
| <p>descriptions does not go in depth about what the job entails, hours, probationary periods, strip searches, bad searches.</p> |
| <p>difference between post orders and common practice; done by common practice rather than post orders</p> |
| <p>doing basically what job description described</p> |
| <p>DUE THE FEMALE ONLY POSTS AND THE PREA THERE ARE SOME DIFFERENCES.</p> |
| <p>even when I was at academy and training relates to job I have now. every facility is different; basic training explained the job</p> |
| <p>Everything in the job description is what I do every day.</p> |

Survey 1 Data

Q2: On a scale from one to five, how would you rate the difference between your job description and what is actually the demands of your job?

1 No Difference 2 Not Much Difference 3 Some Difference 4 A lot of Difference 5 Completely Different

everything is pretty explanatory, and the post orders explain what to do and how to do it.

everywhere says that they have in store for you at the sta explains everything that needs to be done for the job and any facilities

feel that the title states it all; work with inmates of petty crimes to murder; make sure they are following the rules.

they are pretty straight forward.

go by the job description doesn't fit entirely.

Hours are different. Wasn't against my will, but they said my hours wouldn't change start depending on the day. Disrupts sleep pattern. Changing start every other day is hard.

I am and I am supposed to be in a control station and the last 4 month I have been on the floor. A is supposed to be on the floor. I am supposed to be a control station relief; used wherever needed on my shift

I am in an odd position

I don't really remember what the job description was when I applied.

I JUST DONT THINK THEY COULD COVER EVERYTHING IN THE JOB DESCRIPTION.

I knew what I was getting into and it's not much different

I know the expectations.

I know what the job entails and the environment you are coming into, and it has been something years since he has applied. so he sees the job for what it is.

I NEVER WORK ON CASELOADS. I DO NOT DO CLASSIFICATIONS OR PLANS. WE JUST DO NOT HAVE TIME TO DO CW.

I started as a for two months. I work shift and those hours are for days a week. The shift will change but they were not very clear.

Survey 1 Data

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|---|
| <p>Q2: On a scale from one to five, how would you rate the difference between your job description and what is actually the demands of your job?</p> |
| <p>1 No Difference 2 Not Much Difference 3 Some Difference 4 A lot of Difference 5 Completely Different</p> |
| <p>I still do shift when or as needed. Principal hearings and read write ups. But now new additional duties.</p> |
| <p>I think our outline of what we are supposed to do but we have to do more because we are small. Plus you have to help out in other areas.</p> |
| <p>I THINK THE JOB DESCRIPT AND JOB ARE ABOUT THE SAME. FROM READING THE DESCRIPT IT IS WHAT I DO.</p> |
| <p>I TYPICALLY DO MY JOB AND ALL THE JOBS BENEATH. I AM SUPPOSED TO SUPERVISE AND MANAGE, BUT I DONT DO THAT. I DO LEVEL WORK.</p> |
| <p>I was originally hired to do and what I am doing now is diff. times change. I did not know I was going into the mental health field and not going to be paid for it.</p> |
| <p>I work in a and would expect that to be a security role; lot of special duties that are not laid out in the post orders and lot of things that fall on me to do them.</p> |
| <p>hats you have to wear more</p> |
| <p>I work several different areas, I have pretty much worked every post. They tell you the institution is very family oriented and family comes first. In reality if you are a you cannot get time off whether it is you cannot get off because of the staffing issues unless you break the rules and call in sick. Basically at the beginning of my time here I was told we would be working a 40 hour week. shift right now</p> |
| <p>with what happened on May 10, I go out and help more on the yard than I used if I am caught up with my work. Sometimes it limits what I can get done in my current position when they require me to be out on the yard. In my current job staff that has been there longer expect me to know everything that they know after years and I just don't have that much time on the job yet.</p> |
| <p>I would say basically there is some difference, in this facility you feel more like a sanitation person rather than security. You get told over and over that sanitation is the most important part of your job. I like having a paycheck so I go with it. I think that my main emphasis should be security since that is what I was hired to do. Not cleanliness.</p> |
| <p>If we are going by what was advertised when I got hired and what we are doing not it is completely different. When I was hired it said In the last couple of hirings they have changed the job advertisement to better match the job description.</p> |

Survey 1 Data

Q2: On a scale from one to five, how would you rate the difference between your job description and what is actually the demands of your job?

1 No Difference 2 Not Much Difference 3 Some Difference 4 A lot of Difference 5 Completely Different

I'm asked to do a lot of things that are not listed on my job description...it goes way beyond. I'm asked to do things that are higher ranked than I am.

in the description for a it says you are but for him it is a turn key position. he is suppose to stay in one place so he is able to go out an interact with his staff personally, and if he does it is over the phone.

IN THE POST ORDERS IT STATES WHAT YOU ARE SUPPOSED TO DO. YOU JUST HAVE TO FOLLOE THEM

In the years I have been here so many extra duties have been added and they are not accurately reflected in your performance eval. As duties have been added no adjustments have been made in other areas, it makes it very difficult to meet all of the expectations if you are doing your job right.

IT CHANGES DAILY. YOU NEVER KNOW FROM DAY TO DAY. ESP SINCE THE RIOT. I AM IN THE CONTROL CENTER TO DAY. MY OTHER OPTION WAS TO RUN A GALLERY

It is pretty black and white. After I started here there were big diff from where I was before. It is in writing and it is what I do.

It is pretty straight forward

IT LOOKS GOOD ON PAPER. THEY TRY TO MAKE IT SOUND EASY. WHEN YOU ARE DOING THE JOB IT IS DIFFERENT FROM THE DESCRIPT. IT IS NOT SO EASY AS IT SOUNDED.

it's not just dealing with inmates; in between upper management and subordinates. Some things learn for yourself.

This is my 6th warden. Stuff changes. there's a lot of difference now. demands different things of you. Because we're not all equal.

JD and what expected but time differential is way off, different staff want things at different times; some say whenever; time restraints is biggest issues, causes some staff to be flustered, if you don't know time frame is whenever or now; he's been here long time knows expectation

JD is pretty much what it is and what you do; not sure if it covers physical contact - could get to altercation with an inmate

job description is basic, depending on where you are going day to day the responsibilities are way different.

job description is much more vague that the job entails .

Survey 1 Data

Q2: On a scale from one to five, how would you rate the difference between your job description and what is actually the demands of your job?

1 No Difference 2 Not Much Difference 3 Some Difference 4 A lot of Difference 5 Completely Different

job description is very vague; doesn't include all that is done. has to take over work when told; even though not in job title or description. Today for example will be working out of class as

job description says monitor inmates; meet with them with real problems. example, child support payments; do nothing in the department - no resume building, nothing is done.
will have nothing. link with comm resources - like a life coach - best description. pearls of wisdom or good advice. Build a life, so don't come back. mend relationships now; harder to let go than anything else. hard to way same title. they come to office, shut door and want to talk. small things - meet girlfriend parents, what do I do?
Heard there is a computer at the store - prior to incarceration don't know.
chase contraband, nothing like that

job description says this and it's done.

job is extremely detailed and difficult to quantify on paper and knowing the ends and outs of work details. takes awhile to get that down. not typical the only ones on duty during the day so they perform all duties of all those positions in the prison so they wear a lot of hats. recently passing papers between shifts to get all duties down on paper.

just asked for copy of job description what says and is done -
do appeals here, progress reports, personalized plans, reclassification and grievances and appeals. Mental health evaluations and work performance. sit in the bubble and don't have caseloads. How do job descriptions go with pay scale. catch all is duties as assigned - not trained to do it.

know what is done by the rotating scale.

Last time I checked on our job description there was no collection of urine samples

looking at jobs online, fairly accurate

MANAGEMENT LIKES TO PUT EXTRA DUTIES ON PEOPLE THAT ARE NOT IN DESCRIPT. ON WEEKENDS I READ MISCONDUCT RPTS. THERE ARE TWO THAT ARE RESPONSIBLE FOR THAT BUT I HAVE TO DO IT ALSO. WE HAVE POST ORDERS BUT THE SAY THAT WE HAVE TO DO STUFF THAT THE SHIFT DID NOT WANT TO DO.

More between 2 and 3. the job description can only give so much detail compared to e everything that takes place in the facility and while I don't manage everything that takes place in the facility I am still constantly called upon to do new things which can be a good thing but there are always other factors and other things that come up when dealing with a large number of people and regulations constantly being adjusted.

Most of what is on there is pretty similar to what I do on a daily basis. It is pretty close to what I do.

Survey 1 Data

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| <p>Q2: On a scale from one to five, how would your rate the difference between your job description and what is actually the demands of your job?</p> |
| <p>1 No Difference 2 Not Much Difference 3 Some Difference 4 A lot of Difference 5 Completely Different</p> |
| <p>My job can be different every day. It is never the same. Every day is unique. I know my post orders, but we never know what will come along.</p> |
| <p>My job description is out where needed. There have been quite a few jobs slide my way. Now do but my post order also says help because the last person could not.</p> |
| <p>My job description keeps expanding my job is as described in the job description.</p> |
| <p>NEW ADMINISTRATION. THE NEW ADMIN WANTS TO DO IT THIER WAY. WE ALWAYS HAVE A BIG TURN OVER WHEN THE ADMIN CHANGES. THERE IS A BIG TURN OVER ANYWAY.</p> |
| <p>No comment</p> |
| <p>none</p> |
| <p>None</p> |
| <p>None</p> |
| <p>None</p> |
| <p>None</p> |
| <p>not everything can be defined, policy/procedures trumps everything, some deviation, based on discretion</p> |
| <p>nothing is perfect when explained. always human factor</p> |
| <p>nothing lightly touched on you are in danger because; going Mental Health; In last 5 years more injuries per staff than all the other facilities put together and a lot of that is because of mental health; rules keep changing because of mental health and have to check what can/cannot do. we are becoming kinder/gentler and sometimes that works and sometimes that doesn't</p> |
| <p>On the JD it doesn't really elaborate a lot. There's more underlying work than what is told. A lot of rules that you have to actually read the handbook, not the job description. If people actually read the handbook or had to read it before they came it would be a lot more consistent.</p> |
| <p>one thing he has learned is that you have to multi-task.</p> |
| <p>post order say wait for other door; not going to happen; would be huge pain.</p> |

Survey 1 Data

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| Q2: On a scale from one to five, how would your rate the difference between your job description and what is actually the demands of your job? |
| 1 No Difference 2 Not Much Difference 3 Some Difference 4 A lot of Difference 5 Completely Different |
| I expect that we would do stripe searches, transports, and escorts. |
| Our housing checks, handing out pills and toilet paper are not part of the job description. You have to go out of your way to do any part of you job description. |
| Pretty cut and dry. A relief spot is pretty much open to anything. |
| pretty much the same |
| you do what the paper says you do there. Smaller here, lesser grade and you do your own thinking and acting. Varies at each facility. There are guidelines and you can make a lot of decisions. |
| Seems like it matches to me. |
| Seems like some of the roles we do as , blend into what do. We are asked to do a lot of the duties that they have to help them. Sometimes the rely a little too heavily to do their job. |
| Seems like we are warehousing here. This facility could be a great asset to the department. It seems like they sit here because they cannot get into classes. This facility is not built to house inmates. We don't have a gym and winter is coming. I believe in our programming and would like to see more programming here. If they are going to come here and sit around for 3 months, it looks like we are failing our clients. |
| SEG IS RUN DIFFERENTLY |
| she has more hands on with unit managers that the job description entails, and helps out in other areas when there is work to be done. does not just do what is on job description. |
| similar to what the actual job posting was. |
| situations that arise. |
| small location, but have other responsibilities |
| Some duties fall out of the core responsibilities that I have to do for my job. |

Survey 1 Data

Q2: On a scale from one to five, how would you rate the difference between your job description and what is actually the demands of your job?

1 No Difference 2 Not Much Difference 3 Some Difference 4 A lot of Difference 5 Completely Different

some of the job description mentions inmate mail and other task. don't know if its so much the description. when you think of there has not been any other that. so maybe it is the title of the job

some things that are probably part of the job; the institution defines what your role is

sometimes things vary in the place that you work, and sometimes things change quickly and have not occurred before

Sometimes what the regulations say and the supervisor tells you to do are different. Everyone has a supervisory style and it's not consistent. It's confusing and it makes it difficult for those of us who have to run the unit.

sometimes, we have our post orders we are to follow, but a supervisor will come in and tell you to do it this way. It depends on the supervisor.

suppose to be and here at the facility

That is kind of difficult to answer because you have duties when you start but then you get added on duties when you hit the floor.

is hard to describe. Just depends on what we are doing on a given day. Not much difference

the description describes more of what a does not what a does

The description is somewhat simplistic compared to what you actually do.

The jd doesn't go into running the housing unit as much as what we do. Most of it is day to day duties of what we do

THE JOB DESCRIP HAS THE BASIC EVERYTHING THAT I HAVE TO DO AND HAVE TO KNOW IS NOT IN THE JOB DESCRIP

THE JOB DESCRIP TALKS ABOUT STANDING AND OT, BUT IT DOES NOT ADDRESS THE INMATE INTERACTION.

The job description says what you will do in a post but it does not tell you what you will actually come up - the unexpected - upset inmate - co-worker issues.

Survey 1 Data

Q2: On a scale from one to five, how would your rate the difference between your job description and what is actually the demands of your job?

1 No Difference 2 Not Much Difference 3 Some Difference 4 A lot of Difference 5 Completely Different

The job is very complicated and fast paced and the post orders are very inclusive and there is a lot that you are supposed to do.

The job itself is different and then being a _____ in that job, I do a lot of the same jobs. We are allowed to do a little bit more now that we switched _____ supervisors. I think the nature of the job is that there will be a little difference in job duties compare to job description.

the procedures are very specific in his area.

THE ROLE OF _____ CHANGES FROM FAC TO FAC BASED UPON INSTITUTIONAL NEEDS. SOME DO A LOT OF CASEWORK OTHERS DO MORE OF A SECURITY JOB. HERE AT _____ YOU ARE DOING MORE SECURITY. YOU ARE CHECKING CELLS RATHER THAN READING FILES.

There are a lot of things that we are asked to "assist" with and the level of assistance we are asked to give varies significantly. Above and beyond what is a reasonable expectation for assisting.

there hasn't been anything thrown to me that aren't part of the manual; they prepare you for everything.

There is a lot of inconsistency. Depends on who the manager and unit admin is and how they want to apply the rules. It changes a lot. If you write someone up the results can be vastly different, which makes it hard for me to enforce standards.

There is a lot of small things that add up. They take a lot of time. I did not understand I would be doing them based on my job descrpt.

There is a lot that goes into it beyond _____ and supervising inmates.

THERE IS MORE OPTIONS BEING A _____ THAN FOR _____ EASIER JOBS I GUESS.

there is nothing in my job title that says I am supposed to accept the inmate assaults, feces being thrown at me, being spit upon or cleaning up feces.

there is stuff that was trained on and never do it.

there isn't much different, I volunteer for other things outside my Job description

there's a lot of computer worked that is required after shift, that could be simplified but it is not.

They do add duties as we go along. As long as I have the time to do it, I am okay with it. The acknowledge it is beyond my job description and give me time accordingly to complete those tasks or my other assigned tasks.

They don't expect you to do much more than they trained you to do.

Survey 1 Data

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| <p>Q2: On a scale from one to five, how would your rate the difference between your job description and what is actually the demands of your job?</p> |
| <p>1 No Difference 2 Not Much Difference 3 Some Difference 4 A lot of Difference 5 Completely Different</p> |
| <p>they don't have an actual job description and it changes every day or every week; makes it tough in a prison;</p> |
| <p>THEY TELL US TO BE SECURITY STAFF, BUT THEY WANT US TO LET THE INMATE AND STAFF GET AWAY WITH VIOLATING THE RULES. THE MAJOR STUFF GETS PEOPLE IN TROUBLE. IT IS A MAD HOUSE.</p> |
| <p>Through time responsibilities have been added that are not in job description. Still asked to fulfil them.</p> |
| <p>title is not true; unit staff would be more accurate. Not actual caseload; even if there were time to do that.</p> |
| <p>Usually when the differences occur, it is back here at the dining. Normally you would not be expected to do those things. Might be a travel order, or meet with Prairie Gold or cover</p> |
| <p>very dynamic job; when you throw in human factor it changes a lot of things.</p> |
| <p>way described in this job, pretty clear</p> |
| <p>We are doing everything in the job description and a little more.</p> |
| <p>We are more</p> |
| <p>WE DO SECURITY. ONE CO TO 45 INMATES. IT LOOKS LIKED WHEN YOU APPLY BUT YOU ARE DOING</p> |
| <p>WE HAVE HAD A LOT OF STUFF ADDED THAT CAN'T BE PART OF THE JOB DESCRIPT. THERE IS A LOT MORE FROM WHEN I FIRST STARTED</p> |
| <p>what teach at Academy and what job is - big difference; per facility is a fine line of what is the same at all facilities; they don't clearly define what they expect; per each supervisor the job is done different; first start not what you expect or what is taught</p> |
| <p>What was in the job description is by fair what anyone could expect to do in a unit and what the person does is based on that persons knowledge and training.</p> |
| <p>When I took over the job there were specific job duties, but we've changed wardens four or five times since then. Duties keep changing. I'm being used more administratively based off my title, more like it should be.</p> |

Survey 1 Data

Q2: On a scale from one to five, how would you rate the difference between your job description and what is actually the demands of your job?

1 No Difference 2 Not Much Difference 3 Some Difference 4 A lot of Difference 5 Completely Different

When I was hired to do the job I was not to work the floor because they are short staffed.

I do these other jobs

when you advertise to do the unit side of stuff, in their facility they have to do security side also, we have only 15 front line staff, have to run entire institution would not be completing these duties, the way JD reads covers it, lot it does not cover, jack of all trades

When you are on the gallery you are more of a custody staff.

When you come in on shift you don't know whether you're going to be short on shift or not. If you're short people you may end up taking on any type of additional duty.

you are pretty much a babysitter.

you have other things that may come up during the day that aren't necessary assigned to your post but you help do them.

Survey 1 Data

| Q3: On a scale from one to five, how would you rate your satisfaction with the leadership at your facility? |
|--|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| <p>don't know much about the Warden. The Lt's now are OK and don't see above them. The decisions made; don't feel like they have our backs.</p> |
| <p>a lot of - am comfortable with the experience; Sgts. and Lts. if I don't have the answer they can provide them; I am really comfortable with that and goes with my safety. I feel what is right for me feeling safe and comfortable at the facility.</p> |
| <p>a lot of people in leadership roles that don't acknowledge staff. there is no good morning or how are you doing. there are comments that certain Lts. make that are inappropriate. they joke around and then they want to be serious. a lot inconsistency. and lack of professionalism . employees are not rewarded. never thanked or told they are doing a good job. always told of the bad than the good. there are a lot of people at the facility that don't lead well.</p> |
| <p>a lot of stuff that I was trying to get passed on to the warden and deputy warden did not get passed on...so I had to bypass some people to get the information to the warden. sometimes there seems like there is a divide between front line staff and admin.</p> |
| <p>A lot of the staff here do not feel they are not here for staff and are here more for the inmates. There are so many statements of charges and B forms (supervisors counseling log, like a written verbal warning) not sure if B forms are down. We would like to know why it can't just be a B Form instead of doing a Statement of Charges and saved everybody a lot of time.</p> |
| <p>a lot of times, they focus on the bad things, not good things; seems like they are looking for what people do wrong, on a mission to find out what you are doing wrong, focus on your bad, can do all this good, but when you focus on bad - instead of leading by example, lead as I do; hypocrites; shows in this facility; can't retain staff; can only retain staff; get to breaking point; in some cases trying to get people out vs. train</p> |
| <p>a lot of turnover for the administration and feels as if there has been some better admin come in but there is still the wait and see type of effect.</p> |
| <p>Above they are not involved at all. Until they heard about the culture study they did nothing, but now they visit us and bring us food. We never see the guys above . They are scared shitless, and bribing us. You never see us. brought custody in to see what they could do. Talked with me for 8 minutes but cut it short to go to lunch with his buddies</p> |
| <p>Admin supervisor I feel they have lost touch with where they started. My opinions are not heard.</p> |
| <p>Answers are not that close, I would say slightly dissatisfied. Things are told to you one time then completely different the next time.</p> |
| <p>because has worked with both major and warden for many years and feels they are good leaders.</p> |
| <p>BECAUSE OF OUR PREVIOUS LEADERSHIP. THEIR DECISION MAKING PROCESS WITHOUT INPUT FROM STAFF EFFECTED THE STAFF AND INMATES. IT WAS INEFFECTIVE.</p> |
| <p>Because when they make decisions they don't appear to have a plan and if they have one they don't share it with everyone. We have to deal with the back lash from the inmates. We get asked our opinions but then they are never listened too.</p> |

Survey 1 Data

| Q3: On a scale from one to five, how would you rate your satisfaction with the leadership at your facility? |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| <p>been through a lot of shifts, for now, on this shift, it's pretty good, sometimes hard to get to person you want to talk to get problem solved, don't want to got up the chain, even if it's not what we are looking for</p> |
| <p>before coming to 12 hour shift, never knew admin. but now working knows admin.</p> |
| <p>communication is not good; there is a good ole boy system. Communication is terrible; don't feel supported as should be in jobs. last 3 -5 years has gotten horrible.</p> |
| <p>CPTs are a waste. I like what the MAJ has done so far and the Warden is too early to tell. We're hoping because the new warden has the security experience it won't be that way. A lot of the things that have been done in the past will make it seem like they're not concerned with our safety. I can see it and people talk about it a lot. They've cut our segregation in half and the inmates know it. Inmates are getting a little more ballsy. They're attacking staff over things they didn't ever do before. It's making it more dangerous.</p> |
| <p>Current managers are really good to work with. They listen and I feel like I have control over things.</p> |
| <p>Disconnect between leadership and ground floor. Rules are handed down without checking how it is going or how can we improve the rule. No request for feedback. Make it work until the next new thing comes out.</p> |
| <p>doesn't have a lot of contact with them</p> |
| <p>don't believe they are trained properly; no degrees in personnel management, criminal justice, etc. they lack the people skills. do your job or else, it's do your job or else. From Warden to Lt, a matter of their jobs are secure, forgot where they came from. See a lot of good employees quit because of the control and discipline - took job as now wish he was higher. mentality do job or quit. Past year so short, mandatory quite a bit. here to help inmates get out and be successful. also here to send to segregation if need it. treat as residents; not inmates; need to treat staff same way. Don't hammer me at work and expect to socialize after hours. Seems like mgmt. doesn't care if employee stays or not.</p> |
| <p>don't think many of the problems lie at the administration, breakdown at front line staff; do a pretty good job of communicating, monitoring staff and inmates</p> |
| <p>don't trust a lot of the upper admin; immediate supervisors I trust because I work with them more.</p> |
| <p>everyone has plus and minuses-admins staff is disconnect from line staff. when a mistake/error is given to them; it's black and white. Look at the AR's and OM's and decide. security staff leadership - some are extremely good and some lacking, some middle of the road. security here that have been here know all about the facility.</p> |
| <p>feel from direct supervisor, feel like they handle things pretty well, in touch with what's going on, with other shift varies, have good grasp of what's going on</p> |
| <p>feel that a lot of the leadership is wishy washy; a lot of people want to be chief; a lot don't lead by example; some are really good leaders</p> |

Survey 1 Data

| Q3: On a scale from one to five, how would you rate your satisfaction with the leadership at your facility? |
|--|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| feels like they do not support staff |
| for case managers to line managers leadership - very disconnected; his supervisor just wants to put out fire; now he knows more than a lot, supervisors don't want his input, just want to get out |
| For the most part what is expected of us is told to us and we can go to them with issues. |
| from sergeant to LT do good job. Shift supervisors do the best they're told to do. Upper admin; up until recently total unrealistic expectation. Has seen Warden 2 times, many times. Segregation being transitioned to gen pop; everyone says terrible idea; people will get hurt. One person in control center to run all doors; five galleries, one door to let staff into each gallery. 98 doors to open and close. a lot going on at once. |
| <p>had a staff assault and no one heard from the warden about it.</p> <p>this is not the first time this has happened and it appears that whatever the major does gets swept under the rug. doesn't believe someone should be fired for excessive use of force for using mace for being physical but when another staff uses mace for minor reasons and lifts up an inmates hat to do it was not fired. appears that when it comes to discipline that it depends on who you are if admin will care or not. major has been written up on falsifying records and the person who wrote him up ended up getting fired.</p> |
| happy with some of the staff changes that they have done |
| have a new warden who has been here before, things are starting to change over the last two years. and am hopeful that things will get better. things are looking up. they do a good job, but still need some improvement. |
| Here in the last couple of months our major was moved to the . People have been acting in a lot of roles - uncertainty - no body wants to make decisions - in my position I need decisions made and cannot wait for a committee that keeps putting it off and deciding in a couple of weeks - when security equip needs to be fixed it has to happen now not down the road. |
| he's been under two different administration. the first was more staff friendly and seemed like they cared about staff problems in a genuine way and there was a lot of comradery among staff. they even had a staff Christmas party off site. the newer administration are more retaliatory towards staff, don't foster positively. there are also more inmates getting out before they are ready to get out. despite the fact of getting an increased number of misconduct reports in prison administration is still pushing them out. and doesn't know if admin is doing enough to combat the overcrowding to prevent the pushing of inmates out early. also inmates are being punished at the level they should for the conduct that they have. inmates getting slaps on the wrist for major conduct issues just to push them forward. admin also has created a culture of fear so staff is afraid to do their job, can't speak up, doesn't feel like a team. admin has a system that is not in line with a unified team. especially with the issues of mandatory overtime, it is hard to build trust. feels like he is like by admin but also feels like they could put a knife in his back at anytime. |
| how it's always been done. trying to change; when asks, gets I don't know; doesn't offer to find out. have to go to AR and OMs to find out. |

Survey 1 Data

| Q3: On a scale from one to five, how would you rate your satisfaction with the leadership at your facility? |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| <p>Hypocrisy They are in their own little word. The exec staff and then there is the rest of us. They are separated from us. Rules and role models that they say needs to be done by us but they never show it. Communication is big but they do not communicate with us. The reason I say that it is a separatist the less guards know the less trouble management can get in the more plausible deniability management has</p> |
| <p>I am actually quite satisfied....always room for improvement.</p> |
| <p>I am giving hope that the new administration will do better. I have seen good changes from Major [redacted] and I think will bring changes and I hope they're good. I am not satisfied with the last administration.</p> |
| <p>I am thoroughly dissatisfied with leadership. It is not adequate. Someone who knows the trenches and is a part of the trenches. During my time here inmates are unaware who the warden is that [redacted] is not out in the units. Management is not on the units, they are not available, and your have to catch them is passing. They in in pete syndrome. They are not skilled or trained and they cannot lead.</p> |
| <p>I believe we could all improve in certain areas.</p> |
| <p>I don't agree/disagree....they are ok not great not bad</p> |
| <p>I don't know any of them. They don't take time to get to know anyone. If they expect people to stay and work here they should make more of an effort. We have to work 16 hour shifts, if they have to stay 16 hours to spend time getting to know us then they should do that</p> |
| <p>I don't trust the top echelon at</p> |
| <p>I feel like the administrative staff could communicate a little better with us regular staff, maybe get our opinion on issues. I think it is important to have custody and unit staff's input to help things run properly.</p> |
| <p>I feel like they have the best intentions however, I think they lack foresight and there is a lot of reactive, knee jerk, not well thought out decisions and those have a negative impact on staff on the floor.</p> |
| <p>I FEEL THAT MY OPINION IS HEARD. IT MAY NOT GET ACTED ON, BUT I UNDERSTAND THAT OTHER THINGS MIGHT PREVENT THEM FROM ACTING ON MY COMMENT.</p> |
| <p>I feel that there are super here that are great and some that have no business at all being in their position</p> |
| <p>I feel there is always someone to go to for help and it may not follow your chain of command</p> |

Survey 1 Data

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| <p>Q3: On a scale from one to five, how would you rate your satisfaction with the leadership at your facility?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied</p> |
| <p>I had an experience where they let a LT make some changes where I didn't understand why they were still being made and I still don't understand why they were being made and I'm resentful that they were made. Nothing else on that without going into a big story book. Everything is not all perfect and I've learned to expect that.</p> |
| <p>they were very understanding. Any question that I have they are always there to help me.</p> |
| <p>I have no issues and I can talk to any superior and give them my opinion. Change is slow.</p> |
| <p>I have thought about this and had to decide if I wanted to be truthful and commit career suicide and tell you what I think they want me to tell you. Because there is retaliation here. I am talking about the warden, asst. warden, program manager and some of the sergeants. My integrity is worth more so I am going to commit career suicide. I have witnessed temper tantrums from the warden, I have seen good employees targeted or pushed out of the facility or fired for disagreeing or voicing their opinions. Widely know here if you disagree with the administration you will not be favored. I have seen the warden throw things, curse in front of inmates. I was told by several different administrators at different times because I will never promote at this facility. I do not sugar coat things and I have enough respect to tell them the truth. I have watched them target certain inmates. I have seen them kick out people for no reason. But then other inmates can spend 3 hours in the wardens office and cause a policy change for the facility. I am unsure if they are unwilling or unable or both to do their jobs correctly.</p> |
| <p>I HAVE WORKED UNDER TWO OTHER WARDENS. IS THE BEST WARDEN IN CORR. IS VERY CONCERNED WITH LINE STAFF. I WOULD RATHER TALK TO THAN OTHER SUPERV. WILL TAKE THE TIME TO TALK. THE MAJ IS NO NONSENSE AND DO IT THAT WAY, BUT HE IS TRYING. THERE IS NO LEADERSHIP AT THE UNIT LEVEL. UNIT MANAGERS, CASEWORKERS, ETC. IN ONE INSTANCE WITH BIDDING A CASEWORKER THAT HAS BEEN HERE A LONG TIME GOT BID BUT WANTS TO DELAY IT UNTIL SO INSTEAD OF STARTING ON THE NEXT SHIFT THEY ARE WAITING UNTIL . THIS FLOWS DOWN AND EFFECTS OTHER STAFF BIDS.</p> |
| <p>I haven't had to work directly with them to this point so I a deal where I am completely upset with the situation yet.</p> |
| <p>I LIKE SOME FACILITY SUPERV AND DISLIKE OTHER FACILITY SUPERV. FACILITY STAFF DANCE AROUND QUESTIONS. NOT WILLING TO ADMIT THEY DO NOT KNOW THE ANSWER. I WOULD RATHER THEY JUST ADMIT THEY DO NOT KNOW THE ANSWER.</p> |
| <p>I LIKE THE WARDEN AND ASST WARDEN. I LIKE MY UPPER MANAGE. I AM LUCKY THEY USUALLY HAVE OUR BACKS.</p> |

Survey 1 Data

Q3: On a scale from one to five, how would you rate your satisfaction with the leadership at your facility?

1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied

I see in my world there is lack of consistency in application of policy and procedures in a lot of different areas, whether it is security, inmate issues or staffing decisions. There is a lack of communication between department about changes to policies and procedures which results in conflict between staff and between staff and inmates. We are now dealing with a different population and the current administrative staff has not had the day to day hands on contact with the type of personalities we deal with compared to the offender population they dealt with as front line staff. I think ultimately this means they don't understand that last minute changes which are not well communicated or enforced on a consistent basis, they don't realize the impact that has on staff or the current population. A little disconnect with staff as to how to deal with the change from probation offenders to inmates. There have been some tense times between staff and especially between inmates and staff. Example, we had an order from the fire marshal in 2007 that all inmate property should be secured in a fire resistant container no larger than 4 cubic feet so following the Tecumseh incident the fire marshal decided to enforce that particular order. That in and of itself was enough to upset the inmates. Instead of presenting a comprehensive, well thought out policy and procedure for managing the transition in reducing the amount of property they are allowed to keep, it was just ordered that it should be done. The state fire marshal (2007) made this order. The immediacy of wanting to implement this order overrode strategic planning to move forward with the staff and the inmates and it ultimately became a security issue which could have been prevented. It is very difficult for inmate to come for metro institutions, they think they are in Mayberry. We are not getting the DUI's, marijuana inmates only now, We are getting some violent inmates that are serving longer sentences and also we are seeing inmates with mental health issues. We are getting more who have been involved with assaults and gang membership. So they don't have the same motivation as the younger offenders had as far as being compliant or cooperative. I have actually done research on this, it is not just my opinion.

I SHOULD NOT FEEL LIKE THIS. THEY SAID
 THAT THEY HAD TO TREAT EVERYONE THE SAME. YOU HAVE TO CONSIDER INDIVIDUAL FACTS. IT IS GETTING BETTER, BUT IT IS STILL A GOOD OLD BOY SYSTEM. PROMOTIONS ARE BASED UPON POPULARITY. WE HAVE NOT LEARNED ANYTHING ABOUT LEADERSHIP SINCE THE RIOTS.

I think at times they do the best they can with what they have and other times they are more concerned with hiring new staff than taking care of the people that are here and have the knowledge and experience.

I think it could be better if people had more time. There are so many things that people have to get done that they don't have time to be the leaders that they could be.

I think that a lot of focus is on what employees do wrong rather than what they do right. Through my time at this institution, they focus on little things (something as simple as your boots being scuffed), that seems to be a bigger issue than things we should be focused on. Or they focus on things we have no control over

I told them I would be in and went and got my other vehicle and I was reprimanded for being late. That reprimand was a B form. Through the years I have been here there seems to be a lot of
 trust issues. It seems when you go ask questions that they don't like or they disagree with, it seems you receive more or extra observation, which as a staff member, makes you afraid to ask questions of upper management.

I think that we have admin that are not very old compared to the past and I think they are fair and they work with people

I think they work hard on a daily basis and try to be good leaders. That doesn't mean I 100 percent agree on a daily basis but they strive to be good leaders and I see them as good leaders.

Survey 1 Data

| <p>Q3: On a scale from one to five, how would you rate your satisfaction with the leadership at your facility?</p> |
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| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied</p> |
| <p>I think we have a lot of good leaders who are in a hard position with the changes that are occurring. Somethings they are being asked to do is 180 difference. They must do them with only a little time to implement.</p> |
| <p>if have a problem or question, always somewhere there, willing to listen, point in right direction</p> |
| <p>if you have a concern about anything, supervisor would rather argue with you than come up with a solution for the problem. administration should listen to staff as employees.</p> |
| <p>in between 2 and 3. there is a lot of favoritism with the admin staff. and on 3rd shift they don't see anyone so.</p> |
| <p>In my job description we gather information and even though we have information that something is going to happen, and the administration does not act on the information that we provide. They are not proactive about addressing the information we provide for them.</p> |
| <p>in the department, 2 different hierarchies - housing/corrections - good old boy system in play; if you are part the good old boy; sometimes you have some good ones - some of the good old boy runs the institution - my way is the way, it's my institution</p> |
| <p>in the past it would not have been that high. but with the current and the changes that are taking place things are turning around with the new warden, major and director. see those as all positive.</p> |
| <p>Inconsistency happens all the time. Favoritism. One person can make as many mistakes, but another person can make one mistakes and you'll get a statement of charges. You can hear it on the transmissions. This is very common in the DCS. Discipline of staff is very inconsistent.</p> |
| <p>Inmates ask to talk to the upper management like the Dep. Warden when staff write legitimate MR's (misconduct reports) for threats against staff and after they talk to upper management, they stay on the unit when they should get sent down to segregation. Custody staff and case management staff are making copies of the MR's they write because they are afraid they will disappear. Another instance I sent an inmate to holding for refusing to move to a different cell. He was throwing things around and he refused. The inmate talked to a Lt. and he was back on the unit before I could even submit the MR. I am feeling we are not supported by upper management. I did not feel like they were professional, the training was but it did not appear that they performed any better than regular staff. Some of them are very immature. I think they all stick together.</p> |
| <p>IT COULD EASILY HAVE BEEN RAN BETTER WITHOUT ANY CONFLICTS OF INTEREST.</p> |
| <p>It does not seem like they have they do not have a lot of experience in corrections. Asst. warden is manager and how do you do that job when you have not done the job. I don't think they grasp that we are no longer we are now a corrections facility. Doesn't seem like we can get Corrections 101 done correctly.</p> |

Survey 1 Data

| Q3: On a scale from one to five, how would you rate your satisfaction with the leadership at your facility? |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| <p>It drifts back and forth. We have times where things are going well and they back the things we are doing and in a 6 month period it can reverse. This is from the warden, asst. warden and program manager. There are follow-up issues from time to time.</p> |
| <p>It is a collective whole situation. Administration tends to panic and come down on us pretty hard when central office and the director ask for changes. They tend to jump into it without really explaining it to us. We have some pretty drastic changes from one week to the next.</p> |
| <p>It is based off the different in leaders. Some are good, some are bad. Right now I don't know much about the decisions they make.</p> |
| <p>It is not a large dissatisfaction it seems as there is an ongoing guidance given from the top to the bottom. A might want something done one way but the and want it done other ways, but they do not coordinate.</p> |
| <p>It used to be highly dissatisfied. Recently there have been some changes and I can see myself being satisfied with those changes really soon.</p> |
| <p>It's hard to tell with all the change within the last couple of months. The previous leadership there was a lot of discontent.</p> |
| <p>Just communication is something that could be improved on quite a bit.</p> <p style="padding-left: 40px;">We are trying a communication board where staff can report what happened on their shift. Communication between departments, medical for example. Each department has their own thing but they don't necessarily share or pass along information.</p> |
| <p>leadership does not stick up for staff as they should. if not in with the good old boy club not looked up. for example, he went up for a day shift position he was qualified for a person a part of the club who was not qualified go the job.</p> |
| <p>leadership has been in dept. for a long time, they have never worked work release before and they don't know all the details of being at work release. when they make decisions they are not informed decisions, they are inconsistent and conflicting with the overall mission of work release.</p> |
| <p>like supervisors to warden; I think they could be more staff oriented vs. inmate oriented, how they handle, inmates get multiple chances, employees don't, better under Frakes</p> |
| <p>liked supervisors for a while - they left. now feeling out the first shift supervisors; doesn't deal with LT's that much; day shift supervisor is open.</p> |
| <p>LT on one of the shifts who has done things and authorized things that are highly against the standards of the institution but nothing has happened and that has caused a lot of stress among people here. There was a former employee who was probably one of the best LTs we ever had who was run off by one of the higher level people here now because they were threatened by him and his knowledge of the job.</p> |

Survey 1 Data

| Q3: On a scale from one to five, how would you rate your satisfaction with the leadership at your facility? |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| <p>Lts. and below generally seem to be on the same page. Above that there seems to be some separation, meaning that it feels like we're more just a number than a team member. Lately within the last four or months upper mgmt. beginning with the major to include the deputy and assoc warden participated a lot in working directly with staff out on the line doing our jobs with us. That has done a lot for morale. Still not enough to change my perception.</p> |
| <p>Lts. and Sgts. see on a regular basis; shift forever have never seen higher level on shift unless an emergency existed; met warden on shift.</p> |
| <p>MANAGEMENT IS ALWAYS CHANGING THINGS. THEY DON'T ALWAYS THINK THINGS THROUGH. SOME ARE GOOD IDEAS. THEY DO NOT DISCUSS CHANGES TO DEVELOP THEM. THEY DO NOT TAKE THE TIME WITH NEW IDEAS AND POLICIES AND JUST THROW THEM OUT THERE BECAUSE IT SOUNDS LIKE A GOOD IDEA AND THAT MAKES EVERYONE'S JOB MORE DIFFICULT</p> |
| <p>many changes over last few years; get used to one way and then changes. Love the warden, but doesn't see opportunity for change.</p> |
| <p>MY OPINION THAT LEADERSHIP IS MORE INTERESTED IN THEIR DAY GOING SMOOTHLY AND SHIFTING ACCOUNTABILITY THAN DOING WHAT IS BEST.</p> |
| <p>my supervisors understand my capabilities and use that as much as possible.</p> |
| <p>n/a</p> |
| <p>Needs a lot of work, no communication. Some supervisors should not be supervising.</p> |
| <p>never had issues with leadership</p> |
| <p>new administration a leg up.</p> |
| <p>Nobody seems to be unfair there is no favoritism and the leaders are by the book.</p> |
| <p>No comment</p> |
| <p>no objections; never worked in their role; sure they are busy as everyone else. can't rate unless have done it.</p> |
| <p>no overall issue with any direct supervisor, always here and doing their job</p> |
| <p>none</p> |
| <p>None</p> |
| <p>None</p> |

Survey 1 Data

| Q3: On a scale from one to five, how would you rate your satisfaction with the leadership at your facility? |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| not going to blame our leadership; my previous employer low trust, lot of righting, studied 7 habits; see the symptomatic problems is failure to look at the 4 dimension. This dept. talks about it but if we would educate and commit to them and in the long run things would change and improve but it won't happen over night. |
| not his to judge what's going on; for someone who gets paid more than he |
| Not that I don't like them as people. They make too many snap decisions without thinking things through. Then they have to change their minds and you end up looking stupid in front of the inmates. We got two additional people to help alleviate mandatory overtime and then the way they deployed them didn't end up alleviating mandatory overtime. They really need to involve the people who work the areas to get a better understanding of what is going on in the work areas. |
| NOW OUR NEW ADMIN AND SUPERV CARE ABOUT THE STAFF AND FACIL. I AM SEEING CHANGES NOW IN OUR FACIL. |
| Of the leaders that I interact with and report to are people that I trust and can talk to. and while I don't have any personal issues with the people above them sometimes they temporarily put rules in place that disrupt and agitate the flow of the institution. |
| only see warden one time. facility doesn't have direct leadership all correspondence is through email. |
| Our roles are clearly laid out firm fair and consistent. Treat everyone the same when there is an issue it is handle appropriately. If there is an issue it is dealt with. Feel like I am part of the team |
| have not been here long. they are the facility leadership. they have not been here long enough to form a serious opinion; |
| Over all the provide direction on how they want the institution ran. |
| <p>revolving doing a good job, but don't see what they do -just what comes across desk.</p> <p>Only sees the negative; may have an understanding; but unless a problem, they don't know.</p> |
| Sat minus one area, and that would be following the union contract. More precisely not following the union contract |
| satisfied with my shift; trust my shift supervisors based on their performance and how they have treated/interacted with me. |
| satisfied with the leadership provided they listen to the input or take it into consideration the suggestions that staff gives them. |
| seems like around here people are clicky, if you don't go out with them (they all say hi but not like how they do with those that party or go out together). there are a lot of politics associated with the warden, associate warden and deputy warden and who you associate with. |

Survey 1 Data

| Q3: On a scale from one to five, how would you rate your satisfaction with the leadership at your facility? |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| <p>Seems like there is a lot of favoritism in the ranks of line staff. If you are not a favorite you are black balled for promotion. We had a promotable position. We had a person that worked here before, got rehired into an entry level position, had to go through preservice again and before they were out of preservice, they were promoted up to the next position.</p> |
| <p>so far has been skating under the radar; will you come in to do shift adjustments, sees coworkers get in trouble with management, nothing has impacted, not more trusting because coworkers, get in trouble, could be shop talk; makes her a bit nervous</p> |
| <p>Some days are better than others. Communication is an issue. It is weird because it seems like they have a hard time communicating with us.</p> |
| <p>some leaders carry it too far; some slack off and do it half way. Some are good, but others not.</p> |
| <p>some supervisors that do good work and really like; others don't care for.</p> |
| <p>some that are satisfied with and some totally unsatisfied. boys club mentality; excludes females; certain favoritism; in some cases have some times where everyone is fair and inclusive.</p> |
| <p>sometimes I feel like I have more than one boss. I should have only one person that I answer to and rec critiques from.</p> |
| <p>SOMETIMES THERE IS A LOT OF INDEC IN OUR UPPER RANKS. THEY JUST SAY WE WILL FIGURE IT OUR WHEN IT COMES UP.</p> |
| <p>Somewhat. It is very diff to keep consistency amongst supervisors and leaders. There is a lot of hostility between unit staff and security staff. They both tell us to do things differently. The are not there as often. I go with who is there at the time. This causes tension</p> |
| <p>staff not fully informed, inmates tend to know more about what's going on. after may 10th there is weekly meeting with the inmates and warden but there is no meeting with the staff. for example, the meeting date was changed and staff did not know but inmates did.</p> |
| <p>supervisors get people they like and they are taken care of more. If on shit list - then get screwed.</p> |
| <p>THAT IS TRICKY THERE ARE SO MANY LEVELS. DISSAT TO NEUTRAL. ONE GUY IS GOOD BUT OTHER GUYS ARE BAD. IS GOOD. MY RESPECT FOR WENT DOWN A COUPLE OF WEEKS AGO. INMATES FROM ONE OF THE UNITS THAT THINK THEY ARE ENTITLED DUE TO BEING ON SAID THEY MUST BE THE BETTER INMATES SINCE THEY ARE IN BUT IS ONE OF THE WORST UNITS. IT JUST SHOWED IS OUT OF TOUCH. IS OUT WALKING AROUND AND TALKING TO INMATES. WILL TALK WITH STAFF AND TAKE STAFF'S SIDE. MOST EMPLOYEES ARE SAT WITH CAPTS.</p> |
| <p>The fact that they promised one thing and did another. If they need to make the job more efficient it should not be up to the employee. They should change the time at the drop points not the drivers start time.</p> |

Survey 1 Data

| Q3: On a scale from one to five, how would you rate your satisfaction with the leadership at your facility? |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| The immediate are good - but up the chain I am not sure that they know what is going on. |
| THE INMATES WORD COUNTS FOR MORE THAN OUR WORD. SOME STAFF GETS TOLD TO DO SOMETHINGS AND THEY ARE AFRAID TO TELL OTHER STAFF TO DO IT. THERE IS A LOT OF FAVORITISM HERE. IT IS NOT WHAT YOU KNOW IT IS WHO YOU KNOW. I WAS WARNED. I DO NOT HATE MY JOB, BUT IF THERE IS SOMEONE TO TELL YOU MAY AS WELL TELL THEM. |
| The county jail initiative is not micromanaged, the supervisors have trust in their staff. |
| THE LEADERSHIP HAS A LOT OF FAVORITISM. YOU CANNOT SHARE WITH THEM AND KNOW THAT THE INFORMATION IS NOT GOING TO GET AROUND. |
| The Lt and SGT on shift are pretty open minded with new questions and willing to help the new staff. |
| The LTs go out their way to make sure questions are answered as well as the SGTs. Senior staff who have been here a long time but who haven't been promoted up are not helpful at all. They're stuck in their old ways. They're cranky and crabby. |
| THE WARDEN |
| The warden here is great. open to new ideas. |
| the wardens, majors and captains we have now has only been here one month; prior ward would be a #1 highly dissatisfied; some of the old regimeold captains & Major highly dissatisfied. |
| There are a lot of LTs and SGTs who sit in the office a lot and really don't do much. They just look at the book and leave. |
| There are a lot of people that are trying really hard to make it a better place and others who are very two faced about the operation of things. A lot of lower level ranking supervisors are trying very very hard to make it a better work environment. For a long time the Lt. and Sergeant were the immediate bad guys, power tripping, you do as I say not as I do. On the lower end it is a lot better. Much different than 5 years ago. On the upper end, captains and up, they put on a good show, make people feel like they are important but at the end of the day it is same old, same old. On shift we have some upper level management that are helping man the facility but it is because they do not want to mandatory anybody. One leader is telling another leader that something is going to get done in this time frame, here is the plan and it will be ready to go and instead they are just fumbling around putting my life, my teammates life at risk, more so than it already is. |

Survey 1 Data

| Q3: On a scale from one to five, how would you rate your satisfaction with the leadership at your facility? |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| <p>There are days when I feel like our leadership has our back and out for our best interests. There are times I have gone to our leadership (Lt.) he was very clear on my boundaries and let me know what I needed his approval for and what I could make decisions on. With the asst. warden, there are things I have gone to about and has given me control over certain things and I felt I had the control and then other times has redelegated that control. With out Warden, is supportive, has held authority when has needed to. corporals were not doing their job in my department We had a meeting and held them accountable. does want us to be successful and does try to help us out in that aspect.</p> |
| <p>There is a lack of strong leadership, one day the rule is this, the next day the rule is different.</p> |
| <p>there is a lot of times that we subordinate staff suggest to supervisors think something could be done a different way and we never see any results from the suggestions.</p> |
| <p>There is a lot of work that needs to be done. Improvements. Getting better quality training for leadership positions.</p> |
| <p>There is always room for improvement, but I am satisfied with what happens.</p> |
| <p>there is no set direction ; everything is up in the air; what they say they are going to do 1 mo. from now changes,,,,2 months from now changes; they don't take staff safety serious enough....talked to them before about letting inmates that started this riot are already GP and inmates have threatened that staff will get hurt next time yet they still let them go to GP early.</p> |
| <p>There is some issues with some supervisors that have no leadership skills</p> |
| <p>THERE IS STILL SOMETHINGS THAT SLIP THROUGH THE CRACK. LIKE WHAT IS IN THE UNION CONTRACT AND WHAT THEY HAVE TO DO FOR US.</p> |
| <p>There is to much politics in the upper admin level, they forget what it was like out there. not so much in mid.</p> |
| <p>There's just inconsistency between leadership. We have three SGTS. People on those posts weren't trained. Uncertainty about how they are supposed to do those jobs and it just trickles down the ranks. Poor communications between the leaders and subordinates.</p> |

Survey 1 Data

| Q3: On a scale from one to five, how would you rate your satisfaction with the leadership at your facility? |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| THEY ARE GOOD LEADERS. THERE ARE ALWAYS AREAS WHERE YOU CAN IMPROVE YOURSELF BUT THEY ARE GOOD LEADERS. |
| They are inconsistent. Each person tells us a different thing. Policies change. I know what the policy says but I am telling you to do this even though his name is on the policy. We never see the warden. If there is a VIP tour we will see the warden. |
| THEY HAVE DONE A LOT OF THINGS THAT DO NOT MAKE SENSE. THEY SEEM TO BE DOING THINGS FOR THE INMATES MORE THAN FOR THE STAFF. |
| They have not maintained staffing that policies and operations require. That is their main function maintaining staffing for our security. Also, they are making decisions that I do not understand. |
| <p>THEY INTRODUCE THINGS LIKE A PILOT PROGRAM DID NOT OFFER IT TO ANYONE. THEY</p> <p>WE HAVE NO RESPECT FOR HER. A LOT OF STAFF ARE HAND PICKED FAVORITES. THE NEW WARDEN IS OUTSIDE THE GROUP, BUT A LOT OF STAFF COME FROM OUTSIDE . THERE IS NO INTERNAL PROMOTIONS.</p> |
| They never come down to yard and housing but I never see them. They need to come down to the yard and housing more often. |
| They seem to be reinventing the wheel. They promote within their circle of friends. They fire people through bogus or exaggerated misconduct. Promote friends and fire the quality staff that were here. |
| they try to understand what is done; correct the situations; there to help. Help day go smoothly and good to know they are there for them. |
| They're just always there to sit with you and be supportive of ideas. All around really great people to work for. |
| They're very knowledgeable. They'll do what they can for you. |
| This agency is extremely top heavy. A lot of things go back and forth up above and nothing gets done too many chiefs and not enough Indians |

Survey 1 Data

| Q3: On a scale from one to five, how would you rate your satisfaction with the leadership at your facility? |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| <p>two people here would not ask him to do anything he wouldn't go. The Warden is approachable; wants to know what's going on. Spoiled to have here. Supervisors have no leadership skills. Take classes; they are bullies; want to be submissive to them; input is of no value. Two LT on shift; not vested-ready to move on. No leadership ; too nice. Good guy. Captain is in charge of shift - shows favoritism. Has to do the work of a female corporal; everyone sees it; he is one. write an incident report-if friend of a friend doesn't go anywhere. Behavior has to stop; need improvement. none of the areas want to be part of a team - little communities/classifications (by job title). Best caseworkers here, but when go Unit administrator here is awful - no one is accountable. No training; caseworker here 8 months teaching a new caseworker; no training from their leadership. Management above - trying to change. Was a high bullying mentality. shows improvement/good strides. No good management other than Warden. poor and afraid of dialogue. Captain example: every time approached him - he'd say "what do you want now?" attitude. Doesn't have the leader mentality. Style has always been that way - beat morale down. Statement of Charges were going out the door every day. Settles came here; not the greatest relationship, but working on it. Talked to Warden about it; agreed his personality.</p> |
| <p>manager is not around amount because the various duties he does but whenever he is needed he encourages staff to call and email him and he gets a response within 24 hours. no comments about the administration because he has not had to deal with the admin.</p> |
| <p>Up until spring I would rate it a 1 and now I would give it a 4. People in charge are different. People that were in those positions are no longer in this facility.</p> |
| <p>usually someone he can talk to if he needs something and everyone is receptive to it</p> |
| <p>. There is a boss and a leader. The boss tells you what to do. A leader says lets get this done. some LT would come put and talk to you and get involved. LT here they never leave their offices. We have bosses, not leaders here. The Corp, there is a leader at each shift, I agree with them.</p> |
| <p>warden = 1; reasoning the majority of employees don't know who he is. Staff who have been here 2 years say who the hell is that; seen him in my roll call on . He may be a business man but he is not a people person.</p> |
| <p>warden is an excellent leader. learned a lot from him when he was previously at facility at deputy warden. now that he is back it is great. good with streamline job from day to day and has improved morale. the higher ups actually do something and get changes done.</p> |
| <p>Have had issues in the past and supervisors haven't followed doctor's orders. I don't feel that they're took concerned about our safety and well being.</p> |
| <p>we are the only maximum security facility in the state and run a tighter ship than others; leadership has a lot of experience and other facilities don't have the exp. I don't see upper management transferring out of this facility very often; told when hired this was desired facility and the longer I work here I see that they were correct.</p> |
| <p>We don't have much contact with them.</p> |

Survey 1 Data

| Q3: On a scale from one to five, how would you rate your satisfaction with the leadership at your facility? |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| <p>we don't see Admin. They don't ask us anything. they do not get our input. I am not saying they are horrible, but they are not involved with us.</p> |
| <p>WE HAVE SOME SGT THAT SHOULD HAVE NEVER HAVE BEEN MADE SGT. IT WAS JUST GIVEN TO THEM. THE SUPERV ARE NOT ON THE YARD WHEN THEY ARE SUPPOSED TO BE ON THE YARD. THEY DELAY EVERYTHING WHICH JUST MAKES IT A PROBLEM LATER ON THE SHIFT. THEY HAVE RUN OFF STAFF. THEY DO NOT DIVIDE THE WORK EVENLY AND THEY SHORT US ON THE YARD ESPECIALLY ON VISITING DAYS.</p> |
| <p>we have such right now a ridiculous amount of transition; 3 people who are shift supervisors and I wouldn't know who they are; Assistant Warden hasn't been around; power vacuum that sucked the heavy hitters out...major and captain left; lots of politicking who want those positions; lack leadership when they are supposed to lead</p> |
| <p>We just had a turn over. He is better than the past warden;</p> |
| <p>when you try to bring up questions orlike a few years ago asked for opinions from staff to save money quality council requires the warden to be open to suggestions; lose our e-mail. We had a corporal let go because the inmate hung themselves in the control unit. chairs that we sit on are broken, not safe or too small. Problem since was here. Security staff can't get decent chairs (federal surplus) but caseworkers can. Several staff I have spoke to person to person for hearing on what they have done wrong, confronted by warden and treated very poorly. Break a rule you are treated worse than an inmate. When I started it was ok until left. had a working quality council and listened to complaints and cared about their staff.</p> |
| <p>With the change at our facility; We have turned over quite a people. there is more to come. we will see. I am glad to see</p> |
| <p>with the leadership roles, so small, the responsibilities get blurred, who does what, don't know where you fall, some weeks authorized to do certain things, other times not; do learn from them, and enjoy working under them, sometimes no one wants to make the call, leader isn't making a call</p> |
| <p>you either get fantastic or notthe ones that are fantastic highly outweigh the bad ones.</p> |
| <p>you have outstanding supervisors who protect us; if you are not a member of the good old boy club you are not safe with those supervisors; when you have bad you have bad bad</p> |

Survey 1 Data

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| <p>Q4: On a scale from one to five, how would you rate your satisfaction with the management that you receive from your immediate supervisor?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied</p> |
| <p>a long list of them. He should not be a supervisor at all. He is not personable at all. Socially awkward, his decisions do not make sense. Not a supervisor.</p> |
| <p>a lot is handed down from someone above them and their opinion is not taken into consideration even though they are the ones that work directly with us.</p> |
| <p>accommodating to his needs.</p> |
| <p>addresses more stuff clearly. getting training needed.</p> |
| <p>all of her supervisors have been polite, helpful, but the things they say will happen never happen, she came after everyone was tired, she didn't get as much training for OJT and job shadowing as other coworkers, had 3 FTOs after that to help, didn't have dedicated attention, was thrown in, a while ago, you didn't have gotten as much attention, will put you with an FTO to finish training, the person she followed is in training for FTO</p> |
| <p>Although I am new at the position my immediate supervisor is a micro manager. There is a lot of daily and hourly updates on what is supposed to happen.</p> |
| <p>always around, personally offered for him to come to her for clarification, educated, critical feedback, professional .</p> |
| <p>always comes and checks in to see if anything is needed. never had to vent to him or talk to him about a problem.</p> |
| <p>Always open and honest. Clear on giving our responsibilities and why we are doing what we doing. Always willing to go the extra step to do what needs to be done.</p> |
| <p>answers questions in a timely manner</p> |
| <p>Any problems I may have he's been able to help me out. It's been a rough year for but management has been very supportive.</p> |
| <p>at a post, unit case managers have been there a long time, easy to talk to/approach, don't feel like I can't ask them dissatisfied with the hierarchy levels - some of these are in good old boy club Unit administrator - micromanager - skips over levels below him; can't trust levels; reasons people are micromanaging</p> |
| <p>BASED ON COMM AND MUTUAL UNDERSTANDING WE HAVE A GOOD WORKING RELATIONSHIP.</p> |
| <p>been very satisfied since I started and do a very good job. good supervisors and no complaints about how they do their jobs. Have secret Santa, pot luckstaff morale is right there with those supervisors</p> |

Survey 1 Data

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| <p>Q4: On a scale from one to five, how would you rate your satisfaction with the management that you receive from your immediate supervisor?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied</p> |
| <p>both do a good job, especially the head supervisor. he delegates him to other jobs to make staff feel more responsible and in control.</p> |
| <p>BOTH MY LT STARTED OUT AS CO IN THE YARD IN THE SNOW AND RAIN. THEY CAME UP THE RIGHT WAY. THOSE ARE TWO PEOPLE THAT SHIFT STAFF DO NOT MIND BUSTING THEIR ASS FOR.</p> |
| <p>BOTH OF THE LT ON SHIFT ARE APPROACHABLE. I CAN TALK ABOUT PROB AT WORK OR AT HOME. IF STAFF HAS A PROBLEM THAT NEEDS TO GO HIGHER THEY WILL TAKE IT TO THE CPT OR MAJ IF WE ARE UNCOMFORTABLE DOING IT. THEY HAVE BEEN AROUND AWHILE AND THEY KNOW WHAT THEY ARE DOING. THEY ARE GOOD SUPERV AND GOOD PEOPLE WHO CARE ABOUT THEIR STAFF</p> |
| <p>cares about day to day contact, opinions, and draws black and white of what is expected, and if something changes lets staff know immediately.</p> |
| <p>current two supervisors are knowledgeable of job title and work with staff well</p> |
| <p>currently I don't have an immediate supervisor; previous supervisor recently promoted and did very good</p> |
| <p>shift highly satisfied; shift a little lower, harder to get days off.</p> |
| <p>do best in working with them. Feel OK going to talk to; easy to talk to.</p> |
| <p>do good job at running the institution = same as earlier. only complaint is if get on bad side.</p> |
| <p>does a good job.</p> |
| <p>doesn't micro manage. increased exposure to new duties and available for questions.</p> |
| <p>every now and then there seems to be more favoritism for the more senior staff</p> |
| <p>Falls between satisfied and neutral. My supervisor is sometimes I don't think he follows through with things I think my working relationship is okay but</p> |
| <p>For the most part our sergeants know what they are doing. I have been able to go to him is I need anything.</p> |
| <p>good grasp on facility; eager to help move forward w/l department; doesn't hide anything. good guy for the facility and department. has a fear with the culture - get a B form; holds you back. humans make mistakes, want to move up.</p> |

Survey 1 Data

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| <p>Q4: On a scale from one to five, how would you rate your satisfaction with the management that you receive from your immediate supervisor?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied</p> |
| <p>good supervisor - gets things done. Tells what is done wrong and what needs to fix</p> |
| <p>hands-offs, gives direction when needed, and can go to when needed.</p> |
| <p>have manager in this office, has interim, basically from manage themselves, manage only what they can control, basically independent</p> |
| <p>He always listens to what is going on and tries to work with you, honestly tries to work with you, Some people try to play games and that is probably because they are not working with there people. His corporals are not abusing it.</p> |
| <p>He does a pretty good job most of the time his level of sat with the admin is low so he drags us down with him. Hard for me to have a good attitude when my super does not and let's us see his feelings. He supports me in my job which I am very satisf with.</p> |
| <p>He does understand that we are people and we have lives outside our jobs and that we have needs and he tries to meet those needs within the limits of the job.</p> |
| <p>HE HAS PRETTY MUCH TAKEN CARE OF ME WHEN I HAVE A PROB OR NEED A DAY OFF. HE IS FLEXIBLE WITH MY SCHEDULE.</p> |
| <p>he is a great supervisor; if it doesn't affect him, it doesn't get done</p> |
| <p>he is fair in his evals, willing to go extra mile, teach you their job, has such authority they don't want to make a call, leave him in a position of not knowing what to do</p> |
| <p>He is laid back and easy to talk to.</p> |
| <p>HE IS THERE FOR US. HE GIVES GOOD ANSWERS. HE COVERS FOR US. IF IT IS WITHIN HIS POWER HE WILL WORK WITH US.</p> |
| <p>HE IS DOING THE WORK FOR HIS NEXT JOB AND I AM DOING HIS JOB AS WELL.</p> |
| <p>HE IS VERY UNDERSTANDING. HE KNOWS OUR JOBS. HE REALLY IS AN ALL AROUND GOOD GUY. HE IS WILLING TO HELP OUT AND SPEAK TO MANAGEMENT ON OUR BEHALF.</p> |
| <p>He seldom is seen. some of the rules are bent for their purpose, but not the employees under them. Sometimes they are not very truthful of what is being done.</p> |

Survey 1 Data

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| <p>Q4: On a scale from one to five, how would you rate your satisfaction with the management that you receive from your immediate supervisor?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied</p> |
| <p>He tends to work with us a lot on things we need to accomplish. He tries to work with us on days off so we can have the time off that we need. Also he is a very respectful supervisor.</p> |
| <p>He will resolve and issue if I take it to him. If I am doing something wrong, he will not just tell me how to do it right, I get called into the office and get a B form for messing up. An inmate with a hat on in dining, they don't say, Hey, tell him to get his hat off. They will do a counseling instead and write me up.</p> |
| <p>he's at the job early, and does what he has to do and what his supervisor wants him to do. so he can go home safely and everyone else that he works with.</p> |
| <p>I am doing the job that I am doing, however, I think if my position was more defined and better planned out on duties.</p> |
| <p>I am sat with my current supervisor. Pretty fair no favoritism. Concerned about safety. Makes sure that people under him are very well protected.</p> |
| <p>I BARELY TALK TO MY IMMED SUPERV. WE TALK MAYBE ONCE EVERY FEW WEEKS.</p> |
| <p>I DO NOT THINK THEY DO ENOUGH. THEY PUT IT ALL ON THE CPL. IT USED TO BE TEAMWORK, BUT NOW THE SGT HAS TO TELL EACH CPL WHAT THEY HAVE TO DO AND THAT TAKES LONGER. THE SGT DO NOT KEEP TRACK OF WHO IS DOING WHAT.</p> |
| <p>I don't feel that she is very professional. She make accusations. There was a few days I walked out and did know if I was coming back. Before all the changes I looked forward to coming to work.</p> |
| <p>I don't mind the management style they have at times. They do not micromanage but at times there is no management what so ever. A lot of the other case managers are very not nit picky or in the middle. We have some staff that have complained that they are being talked to about how they stand or wear sunglasses on their head. It is just not consistent.</p> |
| <p>I feel that I can go to my immed superv and be heard, but most of the time it still does not change anything. That is mostly because the people above them stop things.</p> |
| <p>I feel they could be spending more time with us. We never see him. They need to relay stuff to us that we need to know. How can they evaluate us when they're never around us to see what we're doing? They like to stay in the office too much.</p> |
| <p>I got a better perf rating from someone who had not been my superv than I got from my superv at a promotion board just to keep me in my position</p> |
| <p>I got a case manager and unit manager that all communicate.</p> |
| <p>and I do not interact. We each do our jobs. I do my job so he can get his stuff done in the office. We are so short staff that he has to work the floor. I am somewhat satisf. He is a micro manager. he is in and out of the unit. he does not talk to us. if we have issues we talk with him but that is about it. I have worked with are all better than the current one. He is a jokester and I am serious. I am all business and do not want to screw around.</p> |

Survey 1 Data

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| <p>Q4: On a scale from one to five, how would you rate your satisfaction with the management that you receive from your immediate supervisor?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied</p> |
| <p>I HAVE A UNIT MANAGER THAT ALLOWS ME TO CLOSE THE DOOR AND SPEAK TO ABOUT ANY INMATE ISSUES AND GET AN ANSWER. I HAVE GREAT LEADERSHIP I CAN TALK TO THE CASE MANAGERS</p> |
| <p>I HAVE DIFFERENT DAYS THAT MY SUPERV WORKS. WE DO NOT SEE EACH OTHER A LOT. THERE ARE NOT A LOT OF TEAM MEETINGS.</p> |
| <p>I have worked with my supervisor for a number of years whether it was him helping me or me helping him. I can tell him what I am feeling without being persecuted. I am heard and that is satisfying, it might not always go my way but they have heard me.</p> |
| <p>I haven't been posted at this shift long enough to really say. I'm not happy with my SGT.</p> |
| <p>I haven't had a lot of interaction with immediate supervisors. I don't really know which one I'm actually assigned to at the moment.</p> |
| <p>I just don't think that he able to answer my questions because he does not know the answers, but he is good at giving me my time off.</p> |
| <p>I just seems that there is no clarity on the instruction about what we are supposed to do. If things do not work out it is the caseworkers fault not management. Plan caseworkers for mistakes. Do not treat caseworkers like humans when we make mistakes.</p> |
| <p>I LIKE HE DOES HIS BEST.</p> |
| <p>I LIKE MY IMMEDIATE SUPERVISOR. WE ARE ALL UNDER A LOT OF STRESS. AND EVEN UNDER STRESS. NOT HARSH. EVEN IF YOU MESS UP VERY RESPECTFUL.</p> |
| <p>I like them because they treat you like people. They listen. They treat you with respect. They don't treat you like cattle.</p> |
| <p>I look up to him, I respect him</p> |
| <p>I love my supervisor to death but he does not like conflict. He does not how to respond.</p> |
| <p>I think at this point, I have been doing my job , he knows I know my job and he does not micro manage me. I know my boundaries and I feel confident and comfortable coming to him if I have questions. I like that he uses the chain of command. If I have to talk to the asst. warden, I tell him and he understands. I work closely with the asst. warden and he is okay with that. If he knows things going on with my corporals he will come to me if it is something that I can handle.</p> |
| <p>I think my bosses have done a really great job of telling me what I need to work on and what I don't need to work on.</p> |

Survey 1 Data

| <p>Q4: On a scale from one to five, how would you rate your satisfaction with the management that you receive from your immediate supervisor?</p> |
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| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied</p> |
| <p>I trained her . I trained her when she started. I have known her for a long time.</p> |
| <p>I would say not satisfied because of inconsistency and favoritism. Discipline is not impartial and it is unfair. They have those who are their friends and those who they just draw the line.</p> |
| <p>If she had more time, things would flow a little better</p> |
| <p>if they were forthcoming with answers about questions and issues we had would be much more satisfied; suggestions ignored or swept under a rug.</p> |
| <p>I'm in a different housing unit than my supervisor so I don't see him much. We don't get a lot of feedback. It would be nice to be in the same unit as my unit manager. I have a unit manager in the unit I work in but that person doesn't supervise me. I never work in the unit where my supervising unit manager is located.</p> |
| <p>immediate supervisor are under tremendous stress so you have to look at the big picture</p> |
| <p>immediate supervisor is a 4/satisfied. The next level up is a 2 -horrible</p> |
| <p>immediate supervisors are great at what they do, no questioning if they can handle a situation. everyone looks to them for guidance and they do not micro manage. they trust staff to have charge of their responsibilities.</p> |
| <p>immediate supervisors have a better feel for what is going on</p> |
| <p>immediate supervisors know what is happening with us and have no problem at all; they take care of us for what we are getting into</p> |
| <p>is managed pretty well, not a lot of confusion, certain details different from STA, pretty clear by location</p> |
| <p>It is about the same answer. Always room for improvement, but otherwise pretty satisfied.</p> |
| <p>It is not even about him being hands on it is about him keeping the employees up to date. Good communication.</p> |
| <p>I've know him for years, we get along OK.</p> |
| <p>has known both for awhile; one was laid back and the other micromanaged. can work with both - has previous experience. They could both level off to come together to change styles; same positions but completely opposite.</p> |

Survey 1 Data

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| <p>Q4: On a scale from one to five, how would you rate your satisfaction with the management that you receive from your immediate supervisor?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied</p> |
| <p>Knowledge that he has which he passes down to me plus his leadership style. He allows for growth within the position.</p> |
| <p>knows job. other supervisor knows job but is more intimidated.</p> |
| <p>Like I said earlier there are people who are working hard to make this a cohesive work environment and it has helped the morale a lot.</p> |
| <p>help. Past would help arrange weapons qualification on a weekend, but When we need help he is not there to just laughed and would not help. welfare of employees. Lost that would help us and he will not. He has a problem with scheduling. Won't go with minimums and let people off. He anticipates sick leave and other shortages, but that is impossible and not what is the is supposed to do. People are using sick leave to get the days off they need.</p> |
| <p>LT is very approachable, he's pretty level across the board with everything, bring up an issue, resolves an issue, or puts you in a direction where he can resolve, one of the supervisors that is not out to get you, will help you when you need help, not trying to focus on what bad you've done, he's a leader and mentor</p> |
| <p>lt. does a good job with what they have to work with on a daily basis.</p> |
| <p>Lt. does a good job.</p> |
| <p>Lt. on shift is understanding that staff has a life outside of facility. And if people have to leave for an emergency he is pretty understanding.</p> |
| <p>management wise - both Lts.. on shift - if I have questions problems or need time off, they work with me. If I ever have discipline, I would believe I have it coming because they are fair.</p> |
| <p>MY CURRENT SGT AND LT HAVE NO LEADERSHIP SKILLS. THEY DO NOT COMM. IF THEY HAVE SKILLS THEY DO NOT SHOW IT TO THE CPL. THE SGTS DO NOT GO TO THE LT WITH ISSUES AND THE SGTS DON'T RELAY WHAT THE LTS ARE SAYING. THEY ARE GOOD AT SOMETHINGS AND THEY KNOW THEIR JOBS BUT THEY ARE NOT GOOD LEADERS.</p> |
| <p>my direct leadership lots of times doesn't know the answer and will ask us or ask someone else to tell us; my immediate leadership is under qualified so they pass the buck to someone else to have questions answered.</p> |
| <p>My direct supervisor is She is very supportive and understanding.</p> |
| <p>My immediate supervisor he entrusts me to do my job he values my work</p> |
| <p>My immediate supervisor is a</p> |

Survey 1 Data

| Q4: On a scale from one to five, how would you rate your satisfaction with the management that you receive from your immediate supervisor? |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| My immediate supervisor is okay. At any given day I can have multiple supervisors or bosses each having their own plan. Sometimes she will give a directive but forget she gave it which creates problems with staff and inmates. |
| My Lt. is a good dude. I think all the Lt.'s we have now do a good job and handle things to the best of their abilities. Sometimes I wonder if they are under utilized in the operations and decision making of the facility. |
| My Lt. is a new Lt. and I have worked with him before. It is just getting on the same page with him. |
| My SGT and LT on have an open door policy, easy to talk to, reasonable people. they will discuss things with you. They will fix or change things for the better. |
| My super and I have a great understanding on the same page as far as goals. |
| My super is outlines my work resp specifically there is no question what I am supposed to do. My super if mistakes are made are used as ;learning experience and I am not penalized for them. |
| My supervisor is the Lt. |
| My supervisors that I have now do not lead they try to change what should not be changed and are not willing to help out. |
| No comment |
| No comment |
| No comment |
| No comments. |
| No issues or concerns. |
| ON SHIFT EVERYTHING IS PERFECT. ON SHIFT EVERYTHING IS CHAOTIC AND I ALMOST QUIT. THE SHIFT STAFF IS GOOD AT DIRECTING NEW STAFF BUT WAS AFRAID TO SAY ANYTHING TO THE OLD STAFF. EVERYONE NEEDS TO ENFORCE THE RULES THE SAME WAY OTHERWISE THE INMATES WILL PASS JUDGEMENT ON YOU. SHIFT DOES NOT MAKE PEOPLE ENFORCE THE RULES. PEOPLE SAY THAT IT IS NOT IN THE POST ORDERS SO EVEN IF MY SUPERV SAYS TO DO IT I AM NOT GOING TO. SHIFT EVERYONE DOES WHAT THEY ARE SUPPOSED TO. |
| overall picture don't want to blame |
| pretty good right now, he listens to you, tries to find out and fix it if he can |

Survey 1 Data

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| <p>Q4: On a scale from one to five, how would you rate your satisfaction with the management that you receive from your immediate supervisor?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied</p> |
| <p>pretty happy with current; was considering leaving due to past supervisor (8 months ago)</p> |
| <p>quite surprised with the management supervision that I have had from stories I hear from other facilities I am lucky to be in this environment.</p> |
| <p>Same as above</p> |
| <p>same as last comments.</p> |
| <p>Same as the one before.</p> |
| <p>Same as the previous answer</p> |
| <p>SAME REASON. THEY COULD GO AN EXTRA MILE.</p> |
| <p>same reasons; my direct manager , better sergeants that are more capable than the Lieutenant; have to put forth effort as you have the opportunity; help if management got to know their staff rather than pick favorites like high school</p> |
| <p>Same thing. I can come to them with any question or thing that I am uncertain about. It is an open door policy.</p> |
| <p>Satisfied with my own Lt from my original shift, not satisfied with one and mostly satisfied with</p> |
| <p>see every morning, if doing something wrong, she addresses it, helps to address issues with others; not blaming but helping management where they need help</p> |
| <p>See previous answer.</p> |
| <p>sees some things that are not good management style; bullying thing. inmate spit in staff person's mouth - staff went to medical to see if they had anything to worry about or not. I have the power to do that mentality. works in medical and was told to let him read the file; upset to her to show him the file. wants to be friends with everyone; most of shift are friends and get together. involved too; but has to distant self b/c of his role. Has witnessed lying to avoid getting staff in trouble; twist or embellish; is scared of confrontation.</p> |
| <p>she communicates well sometimes, but there are gaps because never sees her.</p> |
| <p>She does the best job she can do with everything she has to deal with.</p> |

Survey 1 Data

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| Q4: On a scale from one to five, how would you rate your satisfaction with the management that you receive from your immediate supervisor? |
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| SHE IS ALWAYS AVAILABLE TO HELP WITH CASELOAD AND QUESTIONS. JUST A PHONE CALL AWAY. SHE WILL TALK TO INMATES WHEN I HAVE EXHAUSTED MY THOUGHTS WE HAVE A GOOD RAPPORT |
| She is hardly ever there. She is on the unit 10% of the time, but she wants to enforce rules by her standard but she is not there to help or see the result. She is looking for a promotion and not doing her job. Superv are always trying to reinvent the wheel. They bring in systems from their old facility and ignore how we have done things. |
| shift supervisors they do a good job of explain why you are going where you are going and good with answering questions |
| SIX MONTHS AGO THE SUPERV WAS VERY BAD. THE CURRENT SUPERVISOR NOW IS VERY GOOD. |
| sometimes people skills lack depending on whether they like you; if you are having a bad day may not delve into it |
| Somewhat. She provides me the answers I need at the moment if she is present. It takes her a long time to respond to emails and the response is short and direct. Not a lot of thought put into how she says things. She has not spend much time going through how or why things are in the unit. I have expressed to her my discontent about the how and why things are and she has said that she would spend more time but that has not happened. It is a good thing that we have a but that superv is not being used enough or taught enough. The shifts overlap so one manager is wondering around. needs to be there more and check in with me. |
| Stg. and Lt. on shift have his back if something were to happen. always feel welcomed to go and talk to them. don't feel like they hold things against you. |
| supervision comes from two different areas. |
| supervisor listens to input and suggestions |
| supervisors are easy to approach and have answered when needed. |
| That also depends on the day. Some supervisors seem to be flying by the seat of their pants and others know what they are doing. |
| There are times he doesn't have time to talk to me because he has taken on such a big role. Tries to involve himself in too many little details instead of delegating them down. |

Survey 1 Data

| Q4: On a scale from one to five, how would you rate your satisfaction with the management that you receive from your immediate supervisor? |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| there is no follow up if you write an incident report. if someone has, a coworker has done something in a harassing manner there is no follow up with that. |
| There is some disorganization, lack of clear expectations, poor communication. Flip flopping in directives. |
| they are always fair with me |
| They are not leaders. Not available. Not accessible. Don't help with training. They do not come through ranks. they are overwhelmed and stressed. They are not trained or skilled. They have been hear for years but that doesn't make you a leader. People should have moved on but they have not. |
| They are not on the unit and available to provide guidance and assistance. it is hard to judge this when they are not around. They do other admin duties and the are left on their own. |
| They are problem solving with us on the stuff that comes down from the top. They are our first person to go to deal with the rules that leaders hand down. |
| They do rounds and asking if everything is okay and if I need any help with anything and make sure everything is up to par |
| They preach a lot of teamwork but they don't show it. As long as there is somebody else there to take care of the issue, that is what seems to go on a lot. |
| they will go to bat for me |
| seems to generally care about his people. He'll fight for his people. beyond his position I think is where the problem starts. |
| two case managers with tremendous experience - very supportive and understanding of what is done. |
| Manager is awesome. Listens and cares about his people. |
| wants to do her job, he won't tell her what to do, doesn't want to deal with any of her staff issues/problems; when he brings up stuff like coworkers not being assertive enough, she tells him to be more cohesive |
| We have a lot of new young Lt's. They make a lot of mistakes but admit when they make mistakes and I think that it is important that all staff knows that. |
| We have more than one. Two are not fair and one is. If I have a serious issue I go to the Lt. and I see him as my supervisor. |

Survey 1 Data

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| Q4: On a scale from one to five, how would you rate your satisfaction with the management that you receive from your immediate supervisor? |
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| We have the best two LT to work with on this shift. It seems to work. I am not seeing retaliation or vendettas. On other shifts if you try to get something done you are told no. I jump shifts based on who is managing the shift. |
| we understand each other; they know what they are expected to do and I know what I am expected to do; do what told; show up for work every day; very cooperative; work hand in hand. |
| when first was caseworker only talked when did something wrong. since first of year has gotten better; more personable. |
| When something is important to me they tend to work hard on my behalf if they are able to. They let me know I am appreciated. I believe them. I respect them and they are good people to work for. |
| when you go in to ask him a question, if the phone rings he picks it up, or he is typing on the computer, when she does ask a question she doesn't get a straight answer or she gets why are you bothering me looks or you are stupid looks. he is a drill sergeant and that is what he brings to the table at the job. |
| Whenever I have a question my superv gives me a timely answer. I had a personal incident that required rearranging my schedule and my superv fixed it within a couple of hours. |
| WHO MY IMMED SUPERV IS A GOOD QUESTION. MY SUPERV IS WORKING RIGHT ALONG SIDE. IS THE OVER-ALL SUPERV. HIGHLY RESP. KNOWS HIS JOB. WILLING TO WORK WITH US ON SCHEDULES. WORKS RIGHT ALONG SIDE OF US. |
| with one very happy and the other not so happy. the one that she isn't happy with micro manages. |
| Would depend on the supervisor that day. Over all satisfied. |

Survey 1 Data

| Q5: On a scale from one to five, how would you rate the frequency of conflict you have with your immediate supervisor? | | |
|---|--------------------------|---|
| 1 Never 2 Rarely 3 Occasionally 4 Satisfied 5 Highly Satisfied | | |
| A situation where I had asked for | day off, made my case to | and he went and lobbied and got me the day off. |
| always times; it's life. | | |
| Any questions or concerns are dealt with in a professional manner. | | |
| ANYTIME I HAVE A QUESTION OR GO AGAINST A POLICY IT IS "THIS IS HOW IT IS DONE AND HOW IT IS GOING TO BE DONE" IT IS A ONE WAY STREET WITH NO DISCUSSION. | | |
| Because he's not in my housing unit | | |
| because of the things I work on daily; obviously daily; committed to values, missionhelp me to focus on things I need to do. Look overall they are trying to do the very best too. | | |
| Because we rarely disagree. we are normally on the same page. | | |
| been here long enough to know to do job, not go over there head | | |
| both of Lt. are new to custody supervisory role and have seen them pull out the contract to review because they have done something they should not have done. | | |
| DAILY WE HAVE A DIFFERENCE OF OPINION, BUT THAT IS NORMAL. I WOULD NOT CALL IT CONFLICT, BUT DIFFERENCE OF OPINION WHERE A COMPROMISE IS NEVER FOUND. | | |
| disagreement here or there - | | |
| Do my job and I only see her once in a while. Maybe once a night, otherwise, never see her. | | |
| does what is needed to do. Conflict comes from lack of training. | | |
| don't always agree with boss, but boss so you do it. | | |
| don't have a problem at all | | |
| Don't really have conflict, that doesn't mean I agree with all his decisions, but we don't have conflict | | |
| Even including my past supervisors over the last couple years it would be rarely. | | |
| even then whatever conflict there could be is not major, different opinions, very few | | |
| feel I do my job so they leave me alone | | |
| floating under the radar | | |

Survey 1 Data

| Q5: On a scale from one to five, how would you rate the frequency of conflict you have with your immediate supervisor? |
|---|
| 1 Never 2 Rarely 3 Occasionally 4 Satisfied 5 Highly Satisfied |
| get along well; now he is not immediate supervisor |
| Given that I have a little experience, when they try to go around the procedures that they are suppose to use I will call them out on it. |
| goes with job |
| good rapport, not in trouble, trains news staff, knows all the operations; normally doesn't make mistakes, reliable, never have conflict |
| good working relationship; support one another in all areas; pleasant atmosphere |
| have a good working relationship |
| have differences but both know what to expect of each other. if there is conflict it is said and it is done with. |
| have not had any problems yet, tend to listen to input |
| Haven't had a conflict yet |
| haven't had to |
| haven't received any b forms or disciplinary action; when I did my eval for my promotion had a high rating; haven't had any conflict |
| He and I see eye to eye on most issues around here. He lets me do my job. He recognizes my years of experience and does not get in the way. |
| no union protection and cannot protect CO. He is saying it is what it is. He is not looking out for CO. They have is a problem for is poison to this facility;. |
| He handles conflict well. Our supervisor interacts with his staff well. |
| He has good communication skills, very dedicated and puts in long hours, he is very smart and if we need him we can call him 24 hours a day. |
| He is a good supervisor just avoids conflict. |
| He is easy to talk to and we get along, but he does not have the answers that I need sometimes. |

Survey 1 Data

Q5: On a scale from one to five, how would you rate the frequency of conflict you have with your immediate supervisor?

1 Never 2 Rarely 3 Occasionally 4 Satisfied 5 Highly Satisfied

he likes his supervisor and follows their instructions.

he's always supportive, and on board with staff decisions and professional.

He's very professional

I HAVE NEVER HAD A REASON OR ISSUE TO DISAGREE WITH HIM ON. PART OF IT IS MY PERSONALITY OF KEEPING A LOW PROFILE AND I HAVE A LOT OF RESP FOR HIM. NO ISSUES HAVE COME UP.

I am not a conflict person with my supervisor. I follows orders.

I am pretty no confrontational and I choose to co-exist.

I am very good with working with people and they in turn have been good at working with me.

I BARELY TALK TO HIM AND WHEN I DO IT IS WHEN WE BOTH KNOW THAT I MESSED UP.

I don't argue and do what I am asked to do; if I am reprimanded I listen and learn

I DON'T HAVE TO DEAL WITH HIM SO I DO NOT REALLY HAVE ANY CONFLICT. IF YOU HAVE MEDS SEND THEM WITH THE COUNT SHEET RATHER THAN THE SGT WALK THEM OVER

I don't think it is fair to give it an often, but rarely was not often enough.

I guess I have a good relationship with my superv even if their is a difference of opinion it is not personal. My bosses like me.

I guess my immediate supervisor is posted on the yard with me so I would see them a lot.

I HAVE A LOT OF RESPECT FOR HIM. I AM NOT GOING TO ARGUE WITH HIM. HE HAS TO DO WHAT IS BEST FOR THE INSTITUTION. IT WOULD BE DISRESPECTFUL TO ARGUE WITH HIM.

Survey 1 Data

| |
|---|
| Q5: On a scale from one to five, how would you rate the frequency of conflict you have with your immediate supervisor? |
| 1 Never 2 Rarely 3 Occasionally 4 Satisfied 5 Highly Satisfied |
| I HAVE BEEN AROUND HERE LONGER THAN MY SUPERV. IF I HAVE AN ISSUE I KNOW THE ANSWER AND I JUST GO TO HIM TO GET A SUPERV APPROVAL. |
| I have hardly any with the one I have now. The ones I have had in the past I have had problems. Their management styles needed to be improved a lot. |
| I have known my supervisor since I started and we have been friends outside of work and we get along great. |
| I have never had a conflict with a supervisor. |
| I have never had a problem with him and he has never had a problem with me. It is never personal it is always business. |
| I HAVE NEVER HAD A PROBLEM WITH THEM |
| I just follow up with him a lot on the things that he does not follow up on. I wish I did not have to do that but I do to get things resolved. |
| I NEVER GET IN TROUBLE. THE MAIN THING THAT KEEPS PEOPLE OUT OF TROUBLE IS TO SHOW UP ON TIME AND DO YOUR JOB. PEOPLE CALLING IN LATE IS ONE OF OUR BIG ISSUES. |
| I think with the level of communication between me and my supervisor there is no reason for conflict. |
| If he needs to do or know something and I help him. He knows that if he needs something done to tell me and I will do it. |
| If there ever is a conflict it is not with him it is with the new procedure we have to employ or use. |
| if there is any corrective feedback, it's usually something that's valid; never disagreed with corrective feedback |
| If there is conflict I have a hard time censoring myself. That is the only time there is conflict. But we talk through it to resolve the conflict. |
| I'm a pretty easy going person. I follow directions. |
| I'm not conflict driven. I try to avoid conflict. |
| interviewee doesn't get in a lot of conflict and if there is something that he doesn't like he just talks about it to his supervisor and it is just business. |

Survey 1 Data

Q5: On a scale from one to five, how would you rate the frequency of conflict you have with your immediate supervisor?

1 Never 2 Rarely 3 Occasionally 4 Satisfied 5 Highly Satisfied

is not confrontational; knows rank and does what needs to.

isn't much conflict that I have personally

It appears that he has enough trust in me that I will make the right decisions and take care of things which of course leads to no conflict.

It doesn't feel like a conflict because of the way they treat you.

it falls back that supervisor doesn't know what is exactly required of his job. he is told to do one thing and then is told it is not his job. and supervisor is a compulsive liar.

It is more just miscommunication, not really anybody's fault or sometimes it is organization issues.

IT'S THE TRUTH. I AM NORMALLY ASKED THE QUESTIONS.

JUST DIFFERENCES

just doesn't come up; not yet; left shift was due to conflict

JUST LIKE ANY JOB. THERE ARE GOOD DAYS AND BAD DAYS LIKE ANY JOB. MOST DAYS IT IS PRETTY GOOD.

just the nature of working with people.

My job descript I am doing other people's jobs and not what I am supposed to be doing.

n/a

n/a

never a conflict, may be a disagreement or misunderstanding. but can sit down together and settle the situation.

never conflict, things are always open for discussion.

never had any conflict

Survey 1 Data

| Q5: On a scale from one to five, how would you rate the frequency of conflict you have with your immediate supervisor? |
|---|
| 1 Never 2 Rarely 3 Occasionally 4 Satisfied 5 Highly Satisfied |
| never had conflict, may have differing opinions, if have one, dealt with professionally, nothing personal |
| never had disagreements with any of management staff. |
| never had problem with immediate supervisor and willing to help out with questions. |
| never have conflict |
| Never now |
| it was occasionally. Felt competent enough to know what you are doing, don't need someone to tell them shirt is untucked; evaluations don't tie to pay |
| No comment |
| No comment |
| No comment |
| No comment |
| no conflicts. |
| no issues |
| no issues with current supervisors |
| no one ever sees eye to eye, when she needs something on a certain day he lets it go, but if he needs something right away she gets the heat because he is under pressure with his boss but doesn't care enough if she gets her job done on time. |
| No reason to have conflict unless your are doing something wrong and hopefully the correction will be positive. |
| Nobody gets along every day. |
| None |
| None |

Survey 1 Data

| Q5: On a scale from one to five, how would you rate the frequency of conflict you have with your immediate supervisor? |
|---|
| 1 Never 2 Rarely 3 Occasionally 4 Satisfied 5 Highly Satisfied |
| None |
| None |
| None |
| None |
| none |
| None. |
| Normally not face to face because we are on work locations. Sometimes he will call us or he will show up at the work location |
| NOTHING HAS EVER COME UP. |
| ON SHIFT OUR SUPERV ARE WONDERFUL. THEY KNOW THEIR JOB AND ENFORCE THE RULES. SHIFT THEY HAVE A HARD TIME FOLLOWING POLICY AND SOMEONE IS ALWAYS BUTTING HEADS WITH THE SUPERV. I DO NOT LIKE TO STICK OUT BUT I DO WATCH AND LISTEN. |
| Once in a while I'll put in for a vacation day and he'll say no problem and then the day before he'll tell me there's a problem. That's frustrating. When you've worked here so long you earn a lot of vacation days and if you don't use them you lose them. |
| one incident |
| ones he's had, based on problems he is having with another staff member, don't feel they are handling properly |
| only had one miscommunication and it was only a miscommunication and not a conflict |
| only problem with immediate is mandatory on an overly basis; not happy with it but nothing they can do about it. |
| overtime is excessive. I will work a month straight with no days off and I ask for a couple of days off and they won't let me because they are short. This is the worst overtime since I have been here. Sometimes I will complain that a supervisor sticks a new employee with another new 6 mo. employee. |
| rarely any opportunity for conflict. there is a level of expectation placed on him and he does his best to life up to that expectation. |

Survey 1 Data

| Q5: On a scale from one to five, how would you rate the frequency of conflict you have with your immediate supervisor? |
|---|
| 1 Never 2 Rarely 3 Occasionally 4 Satisfied 5 Highly Satisfied |
| <p>rarely if at all; with above supervisors - more than there should be; when you have to go above them; that is an issue never worked at a place so anti employee; I'm watching 119-124 inmates we don't have staff to monitor inmates; going to watch me with my job union agreement is weak; good old boy rule works</p> |
| <p>Rarely to never. I do not have conflict to them. They listen to me. They value me as an employee. The delegate to me. They could do more delegation. They dept. needs to use employees strengths, but they are not available to access strength. If you are not a leader it will not be recognized.</p> |
| <p>Really I just feel like there's terrible communication here. People are really old-fashioned here. Also a lot of people don't have education past high school. Communication is poor across the board here.</p> |
| <p>See each other daily - I have daily contact with all my supervisors.</p> |
| <p>She and I might have differences of opinion on how to apply the rules and how to deal with inmate contact.</p> |
| <p>she is never there, doesn't stay there long enough to hear about; will come in when he's working so she can't talk to him</p> |
| <p>she listens and treats everyone pretty much the same</p> |
| <p>Since he has been my immediate supervisor, we have not had any conflict at all.</p> |
| <p>Since we are short on staffing mired super has been filling in and I have been working with him.</p> |
| <p>SOMETIMES I'LL HAVE TO EXPLAIN WHY I MADE A DECISION OR WHY I DID SOMETHING SOME WAY. HE USUALLY UNDERSTANDS.</p> |
| <p>sometime supervisor tries to micro manage with consent reminders and on their backs.</p> |
| <p>Sometimes miscommunications just happen. If there was an option for extremely rarely I would have gone with that.</p> |
| <p>talks to him every once in a while; could do more talking to about what he needs to work on.</p> |
| <p>The only time if there is any conflict, that is the only time I get talked to at all. So I rarely talk to my case manager.</p> |
| <p>THERE ARE JUST THINGS THAT COME UP WHERE THERE IS GOING TO BE A DIFFERENCE OF PERSPECTIVE. BETWEEN MANAGEMENT AND LINE STAFF. I.E. MAND OT</p> |

Survey 1 Data

Q5: On a scale from one to five, how would you rate the frequency of conflict you have with your immediate supervisor?

1 Never 2 Rarely 3 Occasionally 4 Satisfied 5 Highly Satisfied

There are some misunderstandings.

There has been no conflict since I started this new position

there's always more to say - understanding at the end of the day.

They are not there to have conflict and I try to avoid conflict.

THEY HAVE AN OPEN DOOR POLICY AND USE IT. IF THERE IS AN ISSUE THEY CALL YOU UP AND YOU TALK IT OUT. THEY ARE BOTH VERY GOOD AT LISTENING TO THEIR STAFF.

they will correct if you do something wrong, but things are improving.

trying to get trainings done

Usually in regard to workload or policy changes that I don't think have been very well thought out.

Usually see my direct super at least once a day and in passing.

Usually the conflicts arise from requested clarification.

We all have our own personal opinions and we have to put them aside for their decision and in the end they are the boss. They will listen but in the end it is their decision but they will tell you why they are doing it that way.

We avoid each other

WE DO NOT DISAGR THAT MUCH. WHEN WE DO DISAGR WE ARE NOT TRYING TO CHANGE EACH OTHER'S MINDS. WE ARE JUST TRYING TO GET THE OTHER PERSON TO SEE WHAT EACH OTHER ARE THINKING. I HAVE NEVER LEFT WORK MAD ABOUT A DISAGR WITH MY SUPERV

WE HAVE DISAGREED OVER SOME SEC MEASURES. HE STICKS TO THE BOOK. HE WILL TRY TO WORK WITH YOU, BUT IF IT REQ A POLICY CHANGE HE IS NOT GOING TO DO IT. HE DOES NOT CARE IF WE GO OVER HIS HEAD.

we have had conflicts but not an issue; works well with working it out between us

We have yelled at each other in the office, both alpha males. constantly defending himself or someone else. It happens, we get along after that.

Survey 1 Data

Q5: On a scale from one to five, how would you rate the frequency of conflict you have with your immediate supervisor?

1 Never 2 Rarely 3 Occasionally 4 Satisfied 5 Highly Satisfied

We just all get along. They are accepting and welcoming. Door is always open.

WE JUST DON'T HAVE CONFLICT. WE SIT DOWN AND TALK THROUGH THINGS. THEY ARE VERY GOOD TO WORK WITH.

We never have problems. It always gets worked out.

We never really seem to butt heads. my only issue IS THAT THEY COULD SHOW MORE CREATIVITY ON POSTING OF RELIEF EMPLOYEES SO THAT THE SAME PERSON DOES NOT GET STUCK ON THE SAME CRAP

when I first started there may have been some different views, but over the year of being a supervisor we pretty much know each others work habits and talk to each other.

Survey 1 Data

| Q6: On a scale from one to five, how satisfied do you feel about the way your job performance is evaluated? |
|--|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| 5 in how they talk about him and how he does his job. but he doesn't feel like evals been anything. so in that aspect a 2 because there is no motivation to do a good job. and since he has been here he has never won any awards and he does a lot. for years, the evals are the same thing. he's never been promoted. it doesn't really matter also because there are no pay promotions. |
| I have 14 A forms...pat on the back thing...some of those suicide; helping with problem; finding a weapon on duty and I have gotten quite a few more than others; no bonus/no benefit but it is nice to have a pat on the back once in a while. |
| - I know I do a good job. I don't get a lot of complaints. I skim through the eval and sign off. It is the same as last year. If there is a problem the superv lets me know and I fix it and move on. I try not to make the same mistake twice |
| after years, they just mark; now self eval, we are doing all the work and they are doing nothing about it. |
| always been given a fair evaluation. if lacking in an area, it is noted and advises how to fix it. |
| always room for improvement; more training. What is done can be looked at differently. |
| based on past eval supervisor is gone now; wasn't done fair. |
| basically a print out of things they need to go over, don't go after how you truly are at your job. doesn't cover how you are with inmates, or individual topics, and if rating an individual it should not be generic. |
| because they say the same thing about everybody and give them the same ratings; I believe I should get better than what I get |
| been with doc a year, probation ended at 6 months would like to have got called into the office to be told what he is good at, where he needs improvement. would like to have this sort of guidance every 90 days. |
| BIG PICTURE THE EVAL ARE TOO GENERIC OF A FORMAT AND TOO IMPERSONAL SINCE THE SUPRV DO NOT CARE ABOUT GIVING AN ACCURATE EVAL. NEG FEEDBACK IS GIVEN OVER THINGS OUTSIDE THE EMPLOYEE'S CONTROL SOMETIMES INACCURATE INFO IS USED. |
| bit too cookie cutter; evaluation process categories are too sterile. |
| didn't get an eval last year; got lost in the system. now it's back and forth; seems to be the program itself, the EDC. |
| does get a performance evaluation. |
| doesn't know how they go about doing evaluations but has been treated fairly on them |
| don't buy into the Perf eval on annual; feedback should be immediate to be useful, should be more interaction with supervisor and ee to address issues |

Survey 1 Data

| Q6: On a scale from one to five, how satisfied do you feel about the way your job performance is evaluated? |
|--|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| don't understand performance evaluations. they just repeat the same questions over and over and don't change the questions to ask what she actually does. |
| during the eval process, some of what they eval us on is not even relevant to our job but that is how the system works and what we use; our supervisors would remove those items if they could |
| EDC specially the first 10 questions does not apply to NDCS. If you have an employee that is doing a great job we cannot reflect that for the employee. They have made it so broad to cover all state employees that it does not apply to corrections. They should go back to the paper ones we had before. It should not be that difficult to hire an person to devise an evaluation that is specific to the department. The evaluations our supervisors give are fair, it is based on our own actions. |
| eval fairly easy meets or exceeds, volunteer lot of collateral duties |
| evals don't matter. they don't affect any aspect of job. |
| evals have no bearing on job; it's great that they are done, but don't have any meaning. Lack of recognition on paper. |
| evals reflect job performance |
| Evaluated by people in an office who only see things through a camera. They evaluate you on one instance So how can you properly evaluate someone's performance based on that? |
| evaluation process is superior than it use to be but minor instances are being blown out of proportion for the evaluation. one hiccup seems to bring score down despite all the good you do. |
| evaluations are done every year; don't do any good for us, not used for bidding, not used for raises, can be worst employees; some of us opt not to do them; she hasn't been evaluated; common sense goes a long way; don't get evaluated; policy - learn these as you go; can't fix stupid |
| evaluations are fair. docked points were known about prior to. but the evaluation form is generic. feel like they just copy and paste without going into any depth. |
| evaluations are okay the way they are |
| Even though my last one was really good I am dissatisfied, it is difficult, under my previous sergeant, my evals were midrange, and now my recent evals have been exceptional. There is a lot of very personal opinion that ends up in the evals. |
| feels like does a good job and it shows. Timely. |
| for being here 5 months, only received 1 evaluation, supposed to get one every month, sitting here expecting one for each month, should have 3, can't work on anything if I don't know what's gone, ask a supervisor, if he gets to 6 months and is still on probation not going to be happy with outcome |
| Former SGT was arrogant and manipulative - gave me a negative review when my performance was excellent - |

Survey 1 Data

| Q6: On a scale from one to five, how satisfied do you feel about the way your job performance is evaluated? |
|---|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| gave me an exceptional review |
| Gave me one in the second month and then just told me I was off probation. Only here 9 months so have not had an annual review. |
| get an eval once a year, if they pay attention, you get what you deserve. |
| get pretty good reviews. |
| gets recognized for what is done on the job. |
| got a fairly accurate response. but the process as a whole doesn't feel that process as a whole if correct. evaluation is too opinion based, and driven off supervisors who have had a bad day. some staff could be a good employee, but supervisor doesn't like them so they get a lower score. it is not merit based but opinion based. |
| has had a one month and a two year evaluation. Not a six month, or an annual. |
| Hasn't happened yet |
| have gotten better about who evaluates staff, but better at matching up evals with supervisors who have interactions with staff. |
| haven't had one on this shift, people are confused with new eval, people guessing |
| he does tells him what he needs to do right. |
| He's not in my housing unit and he doesn't even work on my shift for most of the time. How would he know what I do? It doesn't make any sense. |
| How they rate us does not equate to what are duties are. |
| I am suppose to be getting an evaluation in the next month. It was not yearly like it is suppose to be. My team leader quit 3 or 4 years ago and he told me what he gave me on the eval but I never did get the eval that he gave me. I have not had an evaluation for a couple years because I have a different team leader now. |
| I AM UNDER APPRECIATED. |
| I came here and I've been told I'm doing a good job, but I've never seen anything in writing |
| I choose not to answer further. |

Survey 1 Data

| Q6: On a scale from one to five, how satisfied do you feel about the way your job performance is evaluated? |
|---|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| <p>I did not get an eval this last period. Everybody is playing the blame game as to who is suppose to do it. There have been quite a few evals where everyone gets a dissatisfactory across the board because of one person's behavior. They were advised that the warden wanted the supervisors to give everybody a low score because if it is one person's problem, it is everybody's problem. I don't see how you can punish everyone for one person's poor behavior.</p> |
| <p>I did not like the way they evaluated me this time. Last time it was a five and it was a four now. I got a 3.2 when I was employee of quarter, employee of the year for corr, and I am getting the governors recognition award. So how did I get a 3.2 out of four. Rater changed. Sgt probably only clicked avg and did not look at past performance and awards.</p> |
| <p>I do what's asked of me whether I like it or not. I know what comes with the job.</p> |
| <p>I don't care. I sign them in advance. I don't even read them. I know I am doing a good job.</p> |
| <p>I don't have a feeling one way or the other</p> |
| <p>I don't think he puts that much effort into it, but he gives me good reviews. We do it together or I do and he signs off on it.</p> |
| <p>I don't think the job evals accurately reflect the additional duties we have been assigned. As far as the process, I think it is very good.</p> |
| <p>I feel 9 out 10 times the people who are doing the evaluating don't even know the work of the people they are evaluating; a lot of times they don't even work in the same areas and may only see them in roll call; staff doing the evaluations work in complete different areas of the institution and doing an evaluation . They don't mean much...just go into a file and don't pay attention to them.</p> |
| <p>I feel that I am given a grade I earn a grade if I put forth the effort; they follow suit and know what I need to do to improve. They let it be know when it is good or I need to improve.</p> |
| <p>I get good evals I have never had a bad eval - the new system the way that they do them is not job specific - our old one said you are a sat and this is X% OF your job now there are 20 options with complex standards that generic and apply to a business - not an accurate reflection of what we do - not specific to a job like it used to be - works generically, but not job detail</p> |
| <p>I got a great evaluation score but I was given it right when my supervisor got here, so I don't think my supervisor knew enough to give me that score, if that makes sense.</p> |
| <p>I have had evaluations where "they" have called the Sergeant that did my evaluation and told him he had to change it because it was scored too high.</p> |
| <p>I HAVE HAD GOOD ONES.</p> |
| <p>I have never been one to go around needing recognition but it would be nice to get it once in awhile.</p> |

Survey 1 Data

| Q6: On a scale from one to five, how satisfied do you feel about the way your job performance is evaluated? |
|---|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| I have never had an eval. If I ask for feed back on a specific thing I get it but no one has ever sat me down and said this is what you do well this is what you do not do well how can we improve it.; |
| I have never seen one. In three years. |
| I have no idea what they use or evaluate |
| I HAVE NOT GOTTEN MY ANNUAL YET AS MY SUPERV IS ON VACATION. |
| I HAVE NOT HAD A EVAL IN AWHILE. I DO NOT KNOW WHEN, WHERE OR WHY THEY ARE DONE. |
| I have not had a performance evaluation for two years. I said something to my sergeant but it was not followed through on. It is pretty busy in admissions. |
| I have not had a review as of yet.; |
| I have not had an evaluation since I became a [redacted] I have been a [redacted] for 16 months. My annual is due in December and I did not get one last year. |
| I have not have any evaluations done yet. I have had verbal feedback but not written evaluation. |
| I have not heard anything about my evaluation. I do not think I got a 6 month one either. It is kind of weird because I do not know if I am going alright or not. |
| I have only been told about my job performance once. They have only done one monthly eval during my six month probation. |
| I have worked various hours where I was getting up [redacted] at a different location and this was not notated in his review. |
| I haven't been eval for a year and six months. |
| I haven't been here very long and have only had one review. Lack of experience. |
| I haven't really received an evaluation since I've been here, but the one I received at [redacted] I didn't feel I got as much credit as I should have |
| I just got my annual review 2 wks. ago. I could have said highly sat but everything was not max out. I strive for max and they were not unfair. |

Survey 1 Data

Q6: On a scale from one to five, how satisfied do you feel about the way your job performance is evaluated?

1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied

I like the fact that we do an annual eval. Lets us know where we are at. A year is a long time to eval someone. Do not know the criteria and whether it reflects how a position should be graded.

I like them because it is a good professional way for my supervisors tell me what I do right and what I need to work on.

I never read what they write.

I notice the last time I did self evaluation, my scores were higher from my supervisors; I am harder on myself when I self evaluate.

I screw up just like anyone else

I think they are not useful and when I do mine I just go down the middle. Your evals work against you in promotions. I don't think they actually measure what we do, like the amount of time we put in.

I wish that management knew how much more I do than what they think.

IF YOU LOOK AT WHAT YOU CALL THAT THING IT WAS MADE BY SOMEONE THAT HAS NEVER WORKED A JOB.

I HAVE ONLY BEEN EVAL ONCE OR TWICE.

I have been here I have never had an evaluation. I did get notice I was off probation but nobody talked to me. I got a couple A forms for doing things right a couple time. It is an atta boy and they need to do much more of that. We also need to be constructively criticized at times.

In the reviews in the past I really did not get much out of it. It seemed like it did not matter what I had done I got a rating like I got the year before.

is based on what is done; is satisfied.

It comes down to being graded, it has to do with having different roles, some people may have more roles than others.

It doesn't make any difference in your pay.

It is freq feed back. It is a good way to get constant feed back. You don't have to wait a long to time to know if you are doing it right or not;

Survey 1 Data

| Q6: On a scale from one to five, how satisfied do you feel about the way your job performance is evaluated? |
|--|
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| it is just a pat computerized system, it does not reward the employee goes above and beyond in their job. could do 10 times more work than someone who sits on the phone all ay long and get the same rating. |
| it is not the supervisors, it is the new computerized system for doing annual reviews. you have to go through a checklist, and then at the bottom there is some dispute about some button to push at the bottom of the screen, then it goes to your supervisor and he does some stuff and then it comes back to you with your supervisors input and then come point it gets forwarded to the captain. bad program, the button on the bottom doesn't tell you where the document is going next. and it is hard to figure out. |
| IT IS THE SAME SCALE FOR ALL THE STAFF. IT IS AN OUTSIDE PROGRAM THAT IS NOT TAILORED TO THE JOB. IT HAS WEIRD QUESTIONS THAT DO NOT APPLY TO CORR. THE EVAL DO NOT MATTER AS THEY DO NOT EFFECT PAY. NOTHING BAD OR GOOD WITH COME FROM THE EVALS. |
| It seems a little cookie-cutterish. It's the same template, for the most part it's the same. |
| It's horrible the way we do it now. We used to do it on paper and now we do it on the computer and the scores don't make any sense. Verbally they say I'm doing great even though the system doesn't show it. It used to be awards, but wanted to make sure everyone got awards so that don't mean anything anymore. There's a lot of good old boy still going on. The new director hasn't stopped that yet. But that's the Governor's fault. |
| It's inconsistent. They have their favorites. If you're not one of those anything that you do you get disciplined for while you see your coworkers calling in sick every week. If you call in sick once you get disciplined. This is not hearsay, you actually see it. |
| It's set more for a production style job. Like a manufacturer. Not geared toward what we do here. |
| Its very specific and it goes through a lot of hands. My superv to next higher back to my superv to me and back to the superv. Five point system but way to many things are measured. They do not meaning anything. No raises or anything based on evals. |
| just got a review recently - very thorough and accurate; categories are sufficient; don't have any complaints; doing a good job |
| we went through evaluation; some questions on there that I was rated 4 (out of 1-5) |
| means nothing, doesn't effect wages, waste of time to do them. could care less |
| Mine is being done by my Sergeant, then goes up to Lt. He is right there so I feel he knows what is going on and can't ask to be more fair than that. |
| My direct supervisor is my _____ and she knows the ins and outs of how I do things and she is fair. My _____ and I like each other and she does not doctor the evals. |

Survey 1 Data

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|---|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| My evaluations have always been good even when I was on _____ shift and they always are asking me to promote. |
| MY JOB PERFORMANCE IS JUST SOMEONE ELSE'S OPINION. DEPENDING ON WHO IT IS YOU COULD GET TWO DIFFERENT OPINIONS |
| My managers recognize my strengths and skills and how I use them to do the job _____. I am concerned with my upcoming review as I changed _____ managers and I think it should be a dual review since I spent most of the year with my old supervisor. I asked for that from my _____ before I took the new posting. I was locked out of my area to review my eval. I am not going to be able to do my self review as my _____ has not taken steps to open the program for my self review. I want to do the self review to list my goals. |
| my supervisors are sincere and honest and if I have a problem with my job they will come and tell me. Only two of my years that I have been here have not been above average |
| my supervisors know my capabilities and use me where ever they see fit and I am capable |
| n/a |
| need to do away with evals or go in a different direction; try something else |
| never got a bad rating from boss. _____ he mentioned that he doesn't realize how much he appreciates her until she is gone. maybe doesn't know how to express gratitude. |
| new employee to not know for sure. |
| no comment |
| No comment. |
| no individuality to it; all general. no selectivity between employees. |
| old enough I know what I do and I don't need an eval; always been a good employee; _____ I know the ins/outs of mgmt. until I retire again. |
| on first 6 months, supposed to get perf reviews each month, hasn't happened, 1 month completely missed, got 2 performance reviews on same day, short, trouble with keeping case workers, with all the shuffling, not staffed to do, dissatisfying that perf reviews aren't happening as frequently, perf reviews helpful, wish more frequently, especially new staff, progress so quickly from training to on the job, more reviews so you know what administration/supervisors as to how doing, sometimes think she is doing well, then a month later - was entirely wrong; more frequent feedback |
| OUR EVALS DO NOT MEAN NOTHING. I HAVE NOT HAD AN EVAL FOR TWO YEARS. I DO NOT KNOW WHAT THEY THINK OF MY PERFORMANCE. |

Survey 1 Data

| Q6: On a scale from one to five, how satisfied do you feel about the way your job performance is evaluated? |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| <p>Our evaluations don't really mean too much...we get told that we do a great job all the time, but very rarely does anyone get an A Form here. I got 4 or 5 of them in a year. When I got an A Form it really meant a lot. I don't know what I can do to get one here. I do like the evaluations I just wish they meant more in the long run.</p> |
| <p>Our yearly evals don't mean anything. It does not affect my paycheck or my hours. It is pointless. Whether I get a great eval or a terrible one, it has no weight on my job.</p> |
| <p>overall is done well; think it can be haphazard at times - how it done - who does it; how each person interprets the criteria, there is leeway and could be modified.</p> |
| <p>rating is fair, some questions are not appropriate for his job title, some areas are left out of what he does on a daily basis because the uniqueness of the facility, more than a caseworker at this facility, doesn't think taking out work would adjust his score.</p> |
| <p>Recently in the last year and a half or two years. Prior to that I was satisfied but I understand there is a new system but the Lt. did not get it done so basically I got a generic score because it was not done on time. You hear that the evals don't matter because you get a raise no matter what. But to me they matter, they have always mattered. It bothered me that my score was just generic.</p> |
| <p>reviews have been fair; when criticism is deserved it's fair. Done timely.</p> |
| <p>Right now our eval are on computer and have not been told how to view the eval. As long as I am still employed I guess I did okay. There is no feed back.</p> |
| <p>since day 1 every review I have had has been very good.....am I really doing that well. I guess I am doing OK</p> |
| <p>Since I have been here I have not rec's an eval of my work as they see it except immediately after staff training academy.</p> |
| <p>Since I have been in this position I have not had a review.</p> |
| <p>Since they have gone to the team within a team concept, the evals have gotten a lot more personalized, makes you feel like somebody is actually paying attention to what we do and like it is appreciated.</p> |
| <p>slightly dissatisfied; the things that relate to my job. a lot of the categories don't pertain to my job and they cannot evaluate me on my job and it is impossible for me to get an excellent evaluation.</p> |
| <p>so so about them; timeliness not an issue</p> |

Survey 1 Data

| Q6: On a scale from one to five, how satisfied do you feel about the way your job performance is evaluated? |
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| some of those things I have been talking about...rewards and not aligned with the principles we have here. Doing the best they can the way we are paid here does not provide incentive a lot of purpose here to help improve inmates lives; problem is much more difficult physical/financial, mental/opportunity, spiritual/purposeful, social/emotional/treating people good people are trying but these things are not being carried out here and result in lack of trust, rebellion, quitting. calling in sick. |
| sometimes you get evaluated by someone you don't even work around and how can they evaluate you when they aren't even associated with you at work |
| SOMEWHAT. SGT HAS GIVEN ME THE SAME 3.4 RATING FOR THE LAST THREE YEARS. THEY JUST PENCIL WHIP IT TO GET IT DONE BECASUE SOMEONE ELSE IS BREATHING DOWN THEIR NECK. |
| supervisor was accurate. |
| Supervisors are in charge of so many people they don't take time to explain it. There are also about 10 other people there when they do it. If you're lucky you get a one on one but there are a lot of people who hang out in the LTs office. |
| supervisors recognize commitment and dedication and level of performance used in performing duties. and it is reflective in reviews. |
| TAD BIT. PEOPLE DOING MY INTERVIEWS HAVE NOT WORKED WITH ME. THEY GO OFF WHAT OTHER PEOPLE TELL THEM ABOUT ME. |
| The evaluations are a bookkeeping thing. required to do but have no bearing in regards to promotion or raise or anything. In my opinion they're worthless. |
| The first year under the I got my worst eval ever. I just got eval in Aug and I got an above avg score. the amount, quality, and extra work I do should get me well above how I was scored. |
| The individuals that are doing our evaluations are rarely around us to even know what we do. The way they scored this year even though the written portion equal or above standard the ending point system should a lower point score. I asked about it and she said "it is new and there is nothing I can do about it". My team leader/evaluator just asked others who worked around me more how I did. |
| The job duties I have as a are very different than if I was a at any other institution. |
| the perf eval is nice to be told, did good job. seems like work goes unnoticed. |
| The perf evals is general. It does not give a good overall eval of actual performance. No detail. A lot of canned statements. |
| THE PERSON THAT DOES MY EVAL DOES NOT SEE ME DO MY JOB. SHE LISTENS TO OTHER STAFF And has NO PERSONAL EXPERIENCE. SHE SHOULD WATCH ME DO MY JOB. |
| the reviews don't matter bc you only get a certain % raise whether you are a good office or a bad officer so the evals are pointless |

Survey 1 Data

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|---|--|
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| | the scale that we go off of is flawed. to get a perfect score you have to be above excellent. it should be reflective if you exceed standards and not just get an average score. numbers do not reflect work habits. |
| | THE SUPRV THAT DO OUR EVAL DO NOT SEE US WORKING. THEY GO OFF HEARSAY OR ASSUME THINGS. THEY ARE NOT THERE TO EVAL. THE SGT MAY SEE YOU DO SOMETHING. THE SUPERV DO NOT KNOW WHAT YOU HAVE DONE, WHERE YOU ARE AT, OR WHAT YOU ARE DOING. THE SUPERV HAVE GUIDLINES FOR FOLLOW IN DOING AN EVAL BUT THEY HAVE TO MUCH DISCRETION AND DO NOT USE FACTS. SUPERVISORS ARE NOT CONSISTENT IN THE EVALS. ONE SUPERV RATES HIGHER THAN OTHERS. |
| THE SYSTEM COULD BE BETTER. IT IS THE SAME SYSTEM CORR BASED EVAL. | IT SHOULD BE A |
| | the way done now over computer...haven't seen one for awhile...believe they get done...the way they are scored is accurate. |
| | They are always asking for opinions. Very open about job. |
| | THEY ARE FAIR. WHEN THEY DO MY EVALS THEY POINTOUT THE PROS AND CONS. THEY DO NOT DWELL ON THE CONS, BUT ENCOURAGE ME TO DO THE THINGS THAT I AM DOING RIGHT. |
| | THEY DO 1/4 EVAL AND IT IS A GOOD PROCESS. |
| | They don't know, my immediate supervisors don't see me work. They're always in the office. I think they pretty much grade everyone a 3.0 because it's the State. It doesn't matter because it doesn't mean nothing. It's another one of those paper things that the state wants to see. |
| | They expect certain things of you but don't explain how to do those things. Yet they critique you on them. There's no way you can achieve the goals because you haven't been trained how to do them properly. It's almost as though they look for certain things so you're never going to get a really good evaluation. |
| | they haven't given me a wrong eval; correct in areas where I need to improve |
| | THEY JUST PUT A NUMBER ON THERE AND I DO NOT THINK THAT THEY LOOK AT IT THAT CLOSE. I DO NOT THINK THEY HAVE A PROBLEM WITH MY WORK IF THEY DID THEY WOULD TELL ME. AS LONG AS I COME IN THEY ARE HAPPY AND I KNOW MY JOB. |
| | They really have not effected me over the years. I am stagnant in the position have. In the past I got perfect scores which I guess makes you feel good but |
| | They sometimes are so busy they do not have time to evals |
| | they stay on top of the perf evaluations here. |
| | They're done uniform checks. They've also given an evaluation of how I'm doing and they let me know what I need to work on. |

Survey 1 Data

| Q6: On a scale from one to five, how satisfied do you feel about the way your job performance is evaluated? |
|---|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| They're not out there to see what we're doing |
| SHIFT MY SUPERV COMES DOWN AND OBS ME DOING MY JOB. SHIFT THEY JUST WRITE SOMETHING DOWN. THEY DO NOT CARE WHAT YOU DO UNLESS YOU DID SOMETHING BAD. THERE IS NEVER ANYTHING GOOD JUST THE BAD. THE SHIFT NEVER COMES AROUND. SO THEY MUST EVAL ON HUNCHES. |
| This facility in particular. I got one every month a , while on probation. Since leaving there I was to get my eval on I logged in because he told me it was there, it said incomplete. I showed them it was not there and showed others too. Three months later it is still not resolved. |
| thorough in what expectation are and the evaluations are the same each year and when he does not meet expectations he is told how to improve. |
| turn in monthly reports that don't get looked at until annual. Evaluates based on what is turned in, not on personal observation. Not an on-going - it's all of a sudden. You fill out your part, they do theirs and then meet. Caseload is different so duties are different. Evals are not objective and fair |
| was on unit 1, if on at unit 2; can't judge ability; the program is straight forward; pretty generic |
| We are asked to do a self eval in advance and I felt like the answers and input I gave were weren't read or considered at all. So I felt that was a waste of my time that took time away from my job. And there wasn't so much of a back and forth as much as the evaluator giving their opinion. |
| We are not based on merit so they do not scrutinize to closely. I am an average employee and that is what I get. They are fair about it. |
| We are suppose to get a one month and then a 6 month. I just got my one month. It is not that dissatisfied, it just does not make a whole lot of sense. My one month did not get done till month 5. I had not used any sick in the first month of employment. And the one time sick will probably show up on my 6 month too. |
| WE DO YEARLY EVALS. I HAVE NEVER HAD ANYTHING BAD TO SAY ABOUT A EVAL THAT I RECEIVED. THEY TELL ME WHAT I AM DOING WRONG AND WHAT I AM ABOVE AVERAGE ON. |
| we don't get evaluations; I don't know how my performance eval. I had to plead and beg to get my 6 months eval. |
| We have changed the way they did them with in the last month. The state evaluation did not work for our type of work. |
| when does eval, just looks at last few weeks, doesn't look at the entire performance period |
| When if first started promoting I asked how to approve but got nothing. I learned all the jobs in my office. I took over the duties of they other guy that left. at my score is lower and goes down each time. |

Survey 1 Data

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when performance is evaluated they are not out on the field with staff...so it likes they are just guessing.

Where as I have received above avg yearly evals there not taken into account as much as they should be they are not timely.

IT IS A DAY TO DAY REVIEW OF PERFORMANCE RATHER THAN
1/4 OR YEARLY. WE ALSO GET POSITIVE REVIEWS. PAPER INTERVIEWS ARE NOT SO GOOD. PEOPLE GO YEARS WITHOUT AN
OFFICIAL REVIEW.

within last few years, computer based performance eval, no one picks anything, he does self eval, manager does eval, keeps
more level playing field

Survey 1 Data

Q7: On a scale from one to five, how consistently do you feel that employee job performance is evaluated at your facility?

1 Very Inconsistently 2 Inconsistently 3 Neutral/No Opinion 4 Consistently 5 Very Consistently

3.5 it depends on supervisor doing the evaluation. there are some supervisor who are not always there and they have to go off of what they imagine. and then their supervisors can either go off of that or do their own investigation. so it is not really accurate. probably those that have closer relationship with supervisors get better evaluations.

A lot of the base job duties, there are some people who have more roles in the department and we are still graded on the same level no matter how much work we do.

a lot of times things are not applied to people equally, what he's seen in other scenarios, applies to evaluations; people share evaluation, not clicking in his head; not fairly across; one corporal left shift because he wasn't evaluated fairly

again no one cares, and waste of time; doesn't affect anything. in the 10 years he did them, only one person asked for feedback on how to improve. Average employee - where do I sign, want a copy - NO, don't look at scores that are given.

AS A WHOLE IT SEEMS SUPERV WILL TALK TO STAFF ABOUT A TASK THAT WAS DONE WRONG. THEY WILL COUNSEL, BUT SOMEONE THAT THEY HAVE KNOWN FOR FIVE YEARS THEY WILL NOT SAY ANYTHING. THERE IS A LOT OF FAVORTISM. YOU CANNOT BE CONSIST IF YOU ONLY EVAL PEOPLE YOU ARE NOT FRIENDS WITH.

base on my own experience and no one else....very frequent and consistent

basically don't believe they are effective

Because different people are doing them.

because evals are done by different personalities. A lot of supervisors won't have the necessary conversations; simply because supervisors have different thoughts and interpretations. one person was evaluated on caseload, but was on original probation and caseload work was not part of duties yet.

because when I started....probation was 6 mo.; at 6 mo. I had not received an eval and didn't get till

Been here for six months and I have only been rated. I assume that since I am not being yelled at I am doing okay. I have only had an eval meeting once not every month as they were supposed to.

Being a super even before the eval is due we do it a month prior and give it to the employee

certain people are treated better for no particular reason

consistent on the fact if you do something wrong it is reported. but if you do something right then it may go unnoticed. there is never any "ohh you did a good job" a lot more negative reinforcement than negative reinforcement.

Constant change in the way it is done. Change if and when it is done. Then for instance six are under me
two are up for evaluation and it has been two months and the eval has not been initiated. Probably due to the huge turnover in management.

depends on supervisor and because there is no significance; low on priority list.

depends on the supervisor.

Survey 1 Data

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|--|
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| different supervisors evaluate differently. he has been through 3 supervisors so far and sometimes a staff member that does a poor job gets the same eval as someone who does a great job. thinks it may also be laziness in not wanting to complete the supervisor and no focus on how the job in actually being performed. |
| do same process for all employees |
| doesn't know what's on others evaluations but based on interactions can tell that personal feelings get passed on in evaluations and can negatively affect individuals evaluations. |
| doesn't have any information for form basis of opinion |
| doesn't matter because everyone gets the same cost of living raise. |
| done every year on anniversary date or within the month. |
| don't have staff that mess up stay around. Those that are messing up are reprimanded or dismissed. |
| don't know how they are done. |
| don't know regulation to respond |
| don't know that I have sat down 15 times and had an evaluation |
| don't know what everyone else gets so can't say |
| don't really know that other than yearly, performance is not really evaluated |
| each supervisor evaluates things differently |
| EVAL IS USUALLY ONE YEAR. |
| Evals are done online by SGT and LT twice a year, but no one really pays attention to it. |
| Every year. |
| facility runs off of a buddy system and no off of who does job efficiency. those who are admins staffs friends are the ones that get recognized every time. |
| feel it is getting done correctly. |

Survey 1 Data

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feel the in are evaluated consistency but not to those in get sick leave monitors, but not in

feel they could go out and get more input from others.

For me I feel that I get good marks. The people that do poorly do not have anything done about it. Evals do not make any difference.

For me I have not had an eval yet.

happens yearly

has had 2 evals; have employees that fall asleep; abuse sick leave; those needs to be dealt with. have an employee on probation now.

Have not been here long enough.

hers in usually on time. and they are fair.

I just don't know how they run things out here.

I AM EVALED ONCE A YEAR. I WOULD LIKE TO BE EVAL 2-4 TIMES PER YEAR. YOU CAN DO A LOT IN A YEAR THAT COULD BE FORGOTTEN.

I do not know.

I am on track to have the correct number of evals.

I DO NOT KNOW HOW MANY PEOPLE ACTUALLY GET EVAL. WHO EVALUATES THEM OR IF IT IS EVEN THE SAME PERSON. THE SUPERV DO NOT TAKE TIME TO SIT DOWN WITH PEOPLE AND GO OVER THE EVAL.

I don't feel we get evaluated enough on a regular basis too few and far apart.

Survey 1 Data

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I don't know how or when evals are supposed to be done. I have never had one here at

I DON'T KNOW HOW THEY JUDGE EVERYONE ELSE. I KNOW THEY JUDGE ME FAIRLY. I DO NOT KNOW WHAT IS SAID BEHIND CLOSED DOORS.

I don't know of anyone that has been evaluated on performance. If you do something wrong you will hear about it, but that is in extreme cases.

I feel like the yearly eval is enough give that we are also doing diff kinds of training every year and that gives time for changes to occur.

I have had two job evaluations in three months telling me how I am doing.

I have heard people say that they were here for a year before they got there 6 month. Seems like it is an impromptu thing rather than on a schedule.

I have no opinion. We self evaluate and the computer alerts everyone that has to take action.

I am confident that they are done at this facility. I just do not know how much value I have ever gotten from an evaluation.

I have not witnessed in evals

I have noticed a lot of employees even if it is not their shift that they try to get if fixed even if it is not their job.

I HAVE ONLY HAD ONE THIS YEAR. I CAN'T MEASURE IF THEY ARE LATE SINCE I HAVE ONLY BEEN HERE

I kind of just worry about me

I KNOW THERE IS SEVERAL OF US THAT HAVE NOT HAD AN EVAL.

I know they do the perf rev when they need to be done.

I think it depends it is objective and not subjective. It is based upon opinion which can vary widely.

Survey 1 Data

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|---|
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| I THINK THEY DO IT ONCE A YEAR. |
| I think they pay more attention if it is negative than if it is positive. If you do something wrong it gets more attention. |
| I was 4 months past my probationary period before I got my 6 month/off probation eval. That supervisor is no longer here. |
| if not at all, below 1-5 scale for housing unit; when in custody, much better about evals |
| If you are a boss's favorite you get a good rating and if you are not a favorite you do not get a good rating. You have to be a butt kisser and I am not very political. Had a supervisor that wrote to misconduct reports in a year which is impossible doing cell searches and got employee quarter because he did not rock the boat. |
| I'm not involved in seeing anyone else's evaluations. I don't supervise anybody. |
| I'm not really sure what other staff are doing. If people make a mistake it can be corrected. |
| in occasionally seems that some people are favored and evaluated differently than others |
| It depends a lot on the person doing the eval and if they're part of the good old boy network and if they have friends in higher places |
| It depends on how they view you. Whether you are a part of their team or not. They tend to have an agenda and they promote those that meet that agenda. |
| it is done annually |
| it is evaluated when you mess up, but guidance or eval when you are not messing up. If you do great you get evaluated but nothing for just doing your job. |
| it's a hard job to rate people. |
| It's a very strange environment and it's a dangerous environment. People get too close to each other but it's supposed to be an objective evaluation but it's not. We have people here who are sexist, racist or whatever. You can't properly supervise your friends, so therefore you can't properly evaluate them. |
| It's something they have to do. They don't mean anything. Especially with new hires, they need to be met with on a monthly basis. I just don't think it happens enough and I think it needs to mean something. |
| I've seen people who deserve to be promoted and they're not and the other way around. I don't mean to sit back and judge people but when you see someone promoted and they have ties to other people and then the rumors tied to it... |
| Just from previous experience and what I have seen the reviews are based on like ability and not on job performance. |

Survey 1 Data

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Me personally I have been evaluated annually and it is consistent.

Mine were done every year like they were suppose to be.

Monthly evals till you are off probation. Then after that they are annually. Twice a year might be helpful.

never told on a daily basis/weekly basis on what to get better at; tells group of what to improve instead of addressing with individuals vs. taking care of right away

New staff are to get monthly. Even if they perform to a lower standard the staff they work with is too afraid to report problems with the emp and the actions they have taken. The new emp cannot handle what they are to do and how to interact with inmates. the SGT do the eval but do not work with the new emp. The SGT call and ask to do the eval. We train and report performance, but I do not know how much of that info is used. I do not know how effective the evals are.

no comment

No comment

No comment.

None of the shifts are run the same. Depending on who is your yard SGT, to communication. It's crazy at times. shift doesn't run very well because the LT isn't here more than she is. It's all over the place.

not all are done like they should be.

not aware of any inconsistencies; standard on what to expect and what we get for a review; no surprises; accurate

not really sure, my eval is done every year but not sure how others are handled.

often times staff go above and beyond with they are supposed to do with no acknowledgement from supervisors and often times they say that if we are not talking to you, you are doing a good job.

on the basis that it is highly opinioned based on whether people like them or not.

once a year evaluation is enough

Survey 1 Data

Q7: On a scale from one to five, how consistently do you feel that employee job performance is evaluated at your facility?

1 Very Inconsistently 2 Inconsistently 3 Neutral/No Opinion 4 Consistently 5 Very Consistently

Only been in the past year that I did not get one because we have had such a high turnover. They drag long term employees down until they quit. The were people with valuable experience.

only had one evaluation since she has started years ago

only had one review since been here ; under impression was 90 day, 180 day and year review and I had the year review

other issues that come especially favoritism; is lucky because is a favorite.

Our reviews are done on a annual basis and they are consistently done. If an eval is missed there is gen a good reason why. Consistently on time.

Ours is done annually.

people have favorites and give higher score just because they are buddies. Those that deserve it don't get rated right.

phase them out

politics again, they rate those who are liked higher

poor performance that isn't addressed as it's happening; unless flagrant

Prior to this last two year period they have been completed consistently/annually.

reasons on #6; monthly reviews don't even happen

received eval every year, but with new asst warden, heard other staff said they haven't gotten theirs, before with asst warden would always had them, proper and annually

Same answer as prior answer: I have never been evaluated except right after initial staff training. Supposed to do an eval after six months to make corporal, but have to push to get those done so you can be promoted.

see answer in question #6 - they are routinely done but by the wrong supervisors; they are done because they have to be.

See previous answer. That is my experience on the housing unit side. When I worked custody, I had it in a timely manner every year.

Seems like a lot of times when it comes to certain jobs or promotions they will waive certain requirements if it is beneficial. That group used to be called the good old boy club, I don't know what it is called now. It still goes on even though those people are all gone.

Survey 1 Data

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seems like if they like you they like you, and if they don't then you are not going to get a fair evaluation.

seems like supervisors always gets them done

should be evaluated more than once a year

some get their evals and some don't. working on it now; but if don't get in the next 4 months will be two years since had one done. worked here at the facility since June.

SOME OF THE SUPERV DO NOT KNOW WHAT THEY ARE DOING AND KNOW HOW TO EVALUATE WHAT THE STAFF IS DOING. THEY JUST GO OFF THE WRITE UPS. THEY DO NOT ENCOURAGE GOOD BEHAVIOR THEY JUST CORRECT BAD BEHAVIOR. IT IS A GOOD OLD BOY SYSTEM. I HAVE NEVER BEEN ENCOURAGED. I HAVE ONLY BEEN EVALUATED ON BEING LATE, NOT READING POST ORDERS, AND NOT VOL FOR OT

Some of them do a very good job and some of them slack.

Some people that do the evals don't even work with the staff member. I have seen sergeants doing evals on a staff that they have not even spoken to in 6 months.

Some people will get away with things that they shouldn't and people that have been here a while can't get away with anything.

SOME SUPERV CONDUCT EVAL ON TIME OTHERS ARE LATE AND SOME DO NOT DO THEM AT ALL. I HAVE A COWORKER THAT HAS NOT HAD AN EVAL IN FOUR YEARS.

Someone with less than 2 years exper gets a better eval and promoted faster due to the good old boy system.

sometimes its not about what you know but who you know. hasn't been at facility long enough to make an assessment. there was a co worker that he had got promoted to unit manager and it was a good choice.

Sometimes you can get stuck doing evaluations for people who you have no idea how they operate

have come up with a way for employees to nominate other employees for the good work they do. Quarterly. Good job Nebraska coins.

The favoritism makes it bad. One can do no wrong and the other one they draw the line.

The ones that I have always gotten have been about every year.

Survey 1 Data

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THE PERSON THAT DOES MY EVAL DOES NOT PLAY GAMES. SHE DOES NOT PLAY GAMES ON THE EVAL NO MATTER WHO YOU ARE.

THERE ARE FAVORITES. INCLUDING THE SUPERV WHO GET BETTER REVIEWS. IF THEY HAVE BEEN HERE LONGER THEY GET BETTER REV EVEN IF THEY DO NOT DO THEIR JOB CORRECTLY.

There are no formal times in which eval are given within the year. I have my one yearly one but there is nothing in between to give you feedback. quarterly or monthly.;

There are people that bust their ass and stay for OT but get a 3.7 out of 5 for a review. But you can get a 3.4 for doing nothing extra and the pay is the same.

There are some people who don't get along with the supervisors and that has been a factor in their reviews

there is a lot of variable for evaluations from different supervisors; different expectations from different shifts;

there is favoritism

There's a lot of favoritism. I think it's completely out of hand around here. We call it the good old boy club. If you're not one of the good old boy club you might as well just hang it up.

There's favoritism job-performance wise. It just depends on what supervisor does it.

they are consistent bc of the computer system, but they don't call upon the person that supervises or others that the staff worked directly with to give feedback in the evaluation.

They are consistently evaluated once a year. It doesn't mean anything.

THEY ARE DONE BY DIFF INDIVIDUALS AT THE VERY LEAST AT DIFFERENT LEVELS THOROUGHNESS.

they are pretty good once in a while not consistent; pretty good for the most part.

They are reactive and not proactive if they want something changed about how we are doing something. They are sporadic. I do not get annual evals and they do not discuss my evals with me.

Survey 1 Data

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they are trying their best in general. All society phases. all human beings; responsibilities getting harder every day.

They come up annually so the time frame is consistent.

THEY DO IT EVERY SO MANY MONTHS. A LITTLE EVALUATION.

THEY DO NOT CHANGE THE EVALS VERY MUCH. IT IS STANDARDIZED. I DO NOT KNOW IF I HAVE EVEN LOOKED A MY EVAL.

They eval every year

they have a game plan and they follow it.

thinks there's room for improvement; always is.

time frame as to when they do them; do on time

Too many people doing evaluations. The more people you have doing them, the more inconsistencies you're going to get. Each supervisor is going to interpret things differently.

Took me 6 months to get my first review when I became a . They are busy, they have classification
Performance reviews do not get prioritized with all the other work.

turnover rate and constant overtime, they overlook a lot more than what it used to be; experience on my own shift they pay attention and evaluate but a lot is overlooked. Some of the new employees, I don't know how they got in here.

unsure - started working at the here at for 5 months.

usually do a yearly, pretty standard

we are all union; hardest workers get no benefit; all treated equal; immediate supervisors know who to trust to make sure things get done.

Survey 1 Data

Q7: On a scale from one to five, how consistently do you feel that employee job performance is evaluated at your facility?

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WE ARE DOWN SO MANY PEOPLE THAT THEY PROTECT THE BAD WORKERS TO KEEP THEM ON. WE ARE SO SHORT THEY JUST IGNORE THE POOR PERFORMERS.

We are eval annually, but there is no interaction. We have team within a team. Met with _____ once and never again. Met with _____ once and never met again. Team within a team does not follow up. It would help if we met as a team to remind each other. _____ is not a team as there is no down time to get together like _____ shift.

WE ARE EVAL EVERY SIX MONTH. THE PEOPLE ARE GETTING THE PROPER SCORES FOR PERFORMANCE.

We could get evaluated more than once a year so we had a better idea how to do better in certain areas.

We do day to day evaluations of people. We're constantly telling them what they can improve on, how good of a job they're doing.

We do yearly evals after they are off original probation. Prior to that a new employee gets an monthly evaluation. These are done by their team leader.

We don't get them on schedule all the time. I think we do get them annually.

We don't get them. They are suppose to do them but I just have never had one.

we don't have evaluations - _____ shift does not have evals, not sure

We don't hold anybody accountable. You punish the good, you reward the bad. You make the good people do all the bad assignments because you know they can handle it.

WE HAVE A TEAM WITHIN A TEAM FOR EVAL AND IT IS A LOT BETTER THAN IT USED TO BE. MY FIRST EVAL WAS AFTER TWO YEARS AND IT SUCKED.

we have meetings with all staff but at the same time it is hard to / if an employee is having issues or not performing best there is no action or recourse for their actions. they have a lot chances

WE HAVE TWO PEOPLE IN THE FACILITY THAT SAY I CAN'T DO MY JOB I WON'T DO MY JOB
 _____ WE HAVE A _____ THAT BULLIES PEOPLE AND IT HAS BEEN REPORTED AND DOCUMENTED BUT NOTHING WAS DONE AND THEY GOT AN AWARD FOR JOB PERFORMANCE. THE EVALS ARE VERY INCONSIST ACROSS EMPLOYEES

Whether you have been here _____ yr. you should be evaluated just as often and by the same standard. Just because you have been here _____ does not mean you are doing a good job.

With a lot of new employees they have their FTO books with them and they know what they need to get crossed off

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With in my department I get them annually. My direct supervisor will address things with me as they come up and not wait until the annual review which I appreciate.

WITH REGARD TO THE PAPER INTERVIEWS. THE FIRST SEVEN MONTHS THAT I WAS HERE I REMEMBER ONE REVIEW. I DO NOT KNOW HOW OFTEN THEY ARE SUPPOSED TO BE. PEOPLE HAVE NOT HAVE ONE DONE IN YEARS. THERE MAY BE ONE SUBMITTED, BUT THE CO DOES NOT KNOW ABOUT THE EVAL.

Yearly - very consistent

YOU CAN PUT UNQUALIFIED PEOPLE IN A POSTION SOLELY BECAUSE OF WHO THEIR FREINDS ARE EVEN IF THEY ARE TOTALLY UNQUAL FOR THE JOB. EVAL MEANS NOTHING.

You get an annual evaluation but it is not on time.

You know if a LT doesn't like an officer. It's pretty obvious. Any supervisor.

Survey 1 Data

| Q8: On a scale from one to five, how would you rate your satisfaction with pay? |
|--|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| 15 years ago they took away our years ago. There's no break in the pay scale. The governor could approve it without going through the union. |
| 2.5 pay is ok if employees know that job is good, co workers support each other and leadership help. county jobs pay more for same responsibilities, so state needs to do more for those 10 year staff to keep them around so they are a better role model for the new staff. for example, there are staff who just started 3 months ago who are now training new officers...and they do not have enough experience. |
| a lot state agencies get paid low like doc, however, those correction facilities around like county pay more and doc lose staff to them. |
| a new employee can get paid as much as a staff worker who has been with the dept. the mental toll from inmates and other negativity should be compensated. there should be raises, and other raises for great job performance. |
| A new person makes the same as me on their first day and I've been here for over years. There's almost no incentive to stay pay-wise. |
| adequate inadequate for the Department = go to counties for more pay. |
| agrees with starting pay, but raises should be added into it. because you can be here for 10 years and make the same as a new officer. |
| all deserved to be paid more. there are things that they do that should require that they get paid higher to due dealing with certain individuals. when comparing to the county, some positions make up to \$10 more an hour. so it is hard to compete with that. and good staff leaves. and doc seems to be okay that. it has taken more than 3 months to find out if position will get upgraded, he is the only training officer everyone else is a training specialist. |
| Always wanting more but at same time I agreed to take the job. |
| An example there are officer here that have been here five plus years and I am making the same rate of pay. People of have told me that this makes this a non-career environment. |
| AS A NEW EMPLOYEE I AM SATISFIED, BUT I MAKE THE SAME AMOUNT OF MONEY AS WHO HAS BEEN HERE FOR YEARS. |
| As an officer, if we were still getting the raises I would be making about \$20 an hour but if I want to promote I loose the raises that I already got. I am making \$15.89 now, New hire makes \$15.49. If a new hire promotes right out of training, they can make \$1.14 more then their new hire rate. If I promote to corporal I would be making .76 cents an hour more. I have to take a pay cut plus I have to train them and mentor them through their career. My loyalty and experience is worthless compared to somebody that just graduated. The pay has been lacking for quite awhile and they need to take the overtime math out of the equation (because we work overtime, we are considered to make a decent living) I have worked 700 hours of overtime from Jan 1, 2015 to the May 10, 2015 riot. The weekend the riot happened I had taken my first full weekend off. I was basically working a double shift every day because I did not want to be mandatoried and I was told my next refusal of mandatory would be the end of my career. <p style="text-align: right;">They are</p> proposing a 6.25 cent raise for every five years that you have worked here. I find that really demeaning and disrespectful. |
| Based on my job responsibilities and what my job entails I think that it should be at a higher pay grade. |

Survey 1 Data

| Q8: On a scale from one to five, how would you rate your satisfaction with pay? |
|--|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| based on the facility I work at... unlike any other. COs have a lot more responsibility than other facilities. We serve as and are not compensated for both roles. |
| based on the mental (inmates/staff/home life) maintain cool and stressful environments; other states and jobs...county does same and make more ; outside state of NE make \$10 more an hour to do the same thing. |
| Be nice to get raises and have available like what the older people talk about. |
| because of the danger that we are in every day, pay is not high enough |
| new hire gets same pay. State doesn't value experience. |
| been here years and I make 25 cents more per hour than new hires; some consideration should be made for time and merit; bring raises back. |
| been in dept. for a long time, use to work has seen many many staff leave the dept. to go to another job for more money. knows that studies are done for pay for corrections in other states but needs to look at the local competition because staff just not leaving for another corrections job but for any other job locally that pays more. and that there is nothing to account for loyalty for being at the dept. someone who just starts makes that same amount as he does |
| believes that staff is underpaid for what staff does and the situations that staff put themselves in. but appreciates benefits that she has. |
| But I do some translating and don't get paid extra for doing that |
| compare state patrol or OPD, they deal with 1 subject; they deal with many subjects (30-1) takes a lot more skills |
| Compared to other organ and seniority levels of pay. I took the job for benefits and they are not very good. |
| CORR EMP SHOULD BE PAID COMPATIBLE WITH THE SURROUNDING STATES. |
| cost of living doesn't make up the difference. can go work at County and make what a Lieutenant makes here. |
| county corrections is on another level - CO's make what the Sergeants make - incredibly lot of turnover from State to County because of the pay. |
| County corrections makes a couple of dollars more per hour than we do. This last pay increase that minimum wage received was not off-set so we lost money. Prices went up to compensate, but our wages did not go up to offset the increase. |

Survey 1 Data

| Q8: On a scale from one to five, how would you rate your satisfaction with pay? |
|---|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| <p>DIST TO HIGHLY DISSAT. IT IS A DECENT WAGE TO START WITH. MAJOR DISSAT AND PROBLEM WITH RETENTION. PEOPLE HAVE BEEN HERE 10 YEARS, THEY KNOW THEIR JOBS, AND PEOPLE GO TO THEM WITH QUESTIONS, BUT THEY MAKE WHAT THE NEW GUY MAKES. THAT IS WHY I AM NOT GOING TO STICK AROUND. I WANT MAY PAY TO GO SOMEWHERE. THAT IS REASON MOST PEOPLE LEAVE. NOBODY WANTS TO BE HERE 10 YEARS AND MAKE THE SAME AS THE NEW GUY. NO MERIT PAY. NO INCENTIVE FOR LONGEVITY OR MERIT, SO WHY IMPROVE OR GIVE ANY EFFORT. YOU NEED PEOPLE WITH EXPERIENCE SO YOU HAVE TO MAKE IT WORTHWHILE. MY TWO BIG THINGS ARE CASE WORKER DUTIES AND PAY SCALE. RETENTION WOULD INCREASE IF THERE WERE OR MERIT PAY RAISES. SLEEP OR BUST YOUR ASS THE PAY IS THE SAME. STOP WORRYING ABOUT RECRUITMENT AND START WORRYING ABOUT RETENTION. IT WOULD COST MORE TO TRAIN 50 NEW PEOPLE THAN IT WOULD TO FIX PAY AND RETAIN PEOPLE. THE JOB SUCKS AND IS HARD SO YOU NEED TO COMPENSATE PEOPLE. I HAVE MADE PLANS TO LEAVE AFTER VESTING IN THREE YEARS. ABSENT A PROMOTION I CANNOT INCREASE MY PAY. AND EVEN THEN I STAGNATE UNLESS I KEEP PROMOTING.</p> |
| <p>doc should be paid more, compare surrounding states, county level, paid more per hour</p> |
| <p>don't feel we get paid enough for what we do; cost of living so high through health insurance, deductibles that basically I am not making any more than I was years ago; wages have not kept up with cost of living; see question #31 on page 11 on longevity pay suggestion</p> |
| <p>don't know how many people we have lost to the county; 2-3\$ an hour more and raises after hired; we do all the training so the county can hire a qualified trained person at our expense; risks we take don't equal the pay we are getting. the overtime and mandatory overtime when you least expect it and want it. you aren't going to find people who want to work for this money for any length of time without going somewhere else.</p> |
| <p>Every time we lose people they bump up the starting pay and they never increase the other wages. I make 1.15 above the starting pay after . New people make the same or more if they have a degree. It is insulting.</p> |
| <p>every year we get a % and health insurance goes up even more and since I am healthy I don't see the benefit from health insurance. Paying in more than I get out of it.</p> |
| <p>Every year we get a little increase, but it does not pay for the health insurance increase. I think we should be making what the county is making.</p> |
| <p>Everybody gets the same pay. there is no incentive to try harder.</p> |
| <p>Everybody who works in this place is highly underpaid based on threat levels and the demands. People are being hired off the streets being paid at the same as people who have been here for years and years. The reason we can't keep the seasoned veteran staff is because of the pay.</p> |
| <p>Everyone always wants more, but for what we do we get paid pretty well. There are places that have it much much worse. I did not get the job for pay and benefits.</p> |
| <p>Everyone likes to make more money.</p> |
| <p>Fairly satisfied with pay; satisfied where it's at</p> |

Survey 1 Data

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|--|---|
| <p>Q8: On a scale from one to five, how would you rate your satisfaction with pay?</p> | |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied</p> | |
| <p>it's probably OK. For me it's fine. After I'm here 5 years my answer might be different.</p> | |
| <p>For an officer it's a decent pay, but all the pay scales don't make sense. don't like the pay but I don't have a problem with it.</p> | <p>A lot of people</p> |
| <p>our pay is really good. It is the lack of incentives or raises. It is a let down. I have been here for and the guys that have been here for 10 years is making the same as I am. And the guy that have been here 10 minutes is making the same as us both.</p> | |
| <p>it is decent pay. I think everybody always wishes they would get paid more but I would say that I am satisfied. I make more in my position because I came from a sergeants position but otherwise the position would pay less.</p> | |
| <p>For the job we do, we should get paid more for the risk that is taken on when it's potentially our lives. I felt safer as a police officer than I do here. There's no focus on any retention or debate about salary. No incentive. We've had a lot of people leave here because of pay and/or risk.</p> | |
| <p>SATISFIED.</p> | <p>VERY DISSATISFIED. THEY WOULD KEEP MORE PEOPLE IF THEY PAID MORE.</p> |
| <p>for what they do, she is satisfied but would like a raise.</p> | |
| <p>from my years, last years averaged an additional 16 hours a week</p> | <p>there is nothing separating me from an avg employee there is no performance base. if someone is performing at their job then they should get more money.</p> |
| <p>get paid decent, has 60 cent differential; slap in a face with compression; something to be said for putting in time here; value your employees; not easy job, not for everybody; offset wages with training</p> | |
| <p>get paid enough to pay bills, and having more would be nice</p> | |
| <p>have done salary surveys and studies, something is wrong; getting paid not enough difference in pay between corporals ; less than \$1 hour less than them. Not that pay is low - is when you compare it to what employees are doing. How can there be such an inequity between the facilities. We need more pay or different title; caseworkers in other facilities should be a corporal level if that's what they are doing.</p> | |
| <p>haven't seen a raise other than cost of living since about 2000</p> | |

Survey 1 Data

| Q8: On a scale from one to five, how would you rate your satisfaction with pay? |
|--|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| <p>someone who has worked with doc for 3 years can move up to his position and make the same amount of money that his makes. and that's disheartening. he would like to see pensions and raises. pension is most important to him. he had some older co workers were let go because of health reasons based upon age. both of those co workers had been with the dept. over 20 years, they both received letters giving them a specific amount of time to find another job or they would be let go. so with pensions, a staff could do 20-25 years and they could leave. it's not fair for people who have to continue to work because they have to or are forced to quit because of health reasons. dept. of corrections is like police, fire, they are physical jobs that require a lot out of staff and requires mobility. and corrections is the only want that doesn't provide for financial stability in the long run.</p> |
| <p>here is where I am at 9.80 when I started now make over 21, but I have double the time of other SGT but they make the same and more. Happy about what I make, but in comparison to time in grade and work load I am not happy. Comparison of time and expertise is not fair - when someone else couldn't and not getting anything for it - the former person is getting to paid to do what he does - now when other could do it them self - punished for success - do well get your work done and you get more work - Could make more at the county. No feel good job - that is where the kids have problem - walking out on time and healthy is the reward but the kids want positive encouragement</p> |
| <p>I am a long term employee and the same pay goes to the new recruits</p> |
| <p>I AM GETTING THE SAME PAY AS NEW PEOPLE. I KNOW STEP PAY WOULD BE A BOOKKEEPING PROBLEM. NEW PEOPLE WITH NO RESP ARE GETTING THE SAME PAY. THE AMOUNT OF PAY I DO NOT HAVE A PROBLEM WITH</p> |
| <p>I am satisfied with my pay rate at this moment, but I don't think there's any incentive for me to stay. People who trained me are making almost the same amount of money that I am. There's nowhere for me to go.</p> |
| <p>I am still here, the pay is decent. I could ask for more, but I am happy. The overtime is where you make your money. I am at 40 hours OT, I am on double overtime right now. I think or annual raises would be beneficial. I make the same as a person who has been here 7 years. Needs to be separation and it would make people happy.</p> |
| <p>I been here years and I still make the same as a new hire.</p> |
| <p>It creates a bit of tension between new hires and veteran staff. Some staff do not see any motivation to train new staff when they are not getting paid for it.</p> |
| <p>I don't believe that Sr. Officers are paid as much as someone off of the street. There is no gap in pay, people with experience get any additional pay for years served.</p> |
| <p>I don't believe we are underpaid but we lose a lot of staff after they have been here 2-3 years - we lose to county or others; those employees we train and have experience; we do nothing to retain; give them a reason to stay; reinstitute pay raises; I make after years the same pay as the employee who worked here 8 years; screw with your mind no matter how hard to work or the time you have put in you are treated the same as the new person ; losing valuable trained employees because of higher pay elsewhere; give mile markers other than retirement.</p> |

Survey 1 Data

| Q8: On a scale from one to five, how would you rate your satisfaction with pay? |
|--|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| I don't feel it's right that you're not shown appreciation for being here for so long. You make the same as Joe Blow off the street. |
| I don't think it is right and being here years and someone walking in the door newly hired is paid the same as me. There is no incentive to do good or bad job because it doesn't affect your pay. If you don't take pride in what you do, it doesn't matter. |
| I don't think there is any reason for somebody that has been here as long as I have been and who I am training, just graduates and gets hired on to be making the same as I am making. They need to do some raises so everybody was not on the same pay grade. Would be nice to get some sick leave paid out at the end of the year if we do not use it or at least donate it. |
| I feel for the things we experience and what we go through it is not enough. There is too much turnover. More interested in obtaining new staff than retaining existing staff. |
| I feel that we are not compensated for the danger of the work we put in. The benefits are not as strong as they should be. Seems like every year they take more from us. |
| I feel through the years of experience, there is no way to move up in pay. The only way to move up in pay is to promote and I feel it is unfair that an employee can come off the street, become a corporal within a few months and only make maybe a nickel less than me. I as a corporal feel my experience does not mean anything to the department. |
| I feel we are asked to do a lot of diff duties with a lot of varying ranges of expertise and occasionally we are asked to be in dangerous situations with inmates and we are not fairly compensated in comparison to other state agencies like probation. |
| I GET THE SAME PAY THAT THE NEW EMPLOYEE GETS WHEN THEY GET HERE. |
| IT TAKES YEARS TO GET TO MY JOB AND I AM NOT MAKING \$40K. AS LOWER MANAGEMENT I AM NOT MAKING MUCH. COMPARED NATIONALLY NEBRASKA IS IN THE LOWER 1/4 FOR PAY. |
| I have a and I have been here makes the same amount. |
| I have been here years and new staff coming in making a couple of dollars less than I do. |
| and I have not reached \$20 an hour. I see how people outside this institution are being paid and I am not at even a 1/4 of their pay. People are paying 60 and I get 19. I am worth 25. |
| I have been here for years and I am making the same as somebody just walking in. That hurts. Besides the longevity I am not really getting the pay scale for the level of safety that I have to deal with. |

Survey 1 Data

| Q8: On a scale from one to five, how would you rate your satisfaction with pay? | |
|---|---|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied | |
| I have been here over | I have went through the ranks. I have an We do not get compensated for our experience. they rely on our experience to train and and lead in the housing units. The experience staff kept this place from rioting New emp are not getting the training they need do not get paid for the time and effort that I put out; Not only are we putting ourselves in danger, but we are not compensated for our experience. 60 TO 80 INMATES ALONE. I HAVE TO RELY ON OTHER OFFICERS TO WATCH. YOU HAVE BODY EXCREMENT THROWN AT YOU. THIS IS A VERY STRESSFUL JOB. WANT TO DO IT. DO IT WELL. MERIT BASED PAY. |
| I have not been here that long. I know there has been talk about | raises. Come back in a year and I'll have a great answer for you. |
| | I came into this knowing that I would just be using this as a stepping stone. It just seems like the good employees, the ones who do their jobs well don't stay long. |
| I make as much as a person who just started. there needs to be a | plan, there has to be an incentive to stay. The county pays more, Iowa even pays a lot better and they are just across the bridge |
| | I am making the same as somebody that has been here 10 years which I don't necessarily think is fair. We have a lot of people here who I think would be great supervisors and don't promote because they don't think the pay would be worth the small amount of extra pay. Some of the guys that got raises make more than a couple of ranks above them. In the private sector you would not have supervisors making more than the lower rank. Every time you promote you loose your seniority and start over. You have to earn desirable shifts and days off back. |
| I think caseworkers have to deal with 120 inmates, we are on the gallery with them all day long. To me the case workers should get more pay because they are the ones that have to have a even tempered personality and have much more inmate interaction. But I think everybody should get a pay raise. | |
| I think everyone in corrections is underpaid maybe...but there are people in administrative jobs who get a lot of money. People who do the paperwork make a lot more than the people who deal with the actual problems. It's always been that way and it probably always will be. | |
| I think for the amount of hours we spend here and the stress level we should earn more. | |
| I think I'm doing really well for myself. For being | I'm doing well enough to be comfortable. |
| I think that given the job responsibilities we have and the responsibilities to the public and since we have had multiple times where we did not receive a pay raise, probably everybody in corrections deserves a pay raise. We are dealing with people who nobody else wants to deal with. I think it should be a forefront thing to make sure corrections staff keeps up with inflation. | |
| I think the fact that we put up with a lot more than what we are paid for. Considering the super max facility we work and we should be compensated. Also the job requirements. | |

Survey 1 Data

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| Q8: On a scale from one to five, how would you rate your satisfaction with pay? |
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| I think there should be a difference in pay between new employees and employees that have been here longer. I |
| What I found was, depending what rank you are, you are just stuck. There is never any wage increases. There is no difference between me and a guy that just started as a corporal. In last 3 years I have seen half our staff walk out the door. There are probably only 50 staff left working here from when I started. They could get better quality staff if there were a lot better wages. Staff now does not think the stress and the risk is worth what they make. |
| I think we could get paid more but for this area it is fair. But what I don't think is fair is that using me for an example, I make the same amount as a new employee just off the street. There has to be some kind of longevity compensation to keep long term, experienced employees. |
| I think we get paid pretty decent for shift since we do not work with inmates one on one |
| County pays 2-4 dollars more. For the importance of the job it should pay better. |
| knowing what the pay would be and I knew that this job would come with overtime. It is discouraging that I get very good evals every year but it does not count for anything. I make the same as a sergeant that would start next week. I will say there have been times a Lt. position has come up and I did not put in for it because I knew I would loose overtime. At the rate I am going I will make more than a Lt. here. |
| That was my salary, about \$22.00 a hour. Here it is about \$16.00. I was considered an entry level staff. |
| I work 12 hours and I don't get paid double time. Now that we work 12 hours they're not paying us like they're supposed to be paying us. On Veteran's Day I should have gotten 2X pay after 8 hours but because we're on 12's I didn't. |
| huge factor in attracting quality people; we have a lot of young people and when I was 19 and 20 years old and the inmates will take advantage of them and their immaturity. |
| I would like them to take us being paid the lowest paid correctional staff in the nation. |
| If you look over the course of the last cost of living vs salary and raises cost of living is double what the pay raises have been. |
| in seniority I'm the lowest paid. They either make the same or more than me. make a shift differential and that's where start, so new people are making more than experienced people. |
| I'm thankful, I have a good job. It's tough being here and staying here. |
| in the middle - should be paid more. gets paid more in private sector. should be paid more for working with violent people. |

Survey 1 Data

| Q8: On a scale from one to five, how would you rate your satisfaction with pay? |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| is aware of the difference in pay between the County and here (state), look at their wages and see the huge difference. a lot of county workers would come back here if they could, but you work to make money. some say you work for the job satisfaction - but it's the money. employees are made fun of by most departments; are embarrassed for them for being employed here. |
| is OK with it, could be more. |
| It could be better because of the stress level. If they would pay more they would be able to retain more people. |
| It is better than what I was getting paid at other jobs. |
| IT IS NOT THE BASE AMOUNT. WE USED TO HAVE RAISES. EACH OF OUR HOURLY POSTIONS HAVE A \$5 WINDOW. I HAVE BEEN A CORP FOR YEARS AND A NEW CORP WILL MAKE WHAT I DO IF THEY ARE HIRED TOMORROW. THERE IS NO REWARD FOR LONGEVITY. THAT IS WHY I AM INTERVIEWING FOR COUNTY. THIS IS THE ONLY JOB THAT I HAVE EVER WORKED WHERE I LOSE MONEY EVERY YEAR. |
| IT PAYS THE BILLS. I WISH IT WAS MORE, BUT IT IS BETTER THAN EVERY OTHER JOB THAT I HAVE HAD. |
| It's the best paying job around here, but if I'm going to stick around I'd like to see some kind of longevity difference to make sure that people don't lose interest |
| Its the highest paying job that I have had. A lot of people complain that we do not get paid enough based on the people we deal with but themes the ropes. |
| I've been here years and someone walking in the door is making the same as me. There's no separation. The wage isn't bad but the separation is ridiculous. |
| I've worked more for less. These young ones don't know what it's like to work for \$7 an hour working your ass off. |
| lives are put at a high risk each day and staff is not compensated for that. and there are not raises. been here years and makes the same amount as someone who just came off the street. |
| <p style="text-align: center;">couldn't drive anywhere and get the pay that she gets. the pay is still pretty good.</p> |
| looking across the country we are the very low end of the pay scale when it comes to Corrections; could go to McDonalds and make more and our lives are threatened. I know they are working on this but it is a slow process. |
| mainly because they have a union that doesn't really do anything for us, in the department - in Omaha want to reduce union and go to OPD union, not equal with other departments; reduce a lot of turnover, help retention, pay adjustments haven't happened, dissatisfied, growing concern with department; trying to get corrective action, need to do more, person comes in with his rank, comes in to department with same pay, need raises; waiting for director to make pay announcement; big announcement to make - thought was a pay raise, was a pie sale |

Survey 1 Data

| Q8: On a scale from one to five, how would you rate your satisfaction with pay? |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| make the same wage as those who first start. and she knows the job better. |
| My time and experience. A can come in and within a year or two they make as much as me . There is no plan for time and experience. |
| Nebraska is the lowest paid state around here. For the education that my job requires it is under paid no longevity pay. No pension. Bad pay and no pension is a double issue. Better pay would lead to better staff. |
| New people and long standing employees are paid the same. - do get cost of living adjustments but then health insurance costs go up and the raise mean nothing. |
| new person right out of the academy gets paid the same as experience staff. there is not a lot of incentive to keep staff at doc from leaving and finding a better paying job. county jail pays \$2 more to start and they also have raises. |
| No comment |
| No comment, we always want more pay. |
| no incentive because of no raises. we get the bad inmates and still get paid least and it's less than county pay. |
| no incentive for veteran staff to stay; someone walking in off the street can make as much money as I do. |
| None |
| not even making \$20/hr; not compensated for things do and put up with. High turnover rate, they can go elsewhere for the same pay (or more) and better benefits. Put up with a lot of stuff; mentally. not physically. |
| not scaled to surrounding area; county pays better. realistically speaking - no college, yrs. work experience, can't complain about the wage. no incentive for senior staff. Have seniority over half of the corporals here. |
| nothing in this area better; overtime too. |
| noticed that a lot of places pay a lot more than doc. dcc (Douglas county corrections) starts off with \$19/hr and the state starts off with \$14/hr. the state should be paying a lot more than the county is paying. |
| officers and corporals on a floor with 32-53 inmates with one staff only and putting our lives on the line every day. |

Survey 1 Data

| Q8: On a scale from one to five, how would you rate your satisfaction with pay? |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| <p>one person who has been here years, he's been here for 1 - paid the same; academy pay the same; lost so many people to county, get better benefits/pay; have to deal with felons here yes; need to have a plan to keep people progressing; colleagues working 2 jobs</p> |
| <p>only making a little over \$2 an hour than a new hire corporal and she has been here years and there is no compensation for her knowledge and experience.</p> |
| <p>other states and counties are higher pay than what doc starting pay. and starting pay is the same as the ending pay. and most people have to have two jobs to support their household .</p> |
| <p>our starting pay is ok; nothing here to retain staff or incentives; no longevity pay; only the way to gain pay is to promote to higher jobs and your longevity means dirt to them. I have been a corporal for years and a newly promoted corporal is receiving \$.02 less per hour than me. They promote to fill spots rather than by qualifications. In the newspaper a month ago, a legislator proposed a \$.0625 per hour for longevity and this is a slap in the face and not worth running through the legislature. This was for all state employees, but each agency and the whole state does not have contracts and have different pay scales.....shift diff/RNs, State patrol retirement, etc. Look at Lancaster and Douglas County corrections. Sergeants have left here to go there as officers at a lower level and make more money because they pay more money. A case manager has even left to go there to make more money . An officer here goes to the county and makes \$2 more an hour as an officer (same title/job).</p> |
| <p>pay could be better, but understands because it is state funded.</p> |
| <p>pay could be better.</p> |
| <p>pay is a little low; a new officer at the State of Iowa start at \$18.47 and I am a sergeant and I make \$18.51 after years of employment. The new officer makes 15.50 and Lancaster County starts out at \$17 and they get more incentive pay increases</p> |
| <p>Pay is important and does make people happy but it is how you treat the staff. Even if you have staff at a lower pay, you treat them with respect, work through their issues, they will stay and be loyal. One of the biggest problems is that staff is treated very poorly in this institution.</p> |
| <p>People being hired at not that much less than what I'm making after years. I'm not rewarded for my longevity.</p> |
| <p>raises not going up as much as cost for health insurance. new employees come in and make the same as other employees. I have been here years and max out on vacation; I got raises way back when and that is why I make even more than some Lieutenants so my pay is not as much of an issue as it is with younger guys.</p> |
| <p>satisfied now, won't get a pay raise unless do something drastic; compression is disheartening</p> |
| <p>satisfied with current pay; would be nice to know can work up to something else; not the case here. raises or longevity pay would be fantastic.</p> |
| <p>see that the County pays more for same job; more money for the responsibility; shouldn't have to work OT to make ends meet.</p> |

Survey 1 Data

| Q8: On a scale from one to five, how would you rate your satisfaction with pay? |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| seniority that a lot of people have the pay is not conducive for structure. don't get paid enough for years of service |
| SGT RESPON IS HIGH AND WE GET VERY LITTLE PAY. COUNTY STEALS OUR PEOPLE AWAY. IT IS GOOD PAY BUT IT IS NOT ENOUGH FOR DANGER AND STRESS. THERE SHOULD BE MORE DIFFERENCE BETWEEN SGT AND CPL. SGT IS LIFE AND DEATH AND CPL DO NOT MAKE LIFE ALTERING DECISIONS. |
| Since I have started with the dept., insurance has gone up, copays have gone up. I just believe we need raises. |
| Slightly, we do not get compensated for the dangers involved. Some are safer than others. I would never work at for what I make. I make the same money after that the new guy makes. Longevity makes not difference. That I am highly dissat with. |
| Slightly. Not only are there no longer raises. The union pay raise is often less than the increase we pay toward medical care. I often feel stuck where I am at even though I know there is mobility in the Dept. I really feel there should be some reward for longevity and sticking with the dept. |
| SOMEWHAT. THE MONEY IS NEGLIGIBLE. IF YOU ARE TREATED BETTER THAN THE INMATES THEN THE MONEY WOULD BE FINE. I DO NOT THINK DOUBLING PAY WOULD SOLVE ANYTHING. YOU ARE BEING PAID TO BE TREATED LIKE CRAP. YOU ARE PAID FOR WHAT YOU CAN DO. I MAKE THE SAME AS THE NEW GUY AND THE GUY THAT HAS BEEN HERE YEARS. |
| Somewhat. To my knowledge corr has not received a pay raise in quite some time. That concerns me as I intend to stay in corr and to stay at the same pay scale concerns me. Esp if I have more resp. I don't want to stay in the same position and feel disgruntled about pay. |
| started out have a new leader getting double pay of previous leader and a ways after that he hired 3 people to go to higher better positions; told about that time we were going to get a 10% raise and a plan; leader found out that he couldn't do that and then told us good job/no money; union helps determine out pay and survey corrections facilities around us and we are getting 2.4 % - problem is the 2 - 2.5 is overridden by increased cost in health insurance. I have seen 4 people on my shift have lost their houses because they couldn't afford to pay for them; we are not keeping up with cost of living. If Governor would like to see what prison life is like he could watch the TV show "Behind bars, rookie year". rookies not going to put up with this environment and we lose 50% of people in first year of employment. example toppers and dominos are advertising \$15/hr for delivery and cooks....no pizza has ever attacked an employee. when we are looking at pay from prisons around us and on TV, the whole Midwest same problem not enough employees 4:1 need/have. mandatory overtime; no one will raise their rates and they all look at each other, we will never get to raise the rates to the level to keep staff. |
| starting pay is OK; no incentive to stay. Rank - same pay. Increase the pay, bring in more staff and help with retention. |
| STARTING WAGE IS EXCELLENT. AS A MALE MY JOB IS EASY IN A NEW WORK MAKES AS MUCH AS LONG TERM STAFF. IF THERE IS NO INCENTIVE TO STAY WHY NOT LOOK ELSEWHERE IF THERE IS BETTER BENEFITS. NEED RAISES. NO WAY TO ADVANCE THROUGH THE PAY SCALE. |
| Surrounding states are paid more. For our line of work and what we do the scrutiny that we are under the work environment I feel that we need more pay to be competitive and comparable to other institution and dept. |

Survey 1 Data

| Q8: On a scale from one to five, how would you rate your satisfaction with pay? |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| <p>THE 2% RAISE EVERY YEAR AND THEY UP OUR INSURNACE. SO YOU NEVER REALLY GET A RAISE. WE HAVE CASELOADS WHILE OTHER FAC DO NOT DO CASELOAD.</p> |
| <p>The 6.25 cents every 5 years is an insult. If we are going to keep staff we have to be equal to the surrounding area and they are counties. We train them and they move on to a \$5.00 to \$10.00 an hour raises. The counties also give longevity raises so a new hire will start out at what NDCS 's Sergeant pay is. The only way the staffing is going to be fixed is by throwing money at it. They have to make the wages enough that staff can consider this a career. With the increase in minimum wages there is no reason to put up with the negatives of Corrections for the pay.</p> |
| <p>The fact that it is locked in. The cost of living does not cover the raise in the cost of insurance. I get the feeling that administration/department, knows they are paying more than other jobs in the area so do not feel they have to provide anything other than small cost of living. Here making what we make we get by making what we make. Can't imagine trying to live on it</p> |
| <p>The issue I have, I have been here almost years and somebody that starts tomorrow will make as much as I do. They will want me to train the person that walks in the door that makes as much as I do. The difference has to do with doing away with raises.</p> |
| <p>THE LACK OF COST OF LIVING ADJ THAT ARE RELEVANT. NOT REWARD FOR TENURE.</p> |
| <p>The one thing I have seen the Director discuss is merit raises which would help would retention.</p> |
| <p>THE ONLY INCREASE YOU GET IS IF YOU PROMOTE AND NOT EVERYONE WANTS TO TAKE ON NEW OR MORE RESP. THERE ARE NOT INCREASES. THE ANNUAL PAY RAISE DOES NOT OFFSET THE INCREASE IN INSURANCE PREM. WE DO NOT GET PAID ENOUGH TO PUT UP WITH WHAT WE ARE SUBJECTED TO.</p> |
| <p>THE PAY IS FAIR FOR NEW PEOPLE MAKE THE SAME TO START AS I MAKE. THERE IS NO INCENTIVE TO STAY. NO PAY FOR TIME AND EXPERIENCE. THE SUPRV EXPECT MORE AND ARE HARDER ON YOU IF YOU HAVE BEEN HERE AWHILE, BUT I AM GETTING PAID THE SAME AS THE NEW GUY WHO IS NOT EXPECTED TO PERFORM AT THE SAME LEVEL. IT IS NOT FAIR TO HAVE DIFFERENT EXPECTATIONS. GOOD PERFORMES ARE TREATED THE SAME AS PERFORMERS. WHY PUT OUT THE EFFORT IF POOR PERFORMERS ARE MAKING WHAT YOU DO.</p> |
| <p>the pay rate not bad but when we were mandatoried for while; I would rather receive more pay during those mandatory overtime over voluntary overtime. Obviously getting paid more for what we do. This job isn't for everyone. work at County get \$3-4 more an hour than me and get days off where I work 6-7 days a week I started this job. I give the company a lot of my time.</p> |
| <p>The skills and training required are above a \$17.44. The risk and involvement with inmates should be paid at a hire rate. Maybe salary would create a sense of investment in the job as opposed to being an employee at an hourly rate.</p> |
| <p>there are no longevity bonuses. needs to have raises. in essence how things are now, someone who has been here 10 years will make the same amount as someone who just started.</p> |

Survey 1 Data

| Q8: On a scale from one to five, how would you rate your satisfaction with pay? |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| There are no raises. A man off the street makes the same that I do. We are not overly paid to begin with. |
| THERE IS A MINIMUM AND A MAXIMUM AND THERE IS NO MOVEMENT. SO YOUR YEARS OF SERVICE HAS NO VALUE. |
| There is so much more to do at this facility as a caseworker but paid the same as a caseworker at other facilities. He doesn't think the different responsibilities are reflected in pay. We don't see a raise. If we get 2% then our insurance goes up so we don't get to see it. Also, when new staff come in and are making a couple cents less than you and you've been here years that's kind of disheartening. |
| THEY COULD EASILY PAY A LOT MORE FOR OUR SERVICES. |
| They need to make an actual cost of living raise, what we get now does not cover anything. You can go almost anywhere else and make this money without the danger. Give a reason for people to want to stay, some type of raise to reward people for their experience and knowledge. |
| very demanding job; feel the pay is not enough for what is done. unless have worked with Corrections; don't know. very under appreciated for what is done. |
| we are all looking around at other states; since came into agency, no incentive for pay, people making the same - compression is not incentive to stay; can't think of any law enforcement agency without step plans |
| we aren't going to make \$30 starting out in entry level position, got to be realistic, nice to have raises or incentive pay, on emergency response pay, nice to receive stipend for that or training pay/activation even though voluntary; running into a full blown riot making same wage; appropriate starting pay, incentives needed to retain staff |
| We could always go back to raises and try to work on everyone's pay, not just mine |
| We do not get paid for what are job resp are. If they pay more they may require more ed. Over my pay has only went up 4-5 dollars. Health insurance has went up as much or more than the pay raises. The matching is capped at 4% of your income which is not enough to retire on. |
| We get a % across the board. The insurance out weighs the raises. In effect there is no raise. Have to do OT to make more money and there is usually mand OT. |
| We should be making at least a couple more dollars an hour, how we're outnumbered each and other day. It should be at least \$18. The county is \$19. |
| We should be paid a lot more for what we do. I have been here since they opened, but the new people that can come off the streets and they can make as much or more than the people that are here is just not right. I got in on a couple raises before they did away with them. |

Survey 1 Data

| Q8: On a scale from one to five, how would you rate your satisfaction with pay? | |
|---|--|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied | |
| WE WORK WITH THE WORST OF THE WORST. OTHER CO WORK WITH EASY INMATES AND MAKES WHAT I DO WORKING WITH THE MOST DANGEROUS INMATES. NEW EMPLOYEES MAKE WHAT I MAKE. | |
| WHEN I READ THE JOB RESP OF A CPL I DO NOT THINK MY RESP ARE EVEN CLOSE TO WHAT I AM DOING. I HAVE TO BUY MY OWN OFFICE SUPPLIES. I DO NOT THINK THERE IS ANY MONEY FOR RAISES. | |
| WHEN I STARTED THE PAY WAS NOT BAD. BUT THE RAISES HAVE NOT BEEN GOOD. WE DO NOT EVEN GET A COST OF LIVING. THE INSURANCE INCREASE MORE THAN OUR PAY RAISE. | |
| when I started we had and cost of living raises and kept up with expenses and now we have new people that start at the same rate as the person who has been here 8- 10 years. No compensation for the years, knowledge you pass on and staff morale is very bad. They don't care if they stay or not. A new person gets the same pay as experienced employee only \$2 behind me and I have been here for years; keeping retention. Pizza hut and papa johns make \$15/hr and don't do half the work we do. part of the problem keeping people | |
| When I took the promotion we went into thinking they could change it to an overtime position, but then they found out that was not possible. I work 9-10 hours per day but do not get paid for it. | |
| when we get our 2.2% the insurance also goes up and the increase doesn't cover the increase in insurance. there is no incentive to further your knowledge and do better work. been a corporal for years, and someone who comes in brand new as a corporal will make the same amount as I do. | |
| Where the dept. of corrections is in comparison to other states as well as counties in Nebraska. Can risk life and limb and officers are only making \$15 an hour. Does not seem right to me. | |
| wish it could be more for the state, states bordering ne get paid a lot more | |
| work what they are required to do and what they are paid doesn't equal out. | |
| worked at very easy jobs, and making the same \$, dealing with comments about sexual orientation from inmates, shouldn't have to for that; county pays more, don't know of anyone who is happy; no incentive to stay | |
| would like a pay raise | |
| years ago there were step raises, including an increase in sick and vacation leave. at 10 year, 15 years, etc. this program was discontinued. the new people don't get these raises. | |

Survey 1 Data

| Q9: On a scale from one to five, how would you rate your satisfaction with benefits? |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| A little dissatisfied. Our insurance benefits have really been downgraded. They have changed providers twice, we get less coverage, we pay more out of pocket for copays, deductibles and prescriptions. It is almost like they are trying to force the wellness option down our throats but it takes two years to qualify for the wellness programs. I think they need to stop saying they are going to lump it into one pool and we would get less leave. When you work in an environment like this you need some down time. In this the union also wants to do away with comp time. When you work in this department you need mental health days. If you get hurt on the job, workman's comp only covers part of that. |
| all benefits good for this type of job....health insurance and retirement |
| At my previous job I didn't have affordable benefits |
| Because they are expensive. We have to share the benefits like health insurance with the inmates. When I started health insurance was free and we had six companies. |
| Because of my needs I have an issue. They will not pay for |
| Benefits are fine. |
| benefits are good and that is what keeps people here, not the pay. I maxed out on vacation. |
| benefits are good, but that is with the exception of sick leave. if you do not abuse sick leave, when you retire you get 25% of your sick leave. it would be nicer if when you retire you get a larger portion. because by not calling in sick, he is saving the state money. new people if they leave 1 to 5 years, lose their sick leave if they do not use it. would be nice to see that these individuals get a portion of it. there is no incentive for people not to use their sick leave. |
| benefits are good, health care benefits are pretty cost effective and willing to pay for education and life insurance is good and cheap. |
| benefits are good; can be better; liked BCBS better |
| benefits are ok, fairly average |
| benefits are really good. |
| Benefits go up in cost the same as wages. The retirement plan is good decent. The health insurance used to be better, but they want everyone on wellness. A pension would be better. |
| benefits have been better; dwindled down. gave up sick leave; maxed out where it used to accrue. |
| Benefits have treated me pretty good |

Survey 1 Data

| Q9: On a scale from one to five, how would you rate your satisfaction with benefits? |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| benefits overall pretty good; need to do better on health care issues...deductible and cost of premiums; |
| benefits should cover more with health insurance. but for most part is satisfied. |
| benefits; what we get with raises, benefits don't offset; don't match, actually lose money; like to see more of a retirement plan - pension |
| better benefits than what had before. |
| Between the sick time and vacation you are allowed and being able to have vision and health insurance, it is a very important thing and I think some people stay even when their pay is frozen because they have those benefits. |
| But a little part of me would like to go back to Blue Cross but I understand it is a big department so I am not going to complain when I compare it to the private sector. |
| can't complain...one of the perks |
| changed from blue cross to blue shield, rates and premiums take 1/2 of paycheck. and hard to get on wellness program bc not everyone qualifies for it. |
| and had blue cross blue shield and it was great insurance. and when started working for doc in NE. had blue cross and it cost more. the cost pays and deductibles were higher. between the co pays and deductibles and difference in cost he almost can't afford to use insurance. eyeglasses out of pocket expenses with insurance was \$900. when to a place that was not covered by insurance and go a better deal. doesn't know if it is the best way for state to be self-insured. |
| costs - state is self insured and dictate what to charge employees. Inmates have better insurance than the employees. I should not have to pay \$600/mo. for health insurance - other companies have the same coverage at a cheaper rate; they give us a raise and take it away with increased cost of health insurance. Make a choice to buy health insurance or enough money to live on; predict next year costs that will double. the cost has got to be dealt with. out of pocket is way up and have to take out a loan to pay the copay. |
| could be improvements with health insurance. the company being not as great as Blue Cross Blue Shield |
| don't get benefits that you get for the state anywhere else, or the days off, and the accrue of vacation and sick is very good. |
| every time she gets cost of living raise, the premium goes up. also inmate insurance coverage is better than the employee coverage. the retirement benefits are good and that is the only reason she is still here. |

Survey 1 Data

| Q9: On a scale from one to five, how would you rate your satisfaction with benefits? |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| Every time we get a raise at 2% or around there, the insurance goes up more than the increase. They are slow on claims, claims from early last year that they still have not taken care of. The medical places call and send me invoices and it is never handled. |
| feel benefits are fair and consistent |
| feel like benefits could be better. |
| FOR ALL THE JOBS THAT I HAVE DONE THE BENEFITS ARE THE BEST EXCEPT FOR UNITED HEALTH CARE. BLUE CROSS AND BLUE SHIELD WAS BETTER. |
| FOR ME THE BENE ARE GOOD. I DO NOT KNOW ABOUT OTHER EMP. THE MEDICAL INSURANCE KEEPS GOING UP EVERY YEAR. THE LEAVE COULD BE BETTER, |
| get cost of living raise but doesn't cover the additional cost of health insurance each year. the co-pays are getting higher and so are the out of pocket expenses. |
| Good because I have never had benefits before. |
| good benefits including health insurance. |
| Good benefits, unfortunately some form of the cost goes up every year, which exceeds the annual raise every year, so we actually go backwards in pay. |
| GREAT 401K GREAT INSURANCE A LOT OF OT IF YOU WANT IT. |
| great bonus to work for state gov; benefits are adequate, retirement |
| had a lot of doctor's visits. insurance is pretty good. |
| has the health insurance, but still has to pay for it. |
| have the medical dental vision and can't complain the price I pay. |
| haven't had to use, nice to know they are there; don't know how to compare and contrast |

Survey 1 Data

| Q9: On a scale from one to five, how would you rate your satisfaction with benefits? |
|---|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| <p>health benefits go down; cost out of pocket going up; need to get a loan or file bankruptcy; deductible is so high can't afford to pay; retirement plan basically we put in and government puts in but not actually a retirement program like get 75% of salary after retire. Soc sec bombs out we can't make ends meet after we retire.</p> |
| <p>Health insurance could be better.</p> |
| <p>health insurance could be better; UHC for employees but inmates have BCBS; seems we're worse off than them.</p> |
| <p>health insurance goes up every year</p> |
| <p>Health insurance goes up with the raises. Our increase in 1995 to 1997 was 3-4% per year and now it is down to 1-2% per year.</p> |
| <p>Health insurance were worse. I worked in the private sector and it was terrible.</p> |
| <p>health insurance is great but retirement could be better.</p> |
| <p>Health Insurance is terrible. In order to pay for what we had Blue Cross, in order to get the close to the same cost you have to be in a Wellness program and the is taking free time away plus you would have to have internet at home which I did not at the time. We need better insurance, UHC pays for half of what Blue Cross was and UHC does not like to pay their bills. Retirement could be a lot better. It will never happen but I would like to see a more duty related retirement than just a general public retirement. This job kills you early. The average life expectancy for somebody in my career is 56. In order for me to get all my benefits, I would have to work until I am . Vacation, comp time, we difficult time using it because we can't get the time off.</p> <p>I don't want to use more sick leave because they hold it against you. I don't think we should have to provide the note before we even get to the required note for missing 3 consecutive days.</p> |
| <p>health provider change and the cost of dental/vision could be better.</p> |
| <p>Hedging toward dissatisfied. When I first started with ago one of the best things was the low cost health benefit, but now the health insurance is going up faster than the raises. The one best benefit keeps getting smaller.</p> |
| <p>I am a little disappointed in the health insurance but at least we have health insurance. It just doesn't pay as well as the old insurance.</p> |

Survey 1 Data

| Q9: On a scale from one to five, how would you rate your satisfaction with benefits? |
|--|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| <p>I am dissatisfied with health insurance but neutral with vacation, sick leave, and retirement. I started with the Department for the Blue Cross Blue Shield insurance but now the only people that get it are the inmates. It is frustrating when you take an inmate on a medical travel order and they have the insurance that you would like to have for yourself</p> <p style="text-align: right;">You fight about the prescription benefit. If they want to keep staff they need to get good health insurance and pay the premiums. The longer somebody is in the system, they should pay like 85% of the total premium. And eventually the state should pick up the entire premium. If they did that anybody that had a family would not be able to leave their employment. My biggest beef is that we don't have the insurance coverage we had before. Our prescription insurance coverage, they try to make you switch medicines even though the medicine you are currently taking makes you healthy, they want you to switch even though you know it is not going to work..</p> |
| <p>I am dissatisfied with them but as far as insurance they did used to be better. I am happy with the sick time as far as how many hours we get per pay check.</p> |
| <p>I am okay with vacation, sick leave and retirement but I am not happy with insurance. They don't pay much when we use it and also it keeps going up so it eats up what little raise we get.</p> |
| <p style="text-align: center;">And the other benefits are fine.</p> |
| <p style="text-align: center;">I DO NOT NEED ALL THE BENEFITS. THE RETIREMENT IS OKAY. IF YOU DO NOT HAVE ANOTHER RETIREMENT YOU COULD NOT RETIRE ON THE STATE RETIREMENT. THE MATCHING IS GOOD BY COMPARISON, BUT I DO RETIREMENT ON THE SIDE ON MY OWN TO HAVE ENOUGH TO RETIRE. I TAKE THE MINIMUMS TO MAX MY PAYCHECK. I DO NOT WORRY ABOUT THE BENEFITS.</p> |
| <p>I DO NOT TAKE THE BENEFITS HERE. SO I WISH ALL OR SOME OF THAT WOULD BE ADDED TO MY PAY.</p> |
| <p>I don't get the insurance, everything else is good.</p> |
| <p>I don't have benefits through the state</p> |
| <p>I don't like the health insurance. Mine has doubled. I think the other benefits are okay.</p> |
| <p>I don't take advantage of most benefits as I get better benefits . The bene are decent. Leave policy is good.</p> |
| <p>I don't use them that much, I just know that they're not good.</p> |
| <p>I feel they could probably be a little better but I'm glad I've got what I've got.</p> |
| <p>I FIND IT INSULTING THAT I HAVE UNITED CRAP CARE AND THE INMATES HAVE BLUE CROSS AND BLUE SHIELD. THE INMATES HAVE BETTER HEALTH CARE THAN WE DO.</p> |

Survey 1 Data

| Q9: On a scale from one to five, how would you rate your satisfaction with benefits? |
|---|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| I GET EVERYTHING THAT I NEED. WE NEED TO HAVE MORE OF OUR BENEFITS COVERED BY THE STATE. |
| I have been in the work force for just knowing the diff between having benefits and not having benefits and having an employer involved in providing benefits for is a stress reliever for the employee. It is important to be able to have medical and eye care. |
| I HAVE EVERYTHING. EVERYTHING IS AVAILABLE. I DON'T KNOW HOW MUCH THEY COULD PAY FOR. |
| I have run into a few problems when they switched to United Health Care. The did not have providers in this area but have resolved some of that. but we just pay the out of network price. It is probably pretty normal but it seems the cost of insurance is going up and the raises don't keep. I get excited about getting a raise but then it is wiped out by insurance costs. I think retirement is good with the match they give. I think vacation and sick leave is also very good. |
| I like the benefits in general, however there is a wellness option which you can't select unless you meet certain criteria People get booted off the wellness plan because they forget to do one little thing. |
| I likes Blue Cross better than United Health; understand the new health care law and State has to follow what the federal govt is imposing on them. |
| don't get benefits Using it rate it neutral; for the amount of stress we are under, physical fights, blood contamination....not Blue Cross Blue Shield. |
| I preferred the old Blue Cross and it would be nice to get it back. Would be nice if you could get paid out for some of our sick leave when we don't use. |
| I really don't have an opinion on that one |
| I really don't have anything to base it on. |
| I think that they are very good benefits. |
| I think the sick leave and annual leave is great. Seniority is great. Medical could be better. The medical benefits increase and wipeout the raise. I would rather see a pension that lasts longer. |
| I think vacation and sick leave we are very lucky. However, that I have been with the department our insurance has gone. We used to have Blue Cross/Blue shield. We have UHC now and I don't feel it is as good. Everything has gone up. My copay has gone up \$15 in the last 3 years. The inmates have Blue Cross. Retirement- I think there should be a pension and 20 or 25 and out. As a line staff we rotate posts every 4 months. Guys that work here 25 or 30 years will still have to rotate to the yard post. I don't think they should have to do that. Some of these guys only have custody experience and it becomes difficult to respond to fights or other altercations on the yard. I think that is more important than how much we get paid. |

Survey 1 Data

| Q9: On a scale from one to five, how would you rate your satisfaction with benefits? |
|---|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| I think we had it better when we had Blue Cross |
| I went from no insurance to having insurance and it has been really helpful. |
| I WISH I HAD A PENSION. WHEN YOU WORK IN THIS FIELD YOU SHOULD NOT HAVE TO WORK UNTIL YOU ARE 70. YOU HAVE ABOUT 40 HOURS OF VACATION IN YOU FOR THIS JOB. CO ARE IN MORE DANGER MORE OFTEN THAN COPS. THE COPS HAVE MORE TOOLS. |
| I wish there was more vacation and sick leave when you first start. |
| I wish we would go back to BCBS because I've always hated UHC. They need to do a better job with their medical coverage. |
| I WORKED AT THE STATE MY WHOLE LIFE WITHOUT BENEFITS. THEY ARE THE SAME AS WHEN I BECAME A POLICE OFFICER. THEY ARE GOOD BENEFITS, BUT OTHERS DO NOT FEEL THE SAME WAY,. |
| If both people worked for the state you used to get your premiums for free and that's changed. Paying more than we were before. We keep changing companies. |
| if possible cheaper health insurance, retirement is nice, sick pay is good; has 88 hours of sick time; use from vacation has hours he probably never use, doesn't call in sick just because doesn't want to come in |
| I'm satisfied although I would like for them to stop going up every year. I think we're still one of the better places for benefits around. |
| In some areas the State's benefits are fantastic. Our retirement is great. Inmates get better health insurance than we do. We're stuck with UHC but inmates get BCBS. Even if there were more options. Not a whole lot of diversity. There are ways it could be improved. |
| insurance costs; would rather have BCBS. vacation, sick and holiday is great. |
| insurance is cheaper than it is outside of the state |
| Insurance is good, but the premium increase eats up your pay raise |
| it is better than not having insurance. when first started had blue cross blue shield, and wish state would go back to them. |

Survey 1 Data

| Q9: On a scale from one to five, how would you rate your satisfaction with benefits? |
|---|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| It is better than nothing. Can't really say I use them that often but it is good to know that they are there. |
| It seems like the insurance benefits are very low compared to what we pay in and the company pays in |
| IT WAS BETTER WITH BLUE CROSS, BUT WE STILL HAVE HEALTH AND DENTAL. IT IS BETTER THAN SOME PLACES. |
| Its about the average benefits that you can get through an employer. I would think that the state would have a little better benefits, but at least we have them. |
| it's like they don't try to find a cheaper insurance that is comparable. |
| I've only had one instance where I've had to use them. |
| Just recently signif changes have happen with the prescription plan. This is going to cost me a lot and I had appreciated the med and presript plans and Now I do not know what I am going to do. |
| Just the health insurance. |
| blessed with what has been covered; few tweaks like PT |
| like retirement but not keen on health insurance costs vs what it pays; |
| like what we have, pretty good |
| love that vested in three years, benefits sucks; do like not pushing to high deductible, every 2 weeks |
| no added comments. |
| no comment |
| no complaints; there is better health insurance out there. |

Survey 1 Data

| Q9: On a scale from one to five, how would you rate your satisfaction with benefits? | |
|--|---|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied | |
| not at all in love with health insurance availability of comp time. | The cost of and the change from BCBS time off is great; |
| not bad, cover quite a bit | |
| Not the benefits themselves, but with getting they set up. | |
| | the benefits themselves are good. |
| not too many jobs where you can get comp time or sick time how it is offered at doc. | |
| Only down side is when they got rid of Blue Cross/Blue Shield. UHC is just horrible. Vacation, sick leave and retirement I am pretty happy with. | |
| Only thing is I would like more flexibility in the amount that I can contribute to my retirement account. I came to the state late so I have some catching up to do. | |
| Our benefits are good. they are just benefits. | |
| out of pocket; co-pays; not covering procedures that should be. Can't even pay co-pay; can't afford doctor. | can't imagine what it is now. People put up with pain instead of going in for checkups. |
| OVERALL THE BENEFITS ARE APPROPRIATE. | |
| pretty consistent with other jobs I have had; nothing else to base this off of | |
| pretty solid benefits; have had better but was an extreme situation. | |
| doesn't use benefits | |
| retirement is a good benefit; stacks up nice. sick leave should be able to use as needed. sick leave should be a scenario. Cash out unused - medical is comparable too. | |
| Retirement is great/fine = health insurance quality is down since start = pay more and get less = that is everywhere - vacation and sick leave - gave up 12 days of sick leave | not disgruntled dissatisfied. whole country has gone that way. |

Survey 1 Data

| Q9: On a scale from one to five, how would you rate your satisfaction with benefits? |
|---|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| The benefits themselves are great. |
| the cost is high and the co-pays are high as well |
| THE COST OF INSURANCE, COPAYS, ETC KEEPS GOING UP AND WE ONLY GET A SMALL % RAISE. WE ARE LOSING MONEY NOT GETTING A RAISE. |
| The health insurance has just gone crazy. When I started family insurance was free. If I was not at 25 years I would be in the private sector where I could get better benefits. |
| The health insurance isn't great because every year it eats our raise. The state is getting its money back every year by taking it for your insurance. |
| The insurance is not as good as it should be. Seems like every time we get a raise, we loose money because insurance has gone up so much. |
| the insurance is pretty much the same everywhere |
| The medical is not great. Retirement is pretty good. Vacation and sick earning is pretty good. Our union sucks. There isn't much left they can give up. I don't understand why we can't donate sick leave to other people, only vacation. |
| THE NUMBER OF BENEFITS AND THE DIFFERENT BENEFITS IS GREAT. UNITED HEALTH CARE IS BAD. |
| The only reason I am dissatisfied is because our medical and dental go up which basically takes our raises that we get so we are actually moving backwards because we have to pay more every year. I am pretty happy with vacation and sick leave and retirement. |
| The options. There were a few options and packages and I had a hard time choosing |
| The package is fair overall. It is across the board as far as pay and is comparable to other health plans. |
| The pension is the second best that I am aware of. I still have good health care, but I am spending a lot on health care. The costs are impacting my budget as a whole. |

Survey 1 Data

| Q9: On a scale from one to five, how would you rate your satisfaction with benefits? |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| <p>The retirement is fine. The cost of insurance is so high, dental and eye coverage is fairly decent. Vacation and Sick is okay. Insurance is expensive and when you use it you have to fight with the insurance company to get them to pay or they end up charging you. I pay over \$500 a month for insurance and had over \$3,000.00 out of pocket.</p> |
| <p>the retirement is great. nice to have health care, vacation and sick leave. the health care is not the best choice and it is pretty expensive.</p> |
| <p>the state is self insured for health insurance and raises the rates as they want. If the state would go out and shop they could have lower premiums and better health insurance because of the large number of employees. The state is taking the risk. The state takes the money and can throw the profits into the general fund and spend it on other projects; the state is using it as a saving account. Make it work for the employees benefit to reduce the premiums. The premiums should be set by contract and not be raised at any time; don't know what our costs are going to be day to day.</p> |
| <p>The State provides good benefits for their employees.</p> |
| <p>THEY COULD BE A LITTLE BETTER. THEY ARE GOOD. WHO DOES NOT WANT MORE.</p> |
| <p>THEY COULD BE BETTER WE PAY A LOT FOR BENEFITS. THERE IS CHEAPER OUT THERE.</p> |
| <p>They could be better. State used to have a policy where if spouses both worked for the state you didn't have to pay a premium. I liked that.</p> |
| <p>They do not pay for _____ and our out of pocket is pretty expensive. every year the insurance goes up 50 - 100 dollars.</p> |
| <p>THEY HAVE A GOOD BENEFITS PACKAGE. PAID LEAVE AND SICK LEAVE. THE INSURANCE IS REALLY GOOD.</p> |
| <p>THEY HAVE A LAW THAT REQUIRES NICOTINE GUM BUT THE INSURANCE COMPANY DENIES THE GUM. HR SAYS THAT IT IS REQUIRED BUT THEY WON'T DO ANYTHING ABOUT THE DENIAL. DAS SENT DOCUMENTS ABOUT THE GUM BUT THE INSURANCE WONT PAY FOR IT. IT IS A SCAM. THEY COLLECT THE MONEY BUT DON'T GIVE YOU ANYTHING.</p> |
| <p>They're good benefits but they're getting more expensive. Once again, I'm thankful to even have benefits.</p> |
| <p>They're great and easy to work with. It made it easier to carry insurance</p> |
| <p>think benefits are good until you have to use them. good idea to go over benefits package with a tooth and comb before selecting a plan. glasses plan is pretty good.</p> |
| <p>Toward dissatisfied. They keep taking things away. Health insurance you get less and pay more.</p> |

Survey 1 Data

| Q9: On a scale from one to five, how would you rate your satisfaction with benefits? |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| Under the circumstances. Their hands are tied with regard to health care costs. |
| use to have decent benefits, and now have worse benefits. |
| used to have BCBS; can't go out of state; with united HC, excellent with out of Nebraska |
| very good benefits. as premiums keep increasing, the pay is not being increased. so the benefits are coming at a cost that is not being compensated for. |
| we are covered on all basis as far as medical, dental, and vision. |
| WE COULD HAVE BETTER HEALTH CARE. UNITED IS NOT GOOD. BLUE CROSS IS BETTER. |
| we do have a good retirement. |
| WE HAD BLUE CROSS AND BLUE SHIELD. THEY DO NOT PAY AS WELL AS BCBS. IT USED TO BE THAT IF BOTH SPOUSE WORK FOR THE STATE THE INSURANCE WAS FREE. |
| We have some good ones and others that aren't as good as advertised. Case in point, the eye care, dental care, I pay minimal for them. When it gets into the medical stuff, because they have lower copays and less out of pocket and less problems. |
| wellness benefits - have to start the process before eligible. This year have to do the screening even before signing up. Premiums seems high |
| when I came to this....good benefits from retirement to sick leave |
| When I started we had Blue Cross Blue Shield and my copays was a lot less. They changed to UHC and the rates went up more than our yearly cost of living raise and the coverage went down. They keep pushing us to join the Wellness program to make or insurance cheaper but as a whole the institution does not help us in being physically and mentally fit or access to eat more healthy while we are working. We don't have easy access to exercise. You have to use FMLA if you have PTSD from the May 10 riot. There is no workman's comp for it. You have to expend all your sick leave and vacation for any issues you may have as a result of the riot which was a work related incident. We do not get enough sick leave or vacation. |
| when we do get a raise, it didn't cover the cost of the increased insurance premium; room for a lot of improvement; we get vacation and comp time but that time off is not guaranteed - a benefit you may not be able to use |
| WHEN WE HAD BLUE CROSS THINGS WERE COVERED. UNDER UNITED YOU PAY A TON AND NOTHING IS COVERED. YOU HAVE TO HAVE SUB INSURANCE. |

Survey 1 Data

Q9: On a scale from one to five, how would you rate your satisfaction with benefits?

1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied

With the health insurance benefits, it seems like it does not cover near as much as the Blue Cross that we had. It seems I am paying a lot out of pocket that we previously did.

Survey 1 Data

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| Q10: On a scale from one to five, how would you rate your satisfaction with the amount of mandatory overtime you perform? |
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion/No Overtime 4 Satisfied 5 Highly Satisfied |
| I am not required to do mandatory overtime. |
| shift doesn't get mandatoried. |
| always getting mandatoried. even though with 12 hour shifts they say no one is getting mandatoried, but it is confusing because they are suppose to work 8s but working 12s. but if you ask anyone around here they are still being mandatoried because they are all still here at 6pm. before riot would be mandatoried 5 days a week and wouldn't be able to leave until 8 pm or later. |
| As long as you have the staff it is rare we get mandatory |
| doesn't get mandatoried much. Hard to transition when is required. |
| At one time Corporals were required to work at least on day a week of overtime and that was on a good week. Staffing has gotten better but we have a bunch of very fresh staff but that can change and we will be working more overtime. Two days of overtime a pay period was normal. |
| I am not required to do Man OT terribly often, but I do think it is more of an issue for both the other shifts. |
| At this time we don't get mandatoried, but technically we get mandatoried every day because of the 12's |
| Before the incident there was no mandatory for second shift case workers. Since the incident we were changed to 4 12 hour shifts so technically I am working overtime now. |
| being forced overtime 3x a week for 16 hours and no one will call others to see if they want to split the shift and I live in and 16 hours turns into 18 hours |
| better now than a few months ago. haven't been mandatoried in awhile. |
| can't mandatory because no shift |
| don't work mandatory overtime here. You almost feel like you have to, though, because there's so much to do and there's not enough time in the day. |
| Currently I work as much as I need to, that can be 40 hours or 80 hours. |
| currently works a split shift on Sunday; seems to be improving. |

Survey 1 Data

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| <p>Q10: On a scale from one to five, how would you rate your satisfaction with the amount of mandatory overtime you perform?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion/No Overtime 4 Satisfied 5 Highly Satisfied</p> |
| <p>got mandatory a little, came to and there was none. and then it got bad at and would get mandatoried 4 times a week. and it didn't allow time for personal life and no one cared. and if they leave when getting mandatoried would have gotten a statement of leave for abandoning post. kind of like holding them against their will.</p> |
| <p>for about 7 or 8 months it was almost everyday. not a good feeling when you don't know what time to tell when you will be home. and not fair that day shift people don't get mandatoried.</p> |
| <p>forcing anyone to work is unacceptable and doing it at the last minute does not allow time for the employee to set up</p> |
| <p>Generally I do not work mandatory overtime.</p> |
| <p>gets mandatoried now 4 hours, working 12 hour days.</p> |
| <p>getting better; was getting mandatoried all time; one pay period 20 hours OT; didn't take job for the OT. Only get 2 buys for entire year; then dump on the next person who has to stay. Have to work OT b/c people quit, no exit interviews are done. not dissatisfied with work or inmates, the way they were treated. should know 2 hours before end of shift; required to let them know. brought to the attention of supervisor.</p> |
| <p>Given the job I have now I am not on the mandatory list. When I worked the floor, worked out on shift, yard and the floor. You would get hit multiple times a week for mandatory time because of training or vacation. Summers are always extremely hard. Because I moved to which is not on the mandatory list, you are a which does not have to do mandatory overtime.</p> |
| <p>gotten better recently; for a very long time was working 2 -3 days a week overtime.</p> |
| <p>has only been mandatoried one time at this facility.</p> |
| <p>haven't been mandatoried lately, with other shifts, they let people off, don't pay attention to schedules, tell you 10 minutes before you have a shift</p> |
| <p>haven't had to work mandatory overtime</p> |
| <p>he has been fortunate that he has not had to work mandatory overtime as much. when it is issued it is welcomed and needed.</p> |
| <p>how it is handled is not right. Sometimes the supervisor makes mistakes on who is up next. I don't think a guy coming in working two hours OT and goes to the bottom of the list, the person who gets a full 8 hours of overtime has to work the full shift. Mandatory should be full shift, not part of a shift. It really messes with shift. It messes with us and causes to have to work more hours.</p> |
| <p>I AM A TEAM PLAYER. I WORK EVERY DAY OF THE WEEK. IT IS JUST WHAT WE HAVE TO DO.</p> |

Survey 1 Data

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| <p>Q10: On a scale from one to five, how would you rate your satisfaction with the amount of mandatory overtime you perform?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion/No Overtime 4 Satisfied 5 Highly Satisfied</p> |
| <p>I DO NOT GET MAND OT DUE TO DAYS</p> |
| <p>I do not get mand OT I do volunteer OT so I do not do mand OT</p> |
| <p>I DO NOT THINK YOU SHOULD BE MADE TO WORK. 16 HOURS WITHOUT A BREAK IS A LONG TIME. YOU HAVE ACTIVITIES AFTER WORK.</p> |
| <p>I do work overtime (2-3 Overtimes each week) that prevents mandatory. I have been mandatoried some. If I didn't work overtime, I would get mandatoried overtime. With all of the new hires recently we are going in the right direction to resolve this issue.</p> |
| <p>I don't care how upper mgmt we are tech mandatory opt ever since the riot. that is not the case, I cannot leave at when the shift changes.</p> |
| <p>I don't do a lot of OT. My issue is that I used to byes back to back when I could be If you use a bye you should go to the bottom of the list. As long as they are consistent it is fair, but you should go to the bottom of the list. They gave me mand OT as I was walking out to the parking lot last week. More than 30 seconds notice would be great</p> |
| <p>I don't do overtime but I am willing to volunteer is they need somebody and staffing shortages is not something we can control.</p> |
| <p>I don't get Mand OT that often. there are no on shift</p> |
| <p>I don't have to do mandatory OT</p> |
| <p>I don't have to work it a lot, but I don't like to ever have to get held over.</p> |
| <p>I don't perform mandatory overtime. It's been several months.</p> |
| <p>I don't usually get mandatory because I control my overtime by volunteering. I have been mandatoried twice since I started here.</p> |
| <p>I don't work any mandatory overtime.</p> |
| <p>I enjoy having the overtime available.</p> |
| <p>I feel we come in and work our shift and we should not have to stay and work 16 hours. they are working on hiring. Have to have permission to call and no private place to talk Can't leave for lunch and cant have a break. It has been constant and is getting old.</p> |

Survey 1 Data

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| <p>Q10: On a scale from one to five, how would you rate your satisfaction with the amount of mandatory overtime you perform?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion/No Overtime 4 Satisfied 5 Highly Satisfied</p> |
| <p>I get a lot of OT but I like it. It pays the bills. Keeps me off welfare.</p> |
| <p>I have been Mand once or twice. I am okay with that just as long as it is not every single night.</p> |
| <p>I HAVE BEEN VOL THREE DAYS A WEEK. WE HAVE NEW PEOPLE AND I HAVE NOT BEEN GETTING ANY HOURS. THE CONTRACT SAYS OT IS BY SENIORITY, AND THEY ARE SKIPPING ME.</p> |
| <p>I HAVE NEVER BEEN MAND OT. I STARTED AT THEY WERE STAFFED WELL. I DID OT VOL EVERY COUPLE OF WEEKS TO STAY OFF MAND OT. SHIFT CANNOT BE MAND OT SINCE THERE IS I DO 12 HOUR DAYS SO THERE IS NOT MAND OT. WHEN THEY GO TO 8 HOUR SHIFTS MAND OT WILL BE REALLY BAD. IT WILL PROB BE EVERY OTHER DAY. A LOT OF POST-RIOT STAFF HAVE NOT SEEN MAND OT AND IT WILL BE A WAKE UP CALL.</p> |
| <p>I have never been mandatoried; gone extra mile to stay ahead of that; state needs to keep ahead of staff; whatever the Director is doing has made a huge differences in OT and it has made a hard time in getting OT; don't have to worry about last minute getting mandatory. Really like what they have implemented. It is a positive way and taken a huge burden off staff ; 2-3 weeks without mandatory now ; really big thing.</p> |
| <p>I have never been mandatory; I volunteer as much as I can; dissatisfied that there is no overtime; I volunteer for overtime</p> |
| <p>I have never had to do Mand OT</p> |
| <p>I have never had to do mand OT because I vol so much.</p> |
| <p>I have never worked at a place with as high of a turnover rate as here - 45/50% which causes mandatory overtime...unbelievable...don't know of any place this bad. Goes into another problem which they have to promote unqualified staff and people like me won't do it.</p> |
| <p>I have not had Mand OT much and I do not want Man OT, but I understand the need. It is going to happen.</p> |
| <p>I have not had to work any at all but I don't think I would like it very much.</p> |
| <p>I really don't have mandatory overtime in my current position. it did not happen very often. It happens to more often so I have not been affected for a long time.</p> |
| <p>I VOL A LOT. I RARELY GET MAND OT. I KNOW IT EFFECTS A LOT OF OTHER PEOPLE THAT GET MAND OT. IT IS DIFFICULT. IT IS NOT FUN.</p> |

Survey 1 Data

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|---|
| <p>Q10: On a scale from one to five, how would you rate your satisfaction with the amount of mandatory overtime you perform?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion/No Overtime 4 Satisfied 5 Highly Satisfied</p> |
| <p>I volunteer a lot</p> |
| <p>I volunteer to work overtime anyway, mandatory doesn't affect me that much</p> |
| <p>I work 4- 12 hour shifts. They can't mandatory us on 12 hour shifts. So we only have about 8 hours of overtime per week. We will go back to 8 hour shifts at some time. Not sure when we will go back to 8 hours but right now we barely have enough staff to cover two shifts. When we were on 8 hours shifts, they would mandatory for 4 to 8 more which were 12 to 16 hour shifts. I have heard staff say that if they go back to 8 hour shifts, they will quit because they don't want all the mandatory shifts. I have heard go back to 8 hours the week of Thanksgiving and some are already looking for other employment.</p> |
| <p>I work a ton of overtime I plan to put in 32 hours in the next pay period. When people get mandatoried, they come to me because they know I will either work it or split it with them.</p> |
| <p>I work so I cannot be mand OT</p> |
| <p>I work so much OT I never get Mand OT I sign up for every hour of every day. I know other people have problems with it esp after the riot.</p> |
| <p>I worked 6-7 days a week for over a year and typically don't get mandatoried. I know other people who are mad because they get mandatory OT but I put in my time,</p> |
| <p>If you do the voluntary you don't get mandatoried</p> |
| <p>I'm not on work so I don't have to work mandatory overtime</p> |
| <p>in general, there is not a lot at this facility and when their is overtime, people volunteer and take it</p> |
| <p>In my position is not really effected my mand OT</p> |
| <p>I was unsat, but now I am sat. I choose corrections and mandatory OT at 16 hrs it is not safe to drive. I think they are foolish for adding on to when they cannot staff it now. It is in the middle of no where.</p> |
| <p>IN THE YEARS I HAVE BEEN HERE I HAVE BEEN MAND OT ONCE LAST SUNDAY.</p> |
| <p>It demonstrates the failure of superv scheduling their staff.</p> |

Survey 1 Data

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| <p>Q10: On a scale from one to five, how would you rate your satisfaction with the amount of mandatory overtime you perform?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion/No Overtime 4 Satisfied 5 Highly Satisfied</p> |
| <p>It does not bother me to do overtime. I previously _____ and worked 125 hours a week. My days off are _____</p> |
| <p>It has been a problem for the _____ years I've been here and I don't see it getting any better</p> |
| <p>It interferes with _____ I have other things scheduled</p> |
| <p>it is a necessary evil bc of being a 24 hour facility. have to have minimum staff to being able to function safety. goes back to keeping veteran staff to have leadership. there is also abuse of sick time, sick time mandatory time off.</p> |
| <p>it is entirely up to the person of what mandatory overtime they do because employees can voluntarily chose overtime to eliminate the chances of being mandatoried</p> |
| <p>It is improving; they are going in right direction; they are attempting to staff at a level but still there; looms over your head and never know when it is going to strike.</p> |
| <p>IT IS JUST TOO MUCH. IT IS ALL THE TIME. IT IS TO MANY HOURS.</p> |
| <p>IT IS PART OF THE JOB. WE GO PERIODS WHERE THERE IS NO MAND OT THEN THERE ARE PERIODS OF MAND OT. WE ALL KNOW IT.</p> |
| <p>It keeps my bills paid. 16 hours is a lot to deal with. If you get OT at the start of the week you are exhausted the rest of the week.</p> |
| <p>It's dropped tremendously since the beginning of the fiscal year. We were getting mandatoried every day in early summer due to staffing numbers. Now it's not so bad. No immediate Statement of Charges like it was before if you refuse mandatory overtime.</p> |
| <p>I can't get a day off.</p> |
| <p>I've never been told I don't have a choice to work overtime</p> |
| <p>I've never had to work mandatory overtime</p> |
| <p>I've only been mandatoried once because I just volunteer. I love the way the rotation works. It's fair across the board for everyone. There's no more fair way to divvy it up than the way it's being done.</p> |
| <p>last few years we are so short handed, mandatory overtime occurs 2x a week and I work 16 hours a day. _____ it is great if you need the money but I need my rest and not the money.</p> |

Survey 1 Data

| Q10: On a scale from one to five, how would you rate your satisfaction with the amount of mandatory overtime you perform? |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion/No Overtime 4 Satisfied 5 Highly Satisfied |
| last summer got mandatoried 2 -3 times a week. better now; hasn't been since July, August. |
| <p>IS A USED CAR SALESMAN WHO CANT DO BOARDS. CAME THROUGH THE RANKS AND CAN DO BOARDS TO KEEP MAND OT TO A MINIMUM. YEARS AGO THE NUMBER OF INMATES AND GUARDS WAS THE SAME AND WE DID NOT HAVE MAND OT. IT HAS TO DO WITH THE BUMPING.</p> |
| <p>MAND OT IS BEING USED AS A SUBSTITUTE FOR PROPER MANAGEMENT. THE MANAGEMENT IS STAFF BASED ON MONEY ISSUE. STAFF MUST WORK MAND OT TO MAKE UP FOR POOR MANAGEMENT. IT SHOULD BE A LAST RESORT.</p> |
| MAND OT IS NOT A PROBLEM |
| mandatoried 4 hours each day with 12 hours a shift. |
| mandatoried a few times, understands necessity |
| <p>mandatoried every day; if back then/before the switch, planned ahead for OT. wasn't so bad. did 56 hours one week. have enough seniority to plan it. Last year got hit three days in a row. Want to kill morale, have them work the OT. consistently shift would get hit every day of the week.</p> |
| mandatory is out of control. |
| <p>me as an individual like overtime; if this place was managed better there would not be that much overtime. I like to earn extra money; it does result in staff leaving because they cannot plan their day and think they will work 40 hours a day. we are working 12 hours a day</p> |
| <p>neutral on that, but hears a lot of people complaining because the custody staff that's on day shift are on the list for mandatory but they don't ever choose them to be mandatoried.</p> |
| Never done mandatory OT |
| never mandatoried. when mandatories happened he was activated in tsci and was also a day shift stg. and didn't get mandatoried. |
| no |
| no comment |

Survey 1 Data

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| <p>Q10: On a scale from one to five, how would you rate your satisfaction with the amount of mandatory overtime you perform?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion/No Overtime 4 Satisfied 5 Highly Satisfied</p> |
| <p>no mandatory</p> |
| <p>No mandatory OT</p> |
| <p>No mandatory overtime</p> |
| <p>no mandatory overtime in 5 years...everyone volunteers.</p> |
| <p>not a lot of mandatory here; other facilities have more which is why didn't go to work for those facilities. nature of the department, know you'll get mandatory sometime.</p> |
| <p>Not an OT position. When I started this new job they were going to make it an OT position. Once I started the job they found out it could not be an OT position. I am working 9=10 hours days for no additional pay.</p> |
| <p>not too many issues; the one shift is 2-3 up, will grant someone off time, then mandatory; maybe have policy at to keep consistent; need to manage better</p> |
| <p>Now that we are on 4 twelves, I don't get mandatoried but I think they are starting to mandatory today. They asked for volunteers today at 2 pm. When I was on 8 hour shifts I hated overtime. It seemed like all of shift was getting mandatoried all the time.</p> |
| <p>only had to work mandatory one time.</p> |
| <p>overtime is ridiculous; previous admin has known about staff shortages for a long time; they have cut our staff down to skeleton crews; change in gov/director all this came out; now no one wants to work should have been taken care of a long time ago; video with the director & appropriations - what did you do with the staff that was appropriated. They appropriate money for all staff and kept staff vacancies to have excess money. When I started there were 28 positions on shift, took positions away with less people on shift. A lot of us have to volunteer to prevent being mandatory. I volunteer 1 day of weekend for that last year to prevent mandatory. I have worked more voluntary to prevent being jammed mandatory. jammed is working two consecutive 8 hour shifts. don't get 8 hrs off to sleep. We all know what happened at with the Major leaving; and same thing called patrol because they were being held against their will; employees couldn't leave/locked the doors until someone volunteered to work; employees tired/cranky make the inmates cranky and unsafe. officer makes \$70,000 a year because of overtime because of sitting in bad chairs in tower. large officers break chairs.</p> |
| <p>personally satisfied doesn't get mandatoried.</p> |
| <p>retention is not a high priority; if it was there would be less OT. Reason employees leave is b/c of the management.</p> |

Survey 1 Data

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| <p>Q10: On a scale from one to five, how would you rate your satisfaction with the amount of mandatory overtime you perform?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion/No Overtime 4 Satisfied 5 Highly Satisfied</p> |
| <p>Right now 8 hours overtime at 4 twelves. A lot of the staff do not like the twelves but I don't mind because I am guaranteed that I am home between 6 pm and 7 pm every night. Before when we got mandatoried, you might be here 3 hours or 8 hours. In Jan 2015, shift was working 16 hours 3 to 5 times a week depending where they fell on the seniority line.</p> |
| <p>Right now I don't work overtime unless I want it but I did in my previous position. It is always in the summer that you would have to pull a double. Mandatory overtime sucks but we have minimum staffing requirements for safety reasons.</p> |
| <p>Right now I'm working maybe 32 hours of mandatory overtime. You don't have any time to spend with your family. It takes a lot out of you. You put in for vacation and it's denied. If you call in sick you get reprimanded. That's a big pressure. There are several people who are thinking about just quitting because of this.</p> |
| <p>right now it is better; when Tecumseh riot happened there was a lot of mandatories they took the cert teams and we had to do double shifts 2x a week. Dependent on days off other people had 3-4 mandatory shifts ...first couple of weeks after the riots.</p> |
| <p>RIGHT NOW WE ARE ON 4-12. IT IS NOT MAND OT. BEFORE THE RIOT IT WAS MAND OT EVERYDAY. THEY STILL ARE ASKING FOR OT. PEOPLE WOULD CALL IN TO GET LEAVE AND SOMEONE WOULD GET MAND OT. PRIOR TO RIOT I SAW THE SAME PEOPLE ON SHIFT STAY OVER FOR SHIFT EVERYDAY OR AT LEAST EVERY OTHER DAY.</p> |
| <p>Seems that we have Mand OT every two days regarding staffing issues that management should have taken care of. That is what they are getting paid for.</p> |
| <p>not mandatoried until 2015...because we weren't considered supervisors. I volunteer so I don't get mandatoried.</p> |
| <p>technically still feels like he is still be mandatoried because he did not volunteer for the 12 hours shifts. when they were on 8s and you worked the night before, you would still get mandatoried regardless of what the employee had going on the next day. it was just like they needed bodies.</p> |
| <p>THAT IS OVER THE COURSE OF THE LAST YEARS. IT HAS GOTTEN BETTER NOW. WE HAVE MORE BODIES NO MATTER WHAT THEIR QUALIFICATIONS AND CAPABILITIES ARE.</p> |
| <p>the amount of mandatory overtime last summer was complete awful.</p> |
| <p>the system in place seems to be fair at this facility</p> |
| <p>there is a lot of employees who volunteer the way they set up buys/refusals creates a problem for those who volunteer; leaves an option to accept or refuse mandatory and affects the people who are volunteering and goes through the list so fast. I work Friday and mandatory Saturday. At a point I had to work every day. First 5-6 months it was chaotic and I was working 16 hours....process to work mandatory could have some changes made.</p> |

Survey 1 Data

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| <p>Q10: On a scale from one to five, how would you rate your satisfaction with the amount of mandatory overtime you perform?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion/No Overtime 4 Satisfied 5 Highly Satisfied</p> |
| <p>There is always a lot of people we have to cover for on shift so a lot of shift people have to stay and cover for shift even if they do not want to.</p> |
| <p>there is always mandatory overtime all the time and never drops off....no end in sight; been this way for years; impact is worn out and always tired, can't think clearly; can't get rest you need; don't get time off;</p> |
| <p>There will be days when five or six people are called for mandatory OT sometimes having work OT the day before.</p> |
| <p>There's a lot of time we're mandatoried and they don't need us. Mandatoried to watch the cameras in central control and that's not a post. That's not right.</p> |
| <p>Through the years I have done a lot of mandatory overtime and it is hard to make plans to do anything during the work week because at some point you will have to stay longer. At some point you get to the place that you are burned out because you are working so much. I also understand that I work at a job that they have to have people to cover the shift.</p> |
| <p>to avoid being mandatoried he has to volunteered to do overtime. this allows him to be put at the bottom of the list for mandatoried.</p> |
| <p>tough question ...based on time I worked here rate a 2; it has gotten better but for awhile it was bad. It is still worse than when I started. I did not get mandatoried for the I worked here. 3 months of mandatory was pretty bad and hectic. In one two week period I had 72 hours of mandatory OT on top of the 80 hours I worked.</p> |
| <p>try to help out as much as he can; would like to be notified differently</p> |
| <p>two months ago my rating would be "2" because we were mandatoried 2-3 times a week; now if you want overtime you can get it but don't have to.</p> |
| <p>understaffed; hire more people</p> |
| <p>up until June 2015 I was not allowed to do overtime = Not mandatory =</p> |
| <p>Very very rarely work mandatory overtime.</p> |
| <p>we have not had a lot of it, cannot recall the last time I was mandatoried.</p> |
| <p>We really don't have mandatory OT over here it is just the time need to do the job</p> |

Survey 1 Data

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| <p>Q10: On a scale from one to five, how would you rate your satisfaction with the amount of mandatory overtime you perform?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion/No Overtime 4 Satisfied 5 Highly Satisfied</p> |
| <p>We really don't have that high of mandatory right now. A lot of people step up. We have a lot of good staff coming in.</p> |
| <p>we work a lot overtime, right now on 12 hours. before that had to work overtime 2 to 3 times a week.</p> |
| <p>WHEN I COULD GET MAND OT. I WOULD GET MAND OT 2-3 TIMES A WEEK. WHEN I TRIED TO COME IN EARLY THE MORE SENIOR STAFF HAD ALREADY CAME IN EARLY.</p> |
| <p>when I started years ago, I got mandatory 2-3x a year and about years ago it was to the lever of 2-3 a week. Since that it is steady 1-2 a week. Gov wants to get mand down; most people volunteer the days that they want to work to keep from getting mandatory on days they can't or don't want to work.</p> |
| <p>When I was a I had to work a lot of mandatory. I felt singled out because I was and I'm not sure there was a need. It could have been managed better so it didn't have to happen.</p> |
| <p>When I work four out of five days on mandatory OT and there are people with doctor's notes for bullcrap reasons getting out of it I'm very upset. I volunteered and still got mandatoried. I was lucky to get four hours of sleep per night. We felt our management didn't give a flying fig because they just kept handing out those statement of charges for refusing mandatory overtime.</p> |
| <p>When the mandatoring got really back so did not have to work as much. I have both worked mandatory and have had to order staff to work it.</p> |
| <p>WHEN THEY PUT PREA INTO EFFECT AND MADE FEMALE ONLY POSTS. IT INCREASED THE AMOUNT OF MAND OT DUE TO HAVING TO HAVE A FEMALE. IT WAS 2-3 TIMES A WEEK WHILE WE WERE SHORT STAFFED. IT CAME FROM ABOVE AND THERE WAS NOT MUCH THAT COULD BE DONE TO CHANGE THAT. DO NOT GET MAND OT THEY WAY THAT IT SHOULD PER THE CPT. IF THERE ARE ENOUGH CPL THEY WILL NOT MAND OT THEY DO NOT DO THAT CPL SHOULD NOT PICKUP THE WORK MAND OT FOR A CPL TO COVER IS NOT RIGHT AS IT DOES NOT WORK THE OTHER WAY AROUND. CPL USED TO BE ON THE SAME MAND AND VACATION LIST, BUT MAJOR CHANGED IT TO SEPARATE LISTS AND MAKES THE CPL COVER.</p> |
| <p>With my senior and position I can pick and choose when I do OT. I get first choice.</p> |
| <p>worked a lot of OT keep losing people; high turnover - causes mandatory; this happened, have to do this; should be something from shift, running on little sleep; not safe; rules to manage OT, to provide safety for employees People got mandatoried then call in sick the next day</p> |
| <p>works a lot of voluntary OT; if would stop, would be mandatoried every time.</p> |

Survey 1 Data

Q10: On a scale from one to five, how would you rate your satisfaction with the amount of mandatory overtime you perform?

1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion/No Overtime 4 Satisfied 5 Highly Satisfied

YOU CAN LEAVE FOR TWO DAYS AND COME BACK AND GET MANDATORIED. DUE TO THE LIMITED NUMBER OF
AND OFFERS. EVERYBODY'S SUMMER WAS CRAP DUE TO ALL THE MAND OT

Survey 1 Data

| <p>Q11: On a scale from one to five, how would you rate your satisfaction with the amount of voluntary overtime you perform?</p> |
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| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion/No Overtime 4 Satisfied 5 Highly Satisfied</p> |
| <p>able to plan it and avoid mandatory.</p> |
| <p>After the riot we could any amount of overtime we wanted.</p> |
| <p>amount of overtime did was for the riot and that is what he volunteered for and has not volunteered since.</p> |
| <p>Any time I want it I get it.</p> |
| <p>As long as I could vol when it worked for me. It lowered me on the mand OT and that was good. But when they added Mand OT anyway I got so tired I could not function. Monday was my Friday so the OT went to straight time because I couldn't function because I was so tired.</p> |
| <p>back when on 8 hrs; would split shifts; that was perfect.</p> |
| <p>based on the past year there has been plenty of voluntary overtime to pick from until last month; new hires are taking away the overtime because we are fully staffed and no one needs to work overtime.</p> |
| <p>because I work 6-7 days a week. when I do volunteer, supervisors work with me on when I work and I get those hours.</p> |
| <p>because I work on day shift it is hard to find out if other shifts are needed for overtime. and they stick with other shifts before offering day shift employees overtime. overtime should be offered to the whole facility instead of specific shifts.</p> |
| <p>because she can work extra when she wants, and has the option not to work overtime if she wants.</p> |
| <p>Before 12's you would volunteer all the time to prevent being mandatoried</p> |
| <p>Before the riot I was volunteering 4 hours Friday am either every week or every other week and I was okay with that and liked it. I did it because I wanted to stay down on the mandatory list.</p> |
| <p>can work volunteered overtime into schedule with no surprises and if he wants to work extra to make more money he can do that, but it is on his terms.</p> |
| <p>that he has pursued, he enjoys it</p> |
| <p>does as much as he can. always helpful to have the money</p> |
| <p>does work voluntary when has the chance.</p> |
| <p>don't do voluntary overtime</p> |
| <p>don't really volunteer</p> |

Survey 1 Data

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| <p>Q11: On a scale from one to five, how would you rate your satisfaction with the amount of voluntary overtime you perform?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion/No Overtime 4 Satisfied 5 Highly Satisfied</p> |
| <p>he doesn't do voluntary overtime.</p> |
| <p>Due to telestaff, before that it was a nightmare. tellestaff still needs some work. Everything about tellstaff is a violation of the contract, but it is enforced loosely so we do not have a problem with it.</p> |
| <p>Every day they ask you to volunteer and you volunteer and then on the fourth day they ask you and you say no, then they mandatory you. Getting hours of sleep is not good for the type of work we do.</p> |
| <p>Every now and then I will be asked if I would like to do some OT and that is enough for me.</p> |
| <p>feels like the voluntary is just right.</p> |
| <p>generally if you want OT you can find it if you are flexible enough to work for it</p> |
| <p>has been doing well. uses the voluntary overtime as a "part time" job. gets other job performances that he doesn't get with his other job.</p> |
| <p>Has been occasions when we are asked and I think sometimes we get in the habit of saying no but maybe we should be more willing to come in and work some overtime for others, not that overtime is my favorite thing. Sometimes people do work a double shift or work their shift and half of the next shift.</p> |
| <p>have a sheet that lets them know; don't adhere to NAPE policy, supposed to go by seniority and doesn't always go that way.</p> |
| <p>have to work volunteer; either volunteer or get jammed which is working 16 hour; I can choose the post and work 8 hours rather than work a post having to work 16 hours consecutive. I have worked 6-7 days a week. I had one day off in a month = same previous month; coworker worked 46 days straight without a day off.</p> |
| <p>he doesn't need to work overtime. that's why he was upset about mandatory overtime. Doesn't understand that they mandatory you because you won't do voluntary overtime.</p> |
| <p>I am able to get OT when I need it and they are pretty reasonable about not making you stay the whole shift if they have enough staff.</p> |
| <p>I am happy that there is an option to have the overtime.</p> |
| <p>I am not req to do vol OT</p> |
| <p>I am not required in my current position to do voluntary overtime. Once in awhile I will stay late to complete tasks but only 15 to 30 minutes generally.</p> |
| <p>I apprec the amount of Vol OT I rec. The superv decided who gets Vol OT based on who does quality work. It is a good feeling that if there is OT to do I will likely get an oppportunity to do the Vol OT</p> |

Survey 1 Data

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| <p>Q11: On a scale from one to five, how would you rate your satisfaction with the amount of voluntary overtime you perform?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion/No Overtime 4 Satisfied 5 Highly Satisfied</p> |
| <p>I CAN GET IT WHEN I WANT. WE TRY TO VOL BEFORE WE GET HIT WITH MAND OT, BUT I VOL OT ONE DAY AND GOT MAND OT THE NEXT DAY.</p> |
| <p>I CAN PICK THE TIME AND AMOUNT OF HOURS I WANT TO PUT IN.</p> |
| <p>I can pick when I work time so it is my choice and not forced on me.</p> |
| <p>I can usually volunteer and get to work. I am cross trained in several areas.</p> |
| <p>I do a lot of Vol OT.</p> |
| <p>I DO A LOT OF VOL OT. EVEN THOUGH I VOL A LOT WE ARE STILL SHORT. DISPUTE ALL THE VOL OT WE ARE STILL SHORT STAFF.</p> |
| <p>I do feel there is OT available if I want it.</p> |
| <p>I DO NOT DO VOL OT. I HAVE BEEN MAND OT AND I DID NOT LIKE IT. AND YOU GET PUNISHED FOR NOT WORKING.</p> |
| <p>I do take advan of the vol OT so that I can choose when to work. It serves as a part-time job.</p> |
| <p>I do vol when I am prepared to stay, but I do not get called upon very often. Should be team players but for some OT is limited.</p> |
| <p>I don't do vol OT</p> |
| <p>I don't like working overtime, but if I want it I can choose to do it on my days off</p> |
| <p>I DONT MIND VOL AND IT IS ALWAYS THERE. IT IS NICE TO HAVE THAT OPTION</p> |
| <p>I don't work a lot of overtime but if I wanted to it's usually been available</p> |
| <p>I don't work a lot of voluntary overtime but I can.</p> |
| <p>I don't work the overtime because my wife doesn't want me to work the overtime. I have another part time job that I do.</p> |
| <p>I don't work very much voluntary overtime.</p> |
| <p>I don't work very often.</p> |
| <p>I get about two days of vol OT a week. I am good with that. I get to pick where I want to go. Mandatory OT you get assigned.</p> |

Survey 1 Data

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| <p>Q11: On a scale from one to five, how would you rate your satisfaction with the amount of voluntary overtime you perform?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion/No Overtime 4 Satisfied 5 Highly Satisfied</p> |
| <p>I get pretty much whatever I vol for</p> |
| <p>I GET WHATEVER THAT I WANT.</p> |
| <p>AND I NEED THE OVERTIME.</p> |
| <p>I NEED MONEY</p> |
| <p>I knew that there would be quite a bit of overtime. On average I get 7 to 15 hours OT overtime a week. There are times if I do get overtime that my Lt. will let me flex it as time off instead of getting paid.</p> |
| <p>I know that if I ever want it, it's there</p> |
| <p>I like it when it is there and I need it. It makes it easier when you decide when you are going to work overtime.</p> |
| <p>I like some overtime to compensate my low pay per hour.</p> |
| <p>I like the OT</p> |
| <p>I like voluntary because it is voluntary. I don't mind coming in for training are helping train the new hires. I enjoy that.</p> |
| <p>I LOVE 12 HOUR SHIFT. THEY WORK FOR ME. ENOUGH TIME TO GET HOME AND COME TO WORK. THERE IS A LOT OF FREEDOM WITH 12 HOUR SHIFTS.</p> |
| <p>I never had a chance to do voluntary overtime, I always got mandatoried.</p> |
| <p>I never volunteer - they take me kicking and screaming.</p> |
| <p>I only pick up what OT I choose. I would not do as much Vol OT if I was not afraid of Mand OT. So I do Vol OT at least once a week.</p> |
| <p>I put in a lot of hours because I chose to and becomes a norm for me.</p> |
| <p>I STAY LATE JUST TO DO MY OWN JOB. I CAN'T DO MY WORK DURING MY SHIFT BECAUSE I HAVE OTHER THINGS, BUT I CAN TAKE OT TO GET MY JOB DONE.</p> |
| <p>I think it is unreasonable to think that you have to keep vol for OT to stay off mand OT. has to cover does not have to cover That is an unfair arrangement.</p> |
| <p>I think that they can give me the amount of OT that I am looking for so if I want to work I can.</p> |
| <p>I VOL SO I CAN MAKE PLANS AHEAD OF TIME. I DON'T WANT TO GET STUCK FOR 16 HOURS IF I HAVE PLANS. I GET WHAT I SIGNUP FOR. THERE ARE TIMES WHEN YOU SIGNUP AND THE CONTRACT SAYS THAT IT IS SUPPOSED TO BY SENIORITY, BUT THE MAJ SAYS THAT IT WILL ROTATE. THERE HAVE BEEN SEVERAL GRIEVANCES.</p> |

Survey 1 Data

| <p>Q11: On a scale from one to five, how would you rate your satisfaction with the amount of voluntary overtime you perform?</p> |
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| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion/No Overtime 4 Satisfied 5 Highly Satisfied</p> |
| <p>I volunteer a lot to keep myself off of the mandatory list because I can plan to get off on time for my own personal activities and avoid unpredictable mandatory and sometimes that doesn't even work; I was working 7 days a week or 48-56 hours a week.</p> |
| <p>I volunteer a lot. I took a pay cut to work days and that allows me to work the overtime when it works for my schedule.</p> |
| <p>I volunteer when I can.</p> |
| <p>I volunteer. It goes based on seniority. Comp Time - It would be nice if administrative staff gave recognition to the people who regularly volunteer for overtime and made sure they were able to get days off when they want them. And all the people, not just certain people. There is a little bit of an issue with favoritism.</p> |
| <p>I volunteer for a lot of overtime. I usually work 32-40 hours per pay period. At the end of the year I will have worked about 18 or 19 months.</p> |
| <p>I want the voluntary overtime to be there so I have that option</p> |
| <p>I wish I worked a little more overtime. The days they need people I cannot come in because I am also going to school. The days I request are usually adequately staffed.</p> |
| <p>I WORK A LOT OF VOL OT. I AM SAT WITH THE VOL OT THAT I CAN GET. I STAY TO MAKE SURE WE HAVE THE NEEDED COVERAGE AND THE EMP ARE SAFE.</p> |
| <p>I work as many hours as I need to so that means if it is over 40 hours that is what it is and I get to choose when and how much overtime I get.</p> |
| <p>I work my share and won't complain; I understand it is necessary to work overtime one in awhile.</p> |
| <p>I work quite a bit of voluntary overtime. I try to do at least 8-10 hours each pay period so I have a bigger pay check. I also work the extra also to help us as a team if somebody else has something they need to do.</p> |
| <p>if don't volunteer, you get mandatoried.</p> |
| <p>If I am asked and I don't have anything else planned I'll stay over. I can always use the money.</p> |
| <p>If I do want to stay and work I'll do it to get off the mandatory list</p> |
| <p>IF I HAVE SOMETHING COMING UP I CAN WORK VOL OT TO AVOID HAVING TO DO MAND OT WHEN I HAVE PLANS.</p> |
| <p>If I need the work it is there.</p> |
| <p>If I want OT there is OT available. I try to avoid OT personally. My coworkers get all that they want.</p> |

Survey 1 Data

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| Q11: On a scale from one to five, how would you rate your satisfaction with the amount of voluntary overtime you perform? |
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion/No Overtime 4 Satisfied 5 Highly Satisfied |
| If it comes around, I'll take it. I usually don't go around seeking it |
| If it is voluntary I am asking for it and I am okay with that. |
| If we vol OT we can usually get in a position where we want to work as opposed to Mand OT where they put you where you have to work. |
| If you use the volunteer overtime, work it when it is convenient for me then you go to on the bottom of mandatory list. |
| If you want some overtime there's usually a spot somewhere where you can get something |
| if you want the overtime it is there. even volunteering doesn't cover staff that is needed. |
| IF YOU WANT TO WORK YOU CAN WORK. AT LEAST RIGHT NOW. AND IT HAS BEEN THAT WAY FOR THE LAST YEAR AND TWO MONTHS. |
| I'm dissatisfied because of the way they give it out. They don't follow the contract. If I'm not going to get paid any more than the new guy then I should at least have the opportunity to have first shot at the overtime like the contract says. |
| In past the voluntary overtime I did was to increase my take home pay. When gas was high I had to work at least 5 hours of overtime a week to cover the cost of gas for commuting. |
| it doesn't matter if you volunteer your services, you automatically have to do the whole 8 hours even if you only wanted to do 4. but if it is mandatory they are flexible in the amount of hours you work. |
| IT IS ALWAYS THERE WHEN I WANT IT. WHEN I ASK FOR THEY FIND IT FOR ME. YOU COULD WORK DOUBLES SEVEN DAYS A WEEK IF YOU WANTED TO. |
| It is available if you want it. |
| It is pretty easy to get OT. If you ask you are almost guaranteed to get it. some people work doubles six days a week. |
| It is there but you have to put forth the effort because your supervisors won't put forth the effort; they will mandatory you but won't call you. If you are not on the good old boy list, they won't call you. |
| It is there if I want it and the shifts are open for me to vol. |
| it is there when he wants it, especially good for saving additional money, and can cut it off when he wants. |
| It seems like anytime I would want to it was not an issue to stay late. The overtime is there if I want it. |

Survey 1 Data

| <p>Q11: On a scale from one to five, how would you rate your satisfaction with the amount of voluntary overtime you perform?</p> |
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| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion/No Overtime 4 Satisfied 5 Highly Satisfied</p> |
| <p>It seems to be going away, there is not a lot of opportunities to work it. if you don't want it, I guess that is a good thing.</p> |
| <p>It strictly workload based. So long as you do not abuse or milk it it is not unmanageable.</p> |
| <p>It will never go away no matter what. It is the nature of the business, with travel orders and such. There will always be a need for overtime.</p> |
| <p>it would be nice to get more to cover other expenses that come across. as a supervisor sometimes get over looked for overtime.</p> |
| <p>It's readily available, and I think that's a good thing as long as it stays voluntary</p> |
| <p>It's there if you want to work it; especially if they trust and like you.</p> |
| <p>It's there when want to work. Goes back to the ones who they "like" before offering the overtime to anyone else.</p> |
| <p>It's there when you want it</p> |
| <p>knows he can always volunteer</p> |
| <p>knows what type of business she's in and doesn't have a problem with it.</p> |
| <p>like to do sometimes</p> |
| <p>like to work OT, need to keep consistency on staffing; get the opportunity; only make base</p> |
| <p>likes the voluntary, but not being strongly persuaded. Do it on his choice; gets asked to transport inmates, doesn't feel safe working double shifts. slightly dissatisfied when doesn't fit into schedule; has worked a lot of voluntary hours .</p> |
| <p>needs overtime, but has things going on at home and can't take advantage of it as he would like.</p> |
| <p>never has to volunteer,</p> |
| <p>No comment</p> |
| <p>No comment</p> |
| <p>No comment</p> |
| <p>no consistent. admin asks who they want to ask for voluntary time. they always ask the same people over and over.</p> |

Survey 1 Data

| <p>Q11: On a scale from one to five, how would you rate your satisfaction with the amount of voluntary overtime you perform?</p> |
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| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion/No Overtime 4 Satisfied 5 Highly Satisfied</p> |
| <p>no time for voluntary since now working 12 hour shifts.</p> |
| <p>no voluntary overtime</p> |
| <p>None I don't volunteer.</p> |
| <p>Not an OT position.</p> |
| <p>not following Contract as stated. Most senior gets voluntary OT; do a rotating voluntary. Feel they should distribute across and for everyone. Few things that seniority gives them and OT is one; not being followed.</p> |
| <p>only volunteer if he wants to; don't need it; if at top of list for mandatory will volunteer to drop down</p> |
| <p>pick up as much as he can; starting to get fully staffed</p> |
| <p>plenty OT</p> |
| <p>right now on 12s so don't do any</p> |
| <p>RIGHT NOW WE ARE SHORT SO I WORK AS AN CO IN MY HOUSING UNIT ON OT. IT IS AVAILABLE NOW, BUT LATER CO WILL GET THE OT IN THE UNIT. I WILL ONLY GET TO VOL UNLESS NO CO APPLY FOR THE VOL OT</p> |
| <p>same answers as #10</p> |
| <p>Same reasons</p> |
| <p>Satisfied, just by virtue of we trade shifts out to lighten the load for everybody on our shift. We work it out between ourselves.</p> |
| <p>See above. I don't have to volunteer very often but I don't mind it if I do.</p> |
| <p>see answer to #10</p> |
| <p>shouldn't be allowed to work 80 hours week; likes the money. Feel like shouldn't take day off b/c they expect to be here.</p> |
| <p>Since I was allowed to do OT in June 2015 I have done some doubles - work here if you are willing to work.</p> |
| <p>some facility overtime needs are not that great. sometimes have more than can handle but they handle it. it comes and goes.</p> |

Survey 1 Data

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| <p>Q11: On a scale from one to five, how would you rate your satisfaction with the amount of voluntary overtime you perform?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion/No Overtime 4 Satisfied 5 Highly Satisfied</p> |
| <p>Some people want OT and some people don't. It benefits both sides. If people are vol for OT then there is less mand OT. There is a rift between people that request vol OT and get it and those who are denied.</p> |
| <p>some will work voluntary to they don't get mandated. don't do it just to help out. With him, if need someone to stay and he can - he will.</p> |
| <p>telestaff has helped out a lot and can sign up for that up to 30 days out. so better for scheduling personal life.</p> |
| <p>THE DIR OF CORR REFUSES TO FOLLOW THE BARGAINED LABOR AGREEMENT.</p> |
| <p>The OT that I work is what I ask for and you get what you ask for.</p> |
| <p>the time he volunteers is worked to avoid mandatory overtime.</p> |
| <p>THE UNION CONTRACT SAYS THAT VOL OT IS BASED ON SENIORITY. THEY ARE MAKING UP A RULE THAT IT IS ON A ROTATING BASIS. THEY USE A LIST AND WHEN YOU DO OT YOU GO TO THE BOTTOM OF THE LIST. YOU ARE TAKING MONEY OUT OF SENIOR STAFF POCKET BY NOT DOING IT BY CONTRACT.</p> |
| <p>Then I can choose when I do OT. I don't mind vol for OT and have done so.</p> |
| <p>There are times when you have to get extra stuff done and being allowed that time helps get the job done. There is not an excessive need for it.</p> |
| <p>THERE IS ENOUGH PEOPLE THAT SIGN UP FOR OFF SHIFT POST TO WHERE THEY DO NOT GET OFF UNTIL TWO HOURS LATE. I CAN COVER THAT. MAND OT SHOULD BE FOR EMERG. YOU CAN CLOSE DOWN POSTS TO AVOID MAND OT.</p> |
| <p>There is not voluntary overtime available to make a little extra money. but this is a really good problem to have for the department and for staff.</p> |
| <p>there is Overtime any time you want it; plentiful; any time you want it.</p> |
| <p>times when have to stay over to pack inmate clothing; not often.</p> |
| <p>try to do one volunteer a week and works out well.</p> |
| <p>try to pick up two extra shift a week.</p> |
| <p>usually get overtime that she signs up for .</p> |
| <p>USUALLY I GET THE HOURS THAT I WANT.</p> |
| <p>usually pretty good; there is the ability to cross, not a streamlined process to get to other locations</p> |

Survey 1 Data

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| <p>Q11: On a scale from one to five, how would you rate your satisfaction with the amount of voluntary overtime you perform?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion/No Overtime 4 Satisfied 5 Highly Satisfied</p> |
| <p>voluntary overtimes that he asks for he gets it.</p> |
| <p>voluntary program, makes it fair and consistent for everyone; sometimes there is none</p> |
| <p>volunteer overtime is not offered on a fair basis only offered to those "favorites" of administration.</p> |
| <p>WE CAN PICK AND CHOOSE WHEN WE WANT TO WORK BASED UPON OUR POSTIONS. WE CAN AVOID NIGHTS AND WEEKENDS IF I HAVE SOMETHING TO DO. PROBABLY THE OPPOSITE OF WHAT YOU HAVE HEARD FROM OTHERS.</p> |
| <p>We get enough to help.</p> |
| <p>We've got enough staff now that you've got to scrap for overtime. I don't think processes aren't followed on who gets the voluntary overtime. It sucks to see someone less senior than you get it.</p> |
| <p>WHAT IS SEEN AS VOL OT IS COERSED OT. PEOPLE SCHEDULE VOL OT TO MOVE DOWN THE LIST OF MAND OT. THIS IS A WAY OF CONTROLLING MAND OT.</p> |
| <p>When I ask for it, I get it. If they don't have it here, I can work . I work two shifts all of the time.</p> |
| <p>WHEN I CAN CONTROL OT I AM OKAY WITH IT. MAND OT IS A PROBLEM FOR ME.</p> |
| <p>When I have time to work overtime there's always something available</p> |
| <p>When I vol and I'm needed they use me and I have no complaints. I get what I want.</p> |
| <p>When I want it, they let me know what's needed.</p> |
| <p>when things are running well and you get to chose when and where you want to work, you can incorporate that into your schedule.</p> |
| <p>When you vol for OT it is likely to be granted for people who need the OT</p> |
| <p>where favoritism to specific individuals or senior staff occurs</p> |
| <p>With coming up you can make some extra money when it is offered and its voluntary.</p> |
| <p>works the voluntary to avoid the mandatory. Has worked for their schedule/needs.</p> |
| <p>You can get any kind of overtime you want and they're always very appreciative when you do work it</p> |

Survey 1 Data

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| <p>Q12: On a scale from one to five, how would you rate your satisfaction with the shift you work?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied</p> |
| <p>12 hour shift was not voluntary, he went to shift so he could make it to events, so now he is mandatoried to be at work when that is not what he signed up for.</p> |
| <p>years on shift; to be on shift is very pleased</p> |
| <p>I am okay with my shift because I go help on when I get done here.</p> |
| <p>shift fits lifestyle.</p> |
| <p>is a good for her personal lifestyle and schedule.</p> |
| <p>8 hours shifts = rate a 4 12 hour shifts = rate a 2 - go home go to bed and get up and come to work and do it again. I don't know how staff with children can do this job.</p> |
| <p>After working I got more comfortable working with the shift people. No issues, just feel more comfortable. shift likes to leave a lot of stuff for shift to clean up. Next Monday I go back to shift which I like and prefer.</p> |
| <p>a lot of senior employees on shift.</p> |
| <p>at this point in time I like my supervisors and most of the staff are good</p> |
| <p>atmosphere is good; hours are great. can still get out and see daylight.</p> |
| <p>been on shift entire time, likes who he works with.</p> |
| <p>been on fits with lifestyle well.</p> |
| <p>their schedule. people like shift because they can take care of their needs. \$100 in pay for shift diff. work during day, can't get a day off.</p> |
| <p>you strive for that day shift</p> |
| <p>shift give me the flex to meet my needs.</p> |
| <p>shift hours work best with personal life.</p> |

Survey 1 Data

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| <p>Q12: On a scale from one to five, how would you rate your satisfaction with the shift you work?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied</p> |
| <p>shift is nice</p> |
| <p>don't like shift hours</p> |
| <p>enjoy working shift, most of the best work it</p> |
| <p>Even if I can make it to bed at or try to catchup on sleep by going to bed I always feel like I am getting up in the middle of the night to go to work. I am preferring this shift right now because it allows me flexibility regarding events but it is tough getting up so early.</p> |
| <p>EXPERIENCE LEVEL ON THE SHIFT IS VERY LOW. THE TURNOVER RATE IS HIGH.</p> |
| <p>feel the things normally run sufficient and adequate</p> |
| <p>and a lot of experience is behind me safe secure for me and others. A lot of experience on shift.</p> |
| <p>shift does a lot more than shift</p> |
| <p>SHIFT DOES A MAJORITY OF THE THINGS THAT NEED TO BE DONE. MEALS, ACTIVITIES, AND WE FINISH ALL THE TASKS BEFORE SHIFT. WE ARE BUSY ALL DAY.</p> |
| <p>shift there is more that wants to be here, and there is more activities. the people that want to be here are on shift and that's why he likes working it.</p> |
| <p>fortunate to be hired on shift; I would have a tough time working any other shift.</p> |
| <p>generally pretty controlled which is nice, good communication, getting to point a to point b</p> |
| <p>get off every day, still have lot of day to do what he wants to do</p> |
| <p>there can't be a shift that would be highly satisfactory.</p> |
| <p>good group of people</p> |
| <p>good shift but some of the people need a lot more training to bring them up to the standards that we have for the shift</p> |
| <p>great people to work with; different culture; teamwork is amazing. Give out A forms as much as can; people need the recognition. Recognition has improved over the years.</p> |

Survey 1 Data

| Q12: On a scale from one to five, how would you rate your satisfaction with the shift you work? |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| great to be off work earlier |
| highly dissatisfied now because of the staffing situationI don't know what to call this. I am assigned these working hours since the riot....not a disturbance. 4 days a week/12 hours a shift normally very satisfied |
| hours are good and work for me |
| Hours work well for me. Our team is pretty good even though we have a lot of new people. We all seem to mesh well. |
| I am fortunate to work but I do not have weekends. It would be nice to have more positions with weekends off. |
| I AM HAPPY WITH FIRST. A LOT OF PEOPLE WORK HARD ON FIRST TO GET THE JOB DONE. WE MAY NOT GET IT ALL DONE BUT EVERYONE DOES THIER BEST. |
| I am highly satisfied shift it is harder to get a day off. And now when I go back to next week they changed my days off from that cuts me off from my friends and support group. |
| I am on shift with my recent promotion. My actual post is to have Prior I worked |
| Being on I have no life any more. I hate working shift. Transferring to would reduce commute time by 1 hour 15 min |
| I am satisfied with my current shift and satisfied |
| I am still trying to get used to working back on shift. I was on before but I am working |
| I been working years I have work here. I started as a |
| I choose the hours that I applied I could make that work for my life style. I am having trouble adjusting to the new schedule. I haven't missed so I guess I am somewhat adjusted. |
| I chose to be here, but it's the shift I chose and the days off I chose |
| I chose to take the pay cut and knew what I would loose. I loved shift because it allowed me to work |
| I do less of what my job descript outlines due to the shift I am on. Other jobs overwhelm what I am supposed to be doing because of this shift requirements |

Survey 1 Data

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| <p>Q12: On a scale from one to five, how would you rate your satisfaction with the shift you work?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied</p> |
| <p>shift works for me.</p> |
| <p>I guess it is a reality of the job. You have the ability to bid the hours that you want.</p> |
| <p>I HAVE BEEN ON THIS SHIFT FOR A LONG TIME AND HAVE THE DAYS OFF THAT I WANT.</p> |
| <p>I have been working shift for a long time and I know what to expect.</p> |
| <p>I have the nice shift</p> |
| <p>I GET A LUNCH BREAK. THERE IS NOT MUCH TO COMPLAIN ABOUT</p> |
| <p>I have worked shift and I am used to it. It is quiet and slow.</p> |
| <p>I have worked here for nine years and I am on days. I cannot complain compared to other people.</p> |
| <p>I just enjoy the hours.</p> |
| <p>I like shift but don't like that it starts I am used to shift starting at</p> |
| <p>I like shift, but I don't like the days off. So I had to bump someone and I didn't like it. She felt as though she was being put in the position to make choices that the administration didn't want to make.</p> |
| <p>I like shift. I was given the opp for but I stayed with</p> |
| <p>I like the 12 hour shifts. Even we get mandatoried on 12 hour shifts, it would only be for 4 hours. I like the 3 days off and that also creates less driving.</p> |
| <p>I like the hours I am currently working. They have helped me make appointments during the week.</p> |
| <p>I LIKE THE SHIFT AND MOST OF THE PEOPLE THAT I WORK WITH. THERE ARE SOME I DO NOT LIKE WHO ARE NOT MOTIVATED TO HELP THE NEW STAFF.</p> |
| <p>I like working 8 hours on shift completely; now I am working 4 days a week; my day off is in the middle of my work week and I use that day to recover from the previous 12 hour shifts and prepare myself for the next days of 12 hour shifts.</p> |

Survey 1 Data

| Q12: On a scale from one to five, how would you rate your satisfaction with the shift you work? |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| I love shift. |
| I love everything about the shift...able to be home at night... That's what means the most to me. I love everyone I work with. We work really well as a team. |
| I love getting off when there's not all this mandatory overtime. |
| I LOVE MY HOURS |
| I love my shift and the people I work with. |
| I love the people I work with on my shift. The hours work well for the responsibilities that I have. I previously worked a and that was idea for personal reasons. That shift was eliminated. Overall I am pretty satisfied with the shift itself |
| I love the shift I am on right now and I don't have to worry about how long I am going to get mandatoried over. |
| I miss getting off I have to sleep till just before you go work because you could be up for 24 hours if you get mandatory and hard to socially interact After working 22 hours and drive Now with current staffing I am more comfortable interacting because of the positive changes. I have seen staffing go up and then go right back down. |
| I need the time on the other shifts |
| I picked it so I like it. |
| I prefer to work so I can do the other things in my life. and my interests occur in the evening. work is not my main priority. |
| I STARTED ON AND I PICKED SHIFT AND NOTHING HAS HAPPENED TO CHANGE MY MIND. |
| I used to work shift at the pen now I work shift. |
| I want shift by choice. |
| I want to be on shift....I prefer these hours. |
| I wanted shift. I like an 8 hour shift. Being around inmates for more than 8 hours is draining on your mind. Young people want 12 hours to get weekends, but that would be brutal. |

Survey 1 Data

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| <p>Q12: On a scale from one to five, how would you rate your satisfaction with the shift you work?</p> | | |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied</p> | | |
| <p>I was working the _____ but now I'm on the _____ off so I'm definitely satisfied now</p> | | |
| <p>I WENT TO _____</p> | | |
| <p>I wish I did not have to come in at _____</p> | | |
| <p>I wish they would leave them at 12's.</p> | | |
| <p>_____ I choose my days</p> | | |
| <p>I WORK _____</p> | <p>WOULD BE BETTER TO MATCH UP WITH _____</p> | <p>BUT THEY WILL NOT LET ME.</p> |
| <p>I WORK _____ SHIFT. IT WORKS WITH MY _____</p> | | |
| <p>_____ I am satisfied with my shift.</p> | | |
| <p>I work from _____</p> | <p>with 30 minutes for lunch. _____ I can flex time.</p> | |
| <p>I WOULD PREFER ROTATING WEEKENDS. OR 4 ON 4 OFF. I WANT IT TO BE A CAREER NO MY LIFE</p> | | |
| <p>if you asked me two years ago, I would say satisfied, now I am not. A certain share of employees are here to just collect a check. The inmates are allowed to do whatever they want, they are not accountable. This makes it hard for us who have to deal with them. It is hard to deal with.</p> | | |
| <p>I'm highly dissatisfied</p> | | |
| <p>I'm satisfied, however I wish they would allow _____ to bid for days off without bidding for a position like staff can. Also _____ should be allowed to have the option to have a _____ off like _____ staff do.</p> | | |
| <p>In the DoC the _____ shift is something that takes awhile to get to so getting to work days is a blessing.</p> | | |
| <p>It allows me to take advan of a business day. I have time for recreations and _____ I am a _____ person so I like it.</p> | | |
| <p>It fits in with the other things I have going on in my life.</p> | | |
| <p>It is a good shift. I am never highly satisfied with anything.</p> | | |

Survey 1 Data

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| <p>Q12: On a scale from one to five, how would you rate your satisfaction with the shift you work?</p> | | |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied</p> | | |
| <p>IT IS AN EASY SHIFT</p> | | |
| <p>It is better than</p> | <p>It is just part of the job having</p> | |
| <p>It is good for and my life. More laid back than first and second shift. Had seniority and selected third shift.</p> | | |
| <p>IT IS NOT THE WORST SHIFT. IF IT WAS JUST THINGS DURING THE DAY IF YOU GET OFF AT</p> | <p>IT WOULD BE GREAT BUT I WOULD LIKE TO WORK</p> | <p>SUCKS. IT GIVES YOU TIME TO DO BUT THERE ARE NO OPENINGS.</p> |
| <p>and sit in a bubble. They only serve as a body here. Others have to fill in and do the real work. When you have 15-16 employees on duty with 5 people on light duty that shifts the burden of the work to other staff. Light duty employees cannot be held over. So the others who are already burdened with more work get held over on mandatory overtime.</p> | | |
| <p>sick or have travel duty, we are held over to cover for that person. If a employee covers for</p> | <p>When the facility has employees who call in is absent, another and we get held over for the person who is covering This is not good.</p> | |
| <p>It works out for me and it is just a lot easier for me.</p> | | |
| <p>IT WORKS WELL FOR ME.</p> | | |
| <p>it would be a 5 rating if all the veteran staff didn't go to shift and that 90% of the shift has been here less that 6 months and that they are barely trained when they come here.</p> | | |
| <p>It would take a big gun to get me off shift. My shift and days off are perfect.</p> | | |
| <p>It's not a bad shift but there are benefits to every shift.</p> | | |
| <p>know where will be after rotation (every four months) is known.</p> | | |
| <p>leadership is good on this shift; at first workers were disgruntled and not good at their jobs. have since left and taken other jobs; shift seems to attract workers for reasons.</p> | | |
| <p>like shift when it happened. hopefully 12 hour shifts end soon.</p> | | |
| <p>like hours, and the people that he works with. he works like a shift combo.</p> | | |
| <p>like the hours.</p> | | |

Survey 1 Data

| Q12: On a scale from one to five, how would you rate your satisfaction with the shift you work? |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| like working |
| likes the hours. |
| likes the shift. |
| likes working shift, but wants to move back to shift |
| likes working his shift. been on shift since he has started. |
| loves it. team work within is great; |
| Mental health programs have been interject into one of the post I work with a complete set of rules and we are supervising inmates when staff has no mental health background. |
| more comfortable; lot less inmate interaction; staff are on the older side and a lot less gossip with more appropriate workplace interaction. |
| My job is shift which comes in an hour after shift. We work until I am actually working 4 ten's. and I really like that because I have a weekday off where I can do errands if I want to. Our has to be here M-F so he does not work shifts. |
| My shift is flexible. I kind of make my own schedule. |
| My shift operates fairly well as well as the personnel assigned. well organized and able to deal with the situations that come up. |
| MY SUPERV KNOWS WHAT THEY ARE DOING. THE STAFF KNOWS WHAT THEY ARE DOING. WE WORK TOGETHER AND NO ONE IS OUT TO GET ANYONE. THERE IS NO COMRODERY ON SHIFT BUT THERE IS ON DEFINITELY THE SUPERV |
| NEW HIRES GO TO NO BODY WANTS TO WORK SHIFT HAS THE IDIOTS. YOU HAVE A GOOD CHANCE TO GET WEEKENDS OFF WHEN YOU ARE NEW |
| no choice - last six months changed that. Not that much short in staff as was a year ago. Used to have meet and greet (hire team) no shorter now than one year ago. Seems to be a numbers game |
| No comment |
| none |

Survey 1 Data

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| <p>Q12: On a scale from one to five, how would you rate your satisfaction with the shift you work?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied</p> |
| <p>Benefits and drawbacks to working shift.</p> |
| <p>nothing beats getting off getting off</p> |
| <p>ON SHIFT WE HAVE A COLLECTION OF PEOPLE THAT UNDERSTAND EACH OTHER. WE ARE NOT FRIENDS AND DO NOT SOCIALIZE, BUT WE HAVE A COMMON GOAL AND EVERYONE IS WILLING TO DO WHAT IT TAKES TO GET TO THE END OF THE DAY WITH EVERYONE SAFE.</p> |
| <p>only reason like shift because of hours; job and people -</p> |
| <p>overall the people on this shift are pretty good, couple people that could be performance management, dump a lot from shift</p> |
| <p>prior to May - was satisfied.</p> |
| <p>satisfied with it, has a weekend day of; like a shift with weekend day off; not going to leave because he can't get that</p> |
| <p>Satisfied with the shift when I can work 8 hours. I don't like the 12 hours shift.</p> |
| <p>shift really works for me as I work a lot of OT on days.</p> |
| <p>Some days are better than others. shift is alright, but I'd rather work</p> |
| <p>Somewhat. I am sat because the shift runs smooth most of the time. The shift and yard superv are exp and know what they are doing. The inmates are more apt to follow the rules and do what is expected of them since the consequences are immediate. However on shift there is a lot of - some of the superv are very intimidating and unapproachable. Sometimes you feel you are walking on egg shells and you are afraid to ask questions or get questioned on why you radioed something. It can be very uptight on shift. I work a lot of and I feel that I can breathe ON SHIFT AND THAT I CAN MAKE A MISTAKE AND NOT GET WRITTEN UP OR HAVE ADMIN ISSUES.</p> |
| <p>is more in line in what he did before coming to doc. so he is use to working a day.</p> |
| <p>The shift was one of the reasons I took the job. In my opinion it is one of the best shifts I can have.</p> |
| <p>the hours are logical and they work with life outside of facility</p> |
| <p>the hours are nice.</p> |

Survey 1 Data

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| <p>Q12: On a scale from one to five, how would you rate your satisfaction with the shift you work?</p> | |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied</p> | |
| The hours | give you time to be home |
| <p>THE PEOPLE ON SHIFT FOR A LONG TIME HAVE A GOOD RELATIONSHIP BETWEEN EACH OTHER AND INMATES. THE FIRES AND FIGHTS OCCUR ON SHIFT. ONE OF THE FEW PERKS OF SHIFT IS THAT I ENJOY THE PEOPLE THAT I WORK WITH. THERE IS USUALLY FRESH HOT COFFEE ANYWHERE YOU GO</p> | |
| <p>The shift is not so much important. It's the additional hours on top of it that make it so stressful.</p> | |
| <p>The supervisors and other will not even listen to you to get the work that needs to be done .</p> | |
| <p>THERE IS NO COMM. CERTAIN STAFF ARE NOT HELD ACCOUNTABLE FOR THEIR ACTIONS BY THE SGT AND LT. THEY JUST IGNORE THINGS THEY DO NOT WANT TO DEAL WITH. NO ONE WANTS TO WORK WE GET NEW PEOPLE CAUSE NO BODY WANTS TO WORK INSTEAD OF TALKING ABOUT MISTAKES THEY GO STRAIGHT TO PAPER AND THE MAJ TAKE DISCIPLINARY ACTION. YOU DONT KNOW WHAT IS GOING ON AND YOU ARE GET DISCIPLINE. NO ONE WANTS TO HELP ANYONE AND THE SUPERV ACT LIKE THEY DO NOT CARE ABOUT ANYTHING THAT YOU TAKE TO THEM.</p> | |
| <p>I have no complaints.</p> | |
| <p>They told me that once we go back to normal hours my hours could change but I will still be on some kind of shift.</p> | |
| took | years to get to shift and has decent days off. |
| <p>Was fortunate to bid to that shift when people did not have bids left.</p> | |
| <p>WE MAKE IT WORK. WE HAVE ALL THE EXPER ON THIS SHIFT. THAT IS WHY IT ALWAYS WORKS IN EVEN THE WORST POSSIBLE SITUATIONS. WE HAVE THE STAFF WITH THE KNOWLEDGE AND EXPER TO MAKE IT WORK.</p> | |
| <p>We should be working our regular 6 am to 2 pm like we signed up for. I have been working the twelve hour shifts since the May 10 riot. I understand when the emergency happened the need for 12 hour shifts but if they are going to start letting inmates out to court and their normal activities before the staff goes back to normal hours that seems to be very unfair. Like they are more worried about getting the inmates back to their normal routine than they are worried about getting their own staff back to normal.</p> | |
| <p>With second shift everything is happening stuff is going on and it makes the shift go faster</p> | |
| worked | shift - doesn't mind |

Survey 1 Data

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| <p>Q12: On a scale from one to five, how would you rate your satisfaction with the shift you work?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied</p> |
| <p>WORKING 12 HOUR SHIFTS. AS A SHIFT OC IS WAS DONE AND COULD GET HELD OVER UNTIL I LIKE KNOWING I WILL NOT GET HELD OVER SINCE I AM ON 12 HOURS SHIFTS. I WOULD LIKE TO GET OFF , BUT THE RISK OF MAND OT IS A NEGATIVE. SOCIAL LIFE ON IS HARD</p> |
| <p>working shift, admin there for part of day, mostly self-managed. everyone knows job and what is expected and does job.</p> |
| <p>Warden allowed me to change my work hours and I'm very appreciative of that.</p> |
| <p>works by self; creates work atmosphere; tries to be consistent with inmates - good day or bad, same everyday.</p> |
| <p>works for him since he is a person.</p> |
| <p>works out great</p> |
| <p>works with</p> |
| <p>works with personal schedule.</p> |
| <p>works with schedule.</p> |
| <p>would make better 12 hour shift, everyone could reap benefits</p> |

Survey 1 Data

Q14: On a scale from one to five, how would you rate your satisfaction with the resources, equipment, and systems that are provided to you to do your job?

1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied

they have to do computer training, and some of the computers do not have speakers, some have small screens, and some people have trouble getting access to their passwords.

A lot of the computer I am not real good with the software and programs. They just are not user friendly.

A lot of time our comp access for info is limited so we cannot do work. Account info is not accessible. we have to defer a lot of questions.

no there for us to use for example our computer was down this past week for a few days and could not write MRs which are supposed to be done in 72 hours; housing unit 5 has a computer system for the doors and it is always having issues; things don't get fixed promptly as they should; chairs are mostly broken and uncomfortable.

All the stuff I have to carry They won't let us wear suspenders. Nothing to support us. They changed the pants to give us more pockets but all the pockets are all covered up by the stuff on the belts. We look more military.

all tools I need are provided; on the floor we are lacking of supplies; currently out of bleach and napkins and no way to clean and wipe hands during lunch.

Any information I need I know how to find it. Some of them we aren't even trained on. So it's a lot of trial and error.

better equipment

between 2 and 3. The systems I am going to interpret as computers though some progress has been made there is still difficulty with changing passwords. Specifically with the dept of nebr have been playing phone tag for almost a year so that I can apply for a different position within the state, which I am currently unable to do. HR job application password and email. My email had the wrong name and access got cutoff because it was reset and I was not told. My name was also change to another misspelling, but it is working now.

Budget cuts are hurting for office supplies and things of that nature.

can always improve; access to decent equipment;
Here seems to be better than other facilities.

CERTAIN REST RUST OR NEED FIXED. COMPUTERS ARE SLOW.

Classification manual is outdated. Computers are very slow and outdated. We need a copier in the office.

Survey 1 Data

Q14: On a scale from one to five, how would you rate your satisfaction with the resources, equipment, and systems that are provided to you to do your job?

1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied

Computer systems are getting upgraded so it's getting easier to do paperwork.
Training is something this dept really needs to invest in. We need better training aids. That's something you should never cut. You should invest in.

computer systems are old, work, but sometimes breakdown, have to use alternate means, visiting corporal, has a computer has to start and restart, one computer in break room if restart, just keeps restarting; shampooing machine designed poor, not totally satisfied but machines work

Computers and programs are old and slow. We still use paper files. That could be a little better.

department provides adequate tools and requirements to wear them

doesn't have enough security camera coverage. understands that they were approved for 16 cameras but funding hasn't been available in the last 5 years to buy. there are tons of blind spots in the facility and the inmates know where they are and take advantage of that knowledge and lack of cameras and there's not enough staff to be everywhere at every time and they rely greatly on cameras.

don't have any complaints....there is always something better

don't have as much as used like flashlight had to provide on own. Everything issued at STA has to be turned in. All issued at the STA, differences in what is issued from facility to facility.

don't have enough staff to run facility safely, so it is a dangerous environment. there is no money for safer equipment no funding. asked to run a 1500 institution with 30 people.

equipment is good; doesn't shut down.

equipment is great - any other facility and infrastructure is showing wear and tear. Housing capacity is culprit; cameras, spray, couldn't be better.

equipment is ok; access he has is dissatisfied for the amount of equipment he can use, ok with that

Equipment is old, not everyone has access to resources. If you want to help an inmate, not everyone knows how to find them. I feel like we're setting inmates up to fail. Communication from shifts is bad, for instance about whether there was a fight on the previous shift, if people were locked up, if weapons were found. When my butt's on the line, I need to know.

everything works well; good resources to do the job.

EVERYTHING IS EXTREMELY OUTDATED.

everything usually works when I need it.

Survey 1 Data

Q14: On a scale from one to five, how would you rate your satisfaction with the resources, equipment, and systems that are provided to you to do your job?

1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied

For some time I have been asking for modifications to the dorm case worker office and the dorm it self to provide better visibility of the dorm from my office for security's sake.

For the most part our tech is pretty good. Although some stats that I wish I had access to or the dept would start using.

For the most part we have what we need There are a few areas where there could be some improvement.

For the most part, satisfied with what's there, space is an issue, no space for anything; everything we add, we need more staff space, property boxes don't fit, can't have offices, if a program is added, there is no space for that office; staff area where they eat, also used for holding,
need more counter space; paperwork is done where inmates can be around

go on a P drive; has resources readily available

things have gotten better.

has everything needed to do job; not lacking.

has everything needs for the years here. has talked about changes; but not done.

have all equipment needed to perform duties. works in and the roof leaks .

have what is needed to do the job

he does a lot of passes, and there would be a lot of ways to simplify it. he's brought it to their attention but it gets blown off.

doc should have that option as well.

I am happy with what I have here. It fits my needs on the unit. The computers are outdated

Seems like the inmates can file grievances and call the ombudsman and get what they need. As a custody staff we are not given the same opportunity.

I could use an extra computer. When there are 3 of us in an office and only one computer it inconvenient. If you have to write a report we have to share. That computer is used for everything and at times more than one of us need access to a computer. Our time could be better utilized if we had an additional computer. We also need a printer with a scanner in our office. Would save time because we would not have to go to operations to scan or print. I think any staff member that wants to be responsible for an MK-9 (OC/pepper spray) should have one.

Also our software is outdated.

Survey 1 Data

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| <p>Q14: On a scale from one to five, how would you rate your satisfaction with the resources, equipment, and systems that are provided to you to do your job?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied</p> |
| <p>I do have some issues with equip however I need to be able to fix the equipment that I have issues with. I need to learn the system to purchase new equipment so until I learn to order new and I am shot down I will reserve judgement.</p> |
| <p>I don't have any problems with the equipment or systems we have.</p> |
| <p>I don't think any of the systems that I use make it difficult to do my job. There could be advancements to make my job easier and more efficient.</p> |
| <p>I guess the only thing is they are taking our printers away because of budget cuts. I guess I get exercise now, I get up and walk.</p> |
| <p>I have all the systems I need</p> |
| <p>I have everything that I need to do my post job - computer and phone access - is great = If I can't find it my support staff can.</p> |
| <p>I have no opinion on my equipment it is the same every day.</p> |
| <p>I have what I need to do my job.</p> |
| <p>I haven't had to do any paperwork</p> |
| <p>I think I have requested workable resources for my duties including my additional duties Usually I have requested space or a way to organize I suggested options such as and I heard no a lot. The reasons I was given for the denial were very arbitrary. They have said they have come to a solution however, after coming to a solution then I was pushed to get it done and my schedule will not allow that at this time. I also have GED proctoring as an extra duty. The equipment and the program for GED testing are constantly in need of updates or repairs. It is an awful program. Requested space for intake and progress review interviews and was told that was not a possibility for safety reasons when there were no more safety reasons that in the offices we currently use. That is probably my hot topic if there is one.</p> |
| <p>I THINK SOME THINGS ARE ANTIQUATED. THE FORMS ARE FROM THE 50'S. WE SHOULD USE E-FORMS. SOME EQUIP AND METHODS ARE ANTIQ AS WELL.</p> |
| <p>I think the introduction of chemicals has helped a lot. It has cut down on staff injury. That along with other equipment that the department has recently purchased.</p> |
| <p>I think we have most of what we need here to perform our daily duties</p> |

Survey 1 Data

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| <p>Q14: On a scale from one to five, how would you rate your satisfaction with the resources, equipment, and systems that are provided to you to do your job?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied</p> |
| <p>I would like to see a work out facility for staff to link in with the Wellness program. They could do training in there. They could use it for CERT or SORT training. Exercise helps with depression. We have about 400 staff here and I feel there would be interest in this. It would allow people to work out after or before there shift. There is no adequate gym or exercise facility near by. Beatrice has something but it is 30 minutes away. I would like to see the MK-9 (pepper or oc spray) distributed to all the case workers. Training for case workers needs to be a little more in dept. A female case worker has been assaulted twice, (punched).</p> |
| <p>If I need something or if something happens doing my system during the shift there is a replacement available.</p> |
| <p>If I need something they are pretty open about getting it for me. They are receptive to new ideas and changes. I may have to do the paperwork</p> |
| <p>there are a lot of things that we have to print off I know the new plan now is that as soon as the printers run out of ink we will have to go to the mail room Everybody in the building will have to use that one printer. Our offices are located thru two secured doors to get to the printer. It is going to be a hassle for everybody. At present time, the equipment and resources we have are sufficient. our inmates could use better cold weather equipment, such clothing. We have asked for it before but it was not approved. As far as they provide the basic safety needs.</p> |
| <p>PRIOR TO THE RIOT NOTHING WAS BEING DONE ON THE EQUIPMENT.</p> |
| <p>It has greatly increased in the last 3 years.</p> |
| <p>It is not organized to get things fixed. Things break and things are offline a lot. The quality of systems is bad. Quality of the equipment is low</p> |
| <p>It sounds like it could be getting better though</p> |
| <p>Lately making changes to put things on the computer instead of paper. But it seems too often I'll be on the computer and it will just shut down. That would be great if we had a better system. I wish they'd get the bugs out of something before they said this is how it's going to be done. They don't get any input.</p> |
| <p>like pulling teeth to get anything done; when it is approved it's the cheapest item; get what you pay for. Out of our control because of the contract rates with the bidding process. See it at County - new jail built two years ago and is already falling apart.</p> |
| <p>great idea to get mace</p> |
| <p>most are not up to standards, tables and chairs break regularly.</p> |
| <p>A printer broke and it took to months.</p> |

Survey 1 Data

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| <p>Q14: On a scale from one to five, how would you rate your satisfaction with the resources, equipment, and systems that are provided to you to do your job?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied</p> |
| <p>They think there was lightning strike. Prior to 2011 I filed a grievance that went to step two but I am still waiting for that to come back. In 2012 I was told that the feds made us change the freq which made it worse</p> |
| <p>Over all satisfied. One equip for force cell moves More defensive equipment.</p> |
| <p>OVER THE YEARS WE HAVE GOTTEN UNIFORM UPGRADES. WE HAVE BELTS AND PROPER EQUIP FOR OUR JOB. OVERALL THE EQUIP IS OKAY.</p> |
| <p>proper equipment is limited and current equipment available is sometimes outdated.</p> |
| <p>provided with what is needed; knows job.</p> |
| <p>not adequate at all.</p> |
| <p>the vehicles that the facility has are not clean and sanitary.</p> |
| <p>he only needs once. and in years he has only used them once and only one.</p> |
| <p>RECENT EVENTS MAKE ME THINK THINGS ARE GETTING BETTER. THE MK9 PEPPER SPRAY SHOULD BE WITH THE SINCE WE ARE IN THE UNITS WORKING WITH THE INMATES. I HAVE HAD NUMEROUS OPPORTUNITIES TO USE. PEOPLE THAT NEED THEM DO NOT SEEM TO HAVE THEM. THEY HAVE ORDERED NEW ONES WHICH I HAVE. RESPONDERS GOT THEM FIRST AND THE RESP ALWAYS GOT THERE WITH THE PEP SPRAY AFTER THE FIGHT WAS OVER.</p> |
| <p>request equipment and don't get it. has equipment that's old. Computer in was taken away b/c one person was abusing it; not replaced. Yard equipment poor quality; can crusher example. don't replace items when need to be replaced. Don't upgrade when better is out there.</p> |
| <p>right now works in a control bubble equipment is worn out. the chairs they sit in are broken. the</p> |
| <p>Satisfied now, we are starting to get better equipment now. For most of the time I have worked here we have been getting hand me downs. We would get stuff We did get surplus gear and that was cell extraction equipment and it is still in good shape.</p> |
| <p>don't' look unified</p> |

Survey 1 Data

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| <p>Q14: On a scale from one to five, how would you rate your satisfaction with the resources, equipment, and systems that are provided to you to do your job?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied</p> |
| <p>seems like can't get things that are needed to do job, can't get calendars have to provide their own, they are allowed to get post it notes, they don't always get the supplies needed to do job.</p> |
| <p>seems like there are a lot of resources; network is horrible is completely outdated; systems crash everyday. good things in this facility that are not being used. use a scanning system to do count; don't do the manual count of inmates; scanned a lot of things. equipment (computer systems) more dissatisfied because of the reasons above.</p> |
| <p>Seems like they are pretty good at getting us the safety gear that we need, gloves, safety glasses. They are pretty good at answering our requests and we usually get what we ask for because they know this is for safety purposes.</p> |
| <p>Seems like with the different type of inmates we are receiving they are more confrontational. I don't feel we have sufficient staff or equipment to deal with the numbers. Right now we are running about 185 inmates with 6 custody staff and one case worker. That includes the shift supervisor who is not allowed to assist if something goes wrong so that leaves 5 staff. And take another staff off to do meds so then we are down to 4 custody staff.</p> |
| <p>there is better equipment options.</p> |
| <p>small facility but they have the largest number of inmates. often over looked. hard time getting things fixed. broken equipment stays broken. and sometimes admin gets stuck on price negotiations and then things can get ordered. even though it is a priority to have some of these things.</p> |
| <p>SOME ITEMS COULD BE MORE HELPFUL THAT WE NEED TO PROTECT OURSELVES.</p> |
| <p>THE COMPUTER WAS TAKEN OUT AND THEY CANNOT HELP OUT ELSEWHERE AND WITHOUT A COMPUTER THERE IS NOTHING TO DO WORK ON. THEY COULD REALLOCATE COMPUTERS. THEY HAVE PEOPLE STAND IN THE YARD IN THE WEATHER, THEY ARE TRYING TO LIMIT THE TIME AND PROVIDE A SHELTER.</p> |
| <p>SOME OF THE COMPUTER PROGRAMS ARE HARD TO UNDERSTAND UNLESS YOU USE THEM A LOT. THEY ARE CONFUSING.</p> |
| <p>some of the equipment we get is not maintained. They don't do any preventative maintenance until it breaks down. I see a lot of things around here that would last if they took care of it once in a while. We put work orders in and it is not very safe and it is not dealt with. Everyday use of things needing cleaned, repaired or replaced.</p> |
| <p>Some stuff we get a lot of access too but security threat information, equipment we don't. We need more information about the types of people, gangs, drug information that we are dealing with.</p> |
| <p>Some things are outdated</p> |

Survey 1 Data

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| <p>Q14: On a scale from one to five, how would you rate your satisfaction with the resources, equipment, and systems that are provided to you to do your job?</p> | |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied</p> | |
| <p>something available to ask questions - on computer or office</p> | |
| <p>systems are out of date;</p> | <p>Unit to</p> |
| <p>unit to unit, so many things are different especially the computer systems.</p> | |
| <p>technology is lacking. there are proposals in but hopeful they are accepted.</p> | |
| <p>There is a lot of upkeep is not where it should be compared to other facilities that I have worked at.</p> | |
| <p>WORKORDERS DO NOT GET DONE AS QUICKLY AS THEY SHOULD BE. THINGS JUST ARN'T CLEAN. WE HAVE BROKEN CHAIRS ALL OVER THIS FAC. COMPUTER ARE FUNC BUT SO SLOW. HALF THE TIME THE PHONES - CANT SEE THE BUTTONS. DESKS ARE FALLING APARTY.</p> | |
| <p>THE EQUIP IS SAT. THE PERSONAL PROTECTIVE EQUIP IS SAT. THE FACILIY IS OVER CAPACITY AND WE ARE ADDING PEOPLE. WE CANT KEEP ADDING BODIES. OUR HOUSING WENT FROM 80 RESTRICTIVE AND ADDED 80 NON-RESTRICTIVE HOUSING. WE HAVE DOUBLED THE INMATES AND NOT INCREASED THE STAFF.</p> | |
| <p>THE EQUIP WE HAVE IS NEW OR NEAR NEW. THERE ARE CONSTENT UPGRADES. I DO NOT THINK WE ARE LACKING IN THAT DEPT AT ALL.</p> | |
| <p>the only thing keeping me from rating #5; little things we never seem to get right</p> | |
| <p>good procedures overall. if we do get up in inmate counts (53 on every unit) they need to mandate additional staff in the halls.....unclear this is temporary or permanent ; we could definitely use the 4th utility when counts are high.</p> | |
| <p>sinks leak, toilet don't flush or over flow</p> | |
| <p>the bags for the yard</p> | |
| <p>stuff are big and bulky majority of the stuff in the bag is not needed.</p> | |
| <p>The resources I do have I utilize a lot. Could they be better-yes. Could they be worse- yes.</p> | |
| <p>The times have changed and the IT has stayed the same. The programs could be modified to avoid duplications. The next level of requires too much duplicate reporting. I work on the unit rather have to push duplicate reports. Should have cell phones. Computer monitors and cords have to be adjusted to get them to work properly.</p> | |

Survey 1 Data

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| <p>Q14: On a scale from one to five, how would you rate your satisfaction with the resources, equipment, and systems that are provided to you to do your job?</p> | |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied</p> | |
| <p>The whole system we have NICAMS, you have to have 7 different passwords to get in.</p> | |
| <p>there are a lot of stuff that needs to be changed and updated. and job could be done better if they had updated equipment</p> | |
| <p>there is always more things that you could use to do a job more effectively...budget determines what we can use and what we can obtain.</p> | |
| <p>There is better equipment that is out there that is not expensive</p> | |
| <p>There's a lack of extra staff. If we would have more staff I think the morale would be better. Working short-staffed brings the morale down and that hurts the work environment.</p> | |
| <p>There's always room for some improvement, but for the most part they give us what we need to accomplish our mission.</p> | |
| <p>They all work Sometimes the IT does not work so well.</p> | |
| <p>they do everything they can to get us what we need to do our job.</p> | |
| <p>They give me whatever I need. If I ask they give it to me.</p> | |
| <p>they give us all the equipment and training we need.</p> | |
| <p>THEY GIVE YOU EVERYTHING YOU NEED TO DO YOUR JOB CORRECTLY. YOU HAVE THE SYSTEMS. I CHECK MY EMAIL EVERY DAY. YOU HAVE WHAT YOU NEED TO DO YOUR JOB.</p> | |
| <p>They kept everything up to date. We had good restraints and good equipment to work with.</p> | |
| <p>they make a point to give resources needed to do online courses when they need to, not been an issue</p> | |
| <p>they work fine for her</p> | |
| <p>things are improving, more potent OC spray information, getting better</p> | <p>have access to</p> |

Survey 1 Data

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| <p>Q14: On a scale from one to five, how would you rate your satisfaction with the resources, equipment, and systems that are provided to you to do your job?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied</p> |
| <p>Things break down all the time. Things need to get fix right away.</p> |
| <p>think everything given is adequate.</p> |
| <p>this is state of neb and have the ability to provide us with safe and decent equipment. the systems here are behind times for a long time; they don't maintain;</p> <p>they don't care to take care of things. 100s of items need fixed; survey security staff on what needs to be fixed you would come up with 1000 items. prioritize and fix. security is not convenient is a saying posted on the wall by the captain.</p> <p style="text-align: center;">but build a new shed to hold carts but not fix the lights.</p> |
| <p>Usually the chemicals we carry is enough to control inmates. Others are asking for tasers but I don't think those are necessary.</p> |
| <p>Usually if we ask for something we'll usually get it. It doesn't always happen quickly, but it happens. I know it has to go through proper channels.</p> |
| <p>VERY RARELY DOES SOMETHING COME UP THAT WE DO NOT HAVE THE PROPER TOOLS AND TRAINING TO USE THE TOOLS. I CANNOT THINK OF A TIME WHEN I DID NOT HAVE SOMETHING I NEEDED.</p> |
| <p>We always have stuff that's breaking and old. It seems like it's because we have kids coming out of high school messing with stuff and breaking it (staff). But also it's because a lot of it is old.</p> |
| <p>We are given the tools what we need to do what we need to do. If we do not have the tools someone else will finish the job.</p> |
| <p>WE ARE IN A TRANSITIONING PHASE AND IT HAS NOT COME FULL CIRCLE. WE ARE GETTING BETTER EQUIP BUT WE ARE NOT DONE WITH THE PROCESS.</p> |
| <p>We could be offered more tech like smartphones and tablets which would better allow us to do our jobs.</p> |
| <p>we could do better ; things they talked to since the riot and hopefully they will come to fruition</p> |
| <p style="text-align: center;">WE DO NOT GET A LOT OF MONEY. THEY HAVE TO BUDGET AND MAKE PRIORITIES. IT COULD BE BETTER. THEY HAVE MADE IMPROVEMENTS OVER THE YEARS. THEY ARE TRYING WITH WHAT THEY ARE GIVEN.</p> |
| <p>we don't get a lot of training on some of the stuff.</p> |

Survey 1 Data

Q14: On a scale from one to five, how would you rate your satisfaction with the resources, equipment, and systems that are provided to you to do your job?

1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied

we get the leftover equipment; we just moved to windows 97 and I guess I feel if you have a chance to get an intercom 3" tall and it \$.50 more why wouldn't you get that instead of on 2 feet by 2 feet by 3 feet instead of a little box taking up large amount of space. Why buy something you can't get parts for in 3 years.....no common sense.

When I started we did not have OC. Specialized teams have them but we do not. If we had access to them, we might be better able to handle a disturbance.

we have a big continuum of options. If we have large scale Chemical agent we have a better chance of dispersing a group of inmates without lethal force. Staff and inmate safety are probably my biggest concern.

It seems that Tecumseh has much better equipment because they do them often, it is part of the job, here we try to avoid them.

. Lack of computer access to write reports.

We have got a few trucks that have come to the point in their service life that they are nickel and diming us to death with service costs. Cant have all of your trucks in the shop at the same time. we are told new trucks are coming and we have yet to see a new truck.

WE HAVE OC NOW AND IT WORKS. WE ARE GETTING EVEN STRONGER OC. NO AMOUNT OF EQUIPMENT IS GOING TO SAVE YOU, BUT IT HELPS. WE HAVE FAIRLY DECENT EQUIPMENT RIGHT NOW.

we have some obsolete and outdated equip.

We have stuff that is so outdated
New tech should be available.

we have the stuff to do job. but a lot of it is broken or takes a long time to get fixed.

we have very limited access to e-mail and information that is out there; more information that is out there that we don't have access to
requested e-mail and was denied.

WE NEVER HAVE ENOUGH PEOPLE ON THE YARD.

I WOULD LIKE TO SEE NEWER EQUIPMENT.

We seem to have the things we need.

Survey 1 Data

Q14: On a scale from one to five, how would you rate your satisfaction with the resources, equipment, and systems that are provided to you to do your job?

1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied

We would all like more but what we have and what we are getting, it is getting better. It has gotten better for the last 10 years.

We're still trying to work things out in this new position

Whatever I need, it's pretty much available to me.

when he started with dept of corrections many years ago, didn't have mace and utility beats and now they do . they do a lot of things to ensure safety of staff and inmates. was against mace at first because some of the staff wouldn't be professional with using it but now that there are mandates on how and when to use mace which makes things better. helps staff be safe and protect other people.

When they hired the assistant to work with me he would have a computer. He does not have one and we have to share which does not always work out the best. Otherwise it is good.

When things are broke it takes a long time to get them fixed due to budgets.

when we have access to it and able to check it out. Resources there but not always have the time to go to the resources. Example: A computer problem and if it needs to be fixed and a lot of us don't have e-mail and they are not on shift to assist us when we need it and have to wait for them to figure it out.

when we started a few years back;

keep hearing we are getting new equipment and never got it; it is unsafe; a lot of the shows I watch show a 5 point chair and an excellent addition to our equipment; the chairs we sit on at night in the control room and towers are so bad that it causes bad backs; towers are the worst; in each housing unit we have speakers that we can listen to what is happening in the units need new ones to make it better and safer drains need to be put in the floor so we don't have to spend the night cleaning up the toilet water on the floor; mental health institution we have become - no one in MH works at night and when an inmate need a MH person no one is available at

why a nice securable med box is not on each unit when inmates make furniture they could make those and not toss the med boxes into the capsule; the major of the prison has night lights in the cells and we have to hold a flashlight into the cell to make sure the inmate is alive and well.

with certain items, have email, some equipment

Available of equipment for protection - vs. OC, i.e., tasers - not sure if they will look into

Survey 1 Data

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|---|
| Q14: On a scale from one to five, how would you rate your satisfaction with the resources, equipment, and systems that are provided to you to do your job? |
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| with the changes here, right now 2; I was satisfied before the 12 hour shifts. |
| YOU HAVE THE EQUIPMENT THAT YOU NEED. |

Survey 1 Data

| |
|---|
| Q15: Does transportation to and from your facility present any concerns, challenges, or stress for you? Please mark |
| 1 Yes 2 No |
| commute round trip. country roads, deer/snow, etc. |
| BEING TREATED BY UPPER STAFF AND THE INMATES TOO. |
| could hit a train 2x |
| Depends on the season Sometimes the roads are not even plowed when I come to work. |
| During the winter because I commute. I feel like they're not concerned about our safety when the roads are bad. They just want us to get here. |
| fuel costs and also they should pay travel time for coming in our days off; they are paying other facility staff to travel time to and from to work overtime Paying parole people 1.5 hours each way to drive here to work 3-4 hours and getting 8 hours of overtime. An employee gets paid for travel time to and from to work overtime. if I received travel time it would give me incentives. I know my department and they do not. We have to tell them what to do and they are not efficient. |
| Fuel costs. For the last years I car pooled but with the shift change it now costs me about \$3500.00 a year more than when I car pooled. Since the riot I have been driving by myself, if I have a car problem I cannot make it to work. Weather plays a big role, if I can make it here they will keep you here if they are short on the other shifts. The biggest problem with that is my medication schedule and driving in inclement weather when overly tired. |
| HALF THE TIME I DO NOT WANT TO GET UP AND COME TO WORK. THE BULL SHIT NEVER ENDS. IT CHANGES BUT IT DOES NOT END. |
| I knew that coming into the job. |
| In the winter, the roads can be difficult. And if roads are bad it can take longer. |
| I could run here. I am fine. |
| I DRIVE FROM FOUR AND NOW FIVE DAYS A WEEK. IT IS TAKING A TOLL ON ME. I AM WORRIED ABOUT FALLING ASLEEP. GOING TO WILL MEAN MAND OT AND MAKE IT WORSE. I AM GOING TO HAVE TO FIND A PLACE TO SLEEP WHICH WILL PUT A STRAIN |
| There is no benefit to move closer |

Survey 1 Data

| |
|--|
| Q15: Does transportation to and from your facility present any concerns, challenges, or stress for you? Please mark |
| 1 Yes 2 No |
| I LEAVE IN ANOTHER TOWN SO WINTER WEATHER CAUSES A PROBLELM. |
| I DO NOT LIKE COMMUTES. A LOT OF PEOPLE CANNOT JUST MOVE. WOULD HAVE TO GET PAID FOR DRIVE TIME. |
| in the winter it stresses me out. |
| I live about from the institution. |
| I choose the location |
| I am use to the commute. |
| I live close enough that I do not see it as a problem |
| The only reason I am dissatisfied is because it is dark when I leave and dark when I return home. I am putting a lot of miles on my car and it takes a lot in gas. |
| But I took the job knowing I could possibly get transferred in 6 months. |
| WEAR AND TEAR ON THE VEHICLE. WINTER SNOW. IT IS MORE HAZARDOUS. |
| RAIN, SNOW, ICE, OTHER DRIVERS, DEER. I HAVE TO LEAVE EARLY AND GET HOME LATER. MILEAGE AND WEAR AND TEAR ON MY VEHICLE. |
| if it is stressful, it is because he left the house a little later than he would have liked to. but the routes that he travels causes no stress. |
| It can be it is Nebraska. Weather, poor roads, poorly marked roads. |
| knew when accepted job |
| mandatory overtime a 16 hour shift hurts |
| my responsibility to get to my job. never been late in years. I watch shift and the same 10 people come in late and get no punishment. shift late people get a statement |
| NO |

Survey 1 Data

| |
|---|
| Q15: Does transportation to and from your facility present any concerns, challenges, or stress for you? Please mark |
| 1 Yes 2 No |
| No comment |
| No comment |
| No comment. |
| No comment. |
| No comment. |
| no problem. |
| no, however there are railroad tracks by the facility that can cause staff to be late and that's the only road to head down to the facility. |
| None |
| None |
| Only in bad weather. |
| The hours that I work. I know I am not going to find a corr job closer to home, but I am not going to move. |
| There are only two vehicles for transportation to and from facilities and we have a six person staff that have to travel to facilities. |
| Traffic issues. Vehicle break down. I have to drive a long way and it takes some time. |
| we are already working 12 so a 14 hour daylast winter a bad snow storm and they closed the highway down and it is hard to make it to work and not get in trouble....worrisome commute |
| weather; an hour each way 4 days a week; 12 hour shifts does not allow for much sleep and then the commute when you are tired; |

Survey 1 Data

| |
|--|
| Q15: Does transportation to and from your facility present any concerns, challenges, or stress for you? Please mark |
| 1 Yes 2 No |
| when CWS going on, heavy traffic; but not other than that |
| when going to it was a chore getting up |
| winter driving fromice working 16 hour days |
| .but other facilities are further away. financial gain to go somewhere else does not beat driving to another place. |
| Not hard for me here. |

Survey 1 Data

Q16: On a scale from one to five, how would you rate your understanding of the processes that are required for your position, such as searches and application of restraints?

1 Weak Understanding 2 Some Lack of Understanding 3 Neutral/No Opinion 4 Understand 5 Strong Understanding

been doing job for over years; good handle of what is expected of me.

Been doing this a long time

been here long enough I know all the procedures

been with dept long enough and knows how to do everything

been working here for years and have dealt with these things a lot

Before I started my job my other jobs helped me understand how to apply restraints and conduct searches.

BETWEEN THE POST ORDERS, AR, OM, AND MEMO FROM ADMIN SPELL THE PROCESS OUT CLEARLY. THERE IS PAPERWORK TO SUPPORT YOU. IF THEY FIND A LOOPHOLE THEY WILL HOLD IT AGAINST YOU HOWEVER

can always improve on searches. understands processes but can do better. everyone can do better.

can apply what's needed; adaptable

clearly written, been with the department for years, fairly consistent

is easier to extrapolate the security mind set than having no back ground.

Common knowledge. Everybody learns that

completely familiar with all policies, procedures used in work area

cuff a lot of people up. ..it comes second nature.

doesn't do searches or application of restraints.

done a lot

due to the hands on experience; have done it long enough

Survey 1 Data

Q16: On a scale from one to five, how would you rate your understanding of the processes that are required for your position, such as searches and application of restraints?

1 Weak Understanding 2 Some Lack of Understanding 3 Neutral/No Opinion 4 Understand 5 Strong Understanding

everything you do is based upon decisions that you make, and that's something that is gone over in training. how to use restraints when to use levels of force. when it comes to searches he explains to the inmates about the importance of searches. because the life you save could be your own.

experience

Feel pretty confident, even though didn't get best training

For the safety of staff and inmates you have to stay within the rules. If the inmates do something sometimes you have to react. The inmates are different from day to day;

from watching other TV, Nebraska only facility only one to put hands in front of their body instead of behind. Inmate can still use arms to assault an officer and just had this happen when the inmate came out swinging. Took officer to hospital.

Constantly learning and critical for the safety of the institution.

get retrained every year on how to use the restraints and the repetition of doing it every day.

good about letting us know anything that changes and explaining them

good grasp on day - to day work being here for years. Wouldn't give same rating for co-workers.

good training.

has been trained well on them; gotten easier with doing them

have them down; some need to do it cleaner and more efficient

here to help you about will also put you in restraints and send away. Set the stage, worse offender never a problem with.

long time. he has been doing job a

know processes/procedures up and down do properly so trained properly

how long I have been here and annual training; working OT I get to use equipment I usually don't get to work with on shift....keeps fresh in mind

I also help out on the yard when new people are struggling.

Survey 1 Data

Q16: On a scale from one to five, how would you rate your understanding of the processes that are required for your position, such as searches and application of restraints?

1 Weak Understanding 2 Some Lack of Understanding 3 Neutral/No Opinion 4 Understand 5 Strong Understanding

I do it often. As far as searches, I pat and strip search inmates so I do it pretty regular.

I feel like I could always perform better and know more

I guess the difference why it is not strongly is we are not giving enough opportunity to read post orders as we should be. Supposed to read post orders at work, but have to do work at the same time. Should have computer access from home to read post orders.

I HAVE A LOT OF EXPER. I KNOW HOW TO DO THE SEARCHES AND REST. PRETTY SIMPLE STUFF

I have a problem with the searches. We have to do a certain number a month and if we don't we get a counseling form. But we're so busy we don't have time to do them sometimes. I'm not just going to write them down to say I did them. I do not just sit around and twiddle my thumbs.

I have always know the procedures and process for searches I know what we are looking for I know what is contraband and what is not.

I have been here Been there done that. There is not much here that I have not been involved in with custody and housing.
Experience is a great teacher

I have been here for = started as and worked by way up = part of the learning curve = doing it for years.

I have been using restraints for a while and I understand that inmates need to be restrained - they like to assault staff.

I have done them a thousand times. I understand the policy and teach it to others.

I have done this for I vol for searches and Vol to put on restraints. The male staff take the leadership roles. I am a
so I have to train others.

I have to teach this for the new staff once they are at the institution.

I know my equipment

I KNOW MY JOB I KNOW THE IMPORTANCE OF MY JOB. A SEARCH NEEDS TO BE THOROUGH. TO AVOID AN MISTAKES THAT COULD COME BACK TO HAUNT YOU.

I know my job well

I know searches inside and out, but the application of restrain under pressure may not be as good as for other processes.

Survey 1 Data

Q16: On a scale from one to five, how would you rate your understanding of the processes that are required for your position, such as searches and application of restraints?

1 Weak Understanding 2 Some Lack of Understanding 3 Neutral/No Opinion 4 Understand 5 Strong Understanding

I know the basics for working shift.

I know the population that we work with and to provide safety and sec you have to know how to protect yourself which involves restraints and searches;.

I made a point of making sure if I didn't understand well I asked until I made sure I did.

I probably would not have to do it in my current position but I could if I needed to if my help was needed.

I think a lot of staff need to have better training.

I UNDERSTAND HOW THEY GO ON AND I WAS TRAINED. I DO NOT DO IT EVERY DAY AS MY JOB DOES NOT REQ THESE SORTS OF TASKS.

I understand the basics but the processes can change weekly, like day room time, dining, whether or not to put restraints on people at certain times.

I understand the need for rest for indiv that are diff security levels and risk. I understand the need for searches and the risks and hazards of not doing them.

I was trained by really good instructors at STA. Very good at teaching. I was very interested in learning. I have prior experience with using restraints.

I would like for training = some people need more training - third shift does not use restraints a lot and more hands on training would be good - refresher course.

I WROTE THE BOOK FOR MY POSITION. I DEAL A LOT WITH INMATE TRANSFERS AND RESTR ARE A BIG PART OF IT. I UNDERSTAND THEM

If I ever need a refresher there's always everyone around to help you and the ARs and ONs if you need a refresher course. I don't really do that too often.

if there is something you don't know how to do, you should ask. has pretty good knowledge of processes and procedures for job.

if you don't use it, you lose it; don't always use handcuffs; searching 8 man cells, do in time allotted to you; know where to look; search boxes, don't have all the tools to do job (i.e., found scissors but couldn't open box)

I get a lot of extra training and practice. It might not be the same for other staff because it's a community setting.

Survey 1 Data

Q16: On a scale from one to five, how would you rate your understanding of the processes that are required for your position, such as searches and application of restraints?

1 Weak Understanding 2 Some Lack of Understanding 3 Neutral/No Opinion 4 Understand 5 Strong Understanding

IT IS CUT AND DRY HOW TO PUT REST ON WE DO IT OFTEN SAME WITH SEARCHES YOU CANT CHANGE IT A LOT IT IS A SIMPLE CONCEPT. IT IS IN THE POST ORDERS AND THE OTHER STAFF CAN HELP YOU. IT IS NOT HARD TO GET INFO ON THESE IF YOU NEED IT.

it is engrained into you, they are on you if you do it wrong and you learn really quick

IT IS NOT THAT HARD TO DO.

It is the most important processes that we have.

It's a prison, you have to have a very strong understanding of safety and security.

I've done it enough. I know how to do it.

I've just had lots of practice and I've done it for years. The best teacher is experience.

just added in hospital a 5pt bed assembly, but it has an unusual layout for straps and stuff and they have not been trained on it yet. feels comfortable with everything else except the new bed.

and it is fresh in my mind.

Just corrections 101. That goes back to my experience.

just doing them, if there are changes, are told about them and go through training.

know how to do these very well

LENGTH OF TIME IN POSITION. THE THINGS THAT YOU ARE REQ TO DO TAKE ALL THAT LONG TO UNDERSTAND. THERE IS NOT A LOT TO THIS JOB. IT DOES NOT REQ A COLLEGE DEGREE

main focus of job; take pride in knowing how to do it

make it a point of what to do and how to do it well. and being a fto like to show new employees and so they know how to properly do things.

most are self explanatory; certain individuals do so infrequently it is hard to remember at times.

Survey 1 Data

Q16: On a scale from one to five, how would you rate your understanding of the processes that are required for your position, such as searches and application of restraints?

1 Weak Understanding 2 Some Lack of Understanding 3 Neutral/No Opinion 4 Understand 5 Strong Understanding

most training in segregation; two searches a day. If a hair cut day - could hook up 15 inmates and unrestrain; just repetition. Cover full restraints in STA; until actually had to apply them.

My experience and the amount of searches and restraints that I have applied.

MY EXPERIENCE. I DO LOTS OF SEARCHES AND APPLY AND REMOVE RESTRAINTS. OUR ANNUAL TRAINING GOES IN DEPTH FOR SEARCHES AND REST. THIS IS GOOD FOR NEW OR NEWER STAFF.

No comment

No comment

No comment

No comment. I understand this and need to have a strong understanding

None

None

None

none

None

None

None

normal restraints have an understanding; how those restraints were done was a joke. take outside room; put restraints on, walk 5 feet to the secured shower. That needs to be looked at. Searches - understand. Some other employees need to be taught again.

not sure there was adequate training. I was so I knew. There are restraints I don't know how to do. Not sure many are comfortable if they have never done it before.

Once again, the longer you are here you learn the easiest way to do you job.

Survey 1 Data

Q16: On a scale from one to five, how would you rate your understanding of the processes that are required for your position, such as searches and application of restraints?

1 Weak Understanding 2 Some Lack of Understanding 3 Neutral/No Opinion 4 Understand 5 Strong Understanding

That is pretty simple. we know what the can or cant have or do.

THE FIRST COUPLE MONTHS IT WAS NOT GREAT BUT AFTER SIX MONTHS YOU GET BETTER SINCE YOU ARE USING THEM. YOU ARE LEARNING EVERY DAY.

The lack of understanding happens when changes are made and not communicated.

THE REST IS DONE ALL THE TIME

Those practices are very important security wise.

time doing the processes.

time on job, and hands on learning, and learning for other staff. on the job training is where you learn the most.

take pride in my job better for me

training provided; for me if I have questions the resources are there for us - experienced staff and know where to go to get the answers.

training was done well at STA. Hands on experience helps; having others around helps too.

my main duty and applying restraints.

understand it, so much changes and rules that aren't written down, telling us something and then not standing behind it, can get them into a pickle, told one thing, did it, not backed, we did wrong, administration didn't like

understand the security of our institution.

Survey 1 Data

Q16: On a scale from one to five, how would you rate your understanding of the processes that are required for your position, such as searches and application of restraints?

1 Weak Understanding 2 Some Lack of Understanding 3 Neutral/No Opinion 4 Understand 5 Strong Understanding

UNFORTUNATELY PEOPLE BRING IN CONTRABAND FOR THE INMATES. THEY ARE CONCERNED ABOUT STAFF AND INMATE SAFETY WHEN THEY DO THE SEARCHES.

usually trains on everything, and if you don't know you can always ask. the training is annual so if you don't do it for a year then you forgot about how it is done.

wrote the procedures; highly understood.

We did a video to show inmates how to use equipment and procedures.

WE go over everything in training. We have ARs and OMs, but with some of our proc some do it so infreq that we need more training. I have never handcuffed an inmate. I have only done it in training.

We go over it every year, training and in service. Lot of times just doing your daily job, we have searches involved, Searching the inmate, pat and strip searches. Searching the van. If you work the floor at all you are going to pull your cuffs out at some point.

WE GO OVER IT EVERY YEAR. IF THERE IS SOMETHING YOU ARE NOT DOING OR WORKING IN RESTRICTED HOUSING YOU KNOW THE PROCED WHEN YOU HOOD THEM UP AND YOU HAVE TO HAVE TWO PEOPLE AND WE GO OVER IT EVERY YEAR AND WE HAVE TO TEACH NEW STAFF.

We have annual trng every year on restraint and searches. I do it every day so I am comfortable.

We have pretty good instructors here. The two we have now are the best we have had since I have been here. Very people oriented, approachable. They draw you in so you want to absorb the information. They are training specialists

WE HAVE TO APPLY FULL BODY REST QUITE OFTEN. I JUST DONT DO IT ENOUGH. A COUPLE TO SEVERAL TIMES A WEEK AND SOMETIMES NOT AT ALL.

We use these process all the time. We are up to date and fresh. At least the yard officers. I do not like the new come along chain.

Not necessary and looks like a dog leash. Overkill and demeaning to the inmate.

We usually go over it in roll call if it changes and in STA they have the modules to assist us.

Well aware of the processes of searching and restraining

Survey 1 Data

Q16: On a scale from one to five, how would you rate your understanding of the processes that are required for your position, such as searches and application of restraints?

1 Weak Understanding 2 Some Lack of Understanding 3 Neutral/No Opinion 4 Understand 5 Strong Understanding

What is expected of us is laid out and ARs and OMs are well written.

What we are told is our main responsibility is to prepare inmates to be successful for release. However, we are getting more of the standard caseworker duties, the searches, transport, porter supervision. It is not something I practice a lot and have not done it formally since my preservice.

when a turn key worked a lot of the restraints and strip searches. and become efficient with those.

When equipment works well it is not problem but when scanners aren't working it is a problem. Really bad when it doesn't work. I still have a lot to learn

With the training they give us the first five weeks of training at pre-service and in-service training they touch all that we need to know.

yearly training covers all; helps to have the refresher. Need more PPCT training - more like twice a year. Smaller facilities like this if its not used, it gets lost.

YOU GET TAUGHT PRETTY WELL AND YOU GET A LOT OF PRACTICE. YOU HAVE TO HAVE THE RIGHT STAFF TRAINING YOU. YOU CANNOT HAVE NEW STAFF TRAINING PEOPLE.

You have to learn as you go and ask questions.

Survey 1 Data

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| <p>Q17: On a scale from one to five, how would you rate your confidence to perform the processes required for your position?</p> |
| <p>1 Not Confident at All 2 Some Lack of Confidence 3 Neutral/No Opinion 4 Confident 5 Very Confident</p> |
| <p>repetitiveness and training</p> |
| <p>AFTER A YEAR OF DOING IT THE PROC COME NATURALLY.</p> |
| <p>Again because I am new to current position I rate it confident but as I have more time I will become more confident.</p> |
| <p>Again I am a trainer so I do it more often than the normal staff.</p> |
| <p>Again when it comes to searches, I lack confidence because of the infrequency that I do them. When it comes to the classes and the social work part of it I am very confident.</p> |
| <p>we do not do this every day,. but the initial training we received was very good.</p> |
| <p>AS UNIT STAFF FOR REST IT IS LACK OF USE. SEARCHES NOT SO MUCH. WE CONDUCT SEARCHES REG. I DO PAT SEARCHES REG. IF YOU DO NOT USE IT YOU LOSE IT. BEING IN UNITS IF YOU HAVE TO USE PROCESSES IN A SPLIT SECOND DECISION THERE IS A CHANCE YOU WILL NOT DO IT CORRECTLY. YEARLY TRAINING IS NOT SUFF.</p> |
| <p>basically has promoted every year since being with the dept and can work on any post.</p> |
| <p>Because of the training and personal experience doing the searches. I am very comfortable.</p> |
| <p>because didn't get best training with shift change</p> |
| <p>been doing this a long enough time, I understand what I need to do and how I need to do it.</p> |
| <p>been here long enough; feel confident; have confidence around inmates</p> |
| <p>been with around for a lot and learned as he goes along and it is the same thing everyday so you learn how to do things quickly.</p> |
| <p>being able to work different positions with the overtime, he has gotten familiar with a lot of areas.</p> |

Survey 1 Data

Q17: On a scale from one to five, how would you rate your confidence to perform the processes required for your position?

1 Not Confident at All 2 Some Lack of Confidence 3 Neutral/No Opinion 4 Confident 5 Very Confident

I HAVE LEARNED TO JUST GET THE JOB DONE. SOMETIIMES WHAT IS WRITTEN ON PAPER IS NOT THE BEST WAY TO DO IT, BUT THE PAPER IS THE BEST TO BACK YOU UP IF YOU EVER HAVE TO GO TO COURT.

confident because it gives him a sense of helping the inmates out and learning about them (not on a friendship level) but having that respect for them.

CONF TO VERY. I HAVE A GOOD PERSONALITY TO DO THIS WORK. I DO NOT INTIMIDATE EASILY. YOU DO NOT HAVE TO BE A REAL SMART GUY YOU JUST HAVE TO HAVE CONFIDENCE. YOU LEARN THE INMATES TRICKS AND THE TRICKS TO DOING YOUR JOB BETTER. PERSONALITY IS KEY. HAVE TO BE TYPE A KNOW THE RULES AND KNOW THE JOB. IT IS STRESSFUL. BUBBLES ARE STRESSFUL. IS THE HARDEST JOB HERE, BUT CONF AND PERSONALITY WILL OVERCOME THE INMATE WHO IS SCREAMING. 64 TO 1 RATIO

confident in ability to do job fully. it is having the staff available to do job.

cuffs on inmates , not as much as during the day and may get out of practice.

may prevent me from doing top expectations.

do it daily; becomes second nature

DOING FOR THE NUMBER OF TIMES.

done a lot of searches in the facility

due to time and service can do job

Every thing you do you have to be confident - if you make a mistake you make a mistake - but I have full confidence in my ability

experience

experience and time on the job

Survey 1 Data

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|---|
| Q17: On a scale from one to five, how would you rate your confidence to perform the processes required for your position? |
| 1 Not Confident at All 2 Some Lack of Confidence 3 Neutral/No Opinion 4 Confident 5 Very Confident |
| I am confident here at the facility. When we go on a travel order to a hospital. We have arguments with about our procedures. If the does not care we are okay. Who is in charge the hospital or the CO |
| I am still learning the new stuff And when I function as you act as the Sometimes when I may have to pull the manuals out. |
| I am the leader in doing searches in my unit and I have been asked to be on a team to do searches and sanitation checks for security and safety. |
| I been here for a long time and I take pride in my work. |
| I can do what I need to do to do what I am supposed to do with very little assistance. |
| I didn't have the opp to do it much so when I did have to do it I had to rely on colleagues to help me through it. |
| I do 15 to 25 cell searches and a few transports a month which is search and restraint. Repetition. |
| I DO IT ALL THE TIME |
| I don't lack conf. Have been doing it so long I am confidence I can show someone the correct and easiest way to do things. |
| I DONT THINK ANYONE CAN BE VERY CONFIDENT. THAT IS WHEN YOU HAVE MISTAKES. |
| I excel in my position and that is why I have been in it so long |
| I FEEL IF THEY SAID DO THIS LEVEL SEARCH OR APPLY REST FOR THIS SITUATION I COULD DO IT. YOU DO IT FAIRLY OFTEN SO YOU LEARN. |
| I felt that I was confident in my previous setting. And although I am dealing with community based inmate with our staff I am confident that I can perform the processes. |

Survey 1 Data

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| Q17: On a scale from one to five, how would you rate your confidence to perform the processes required for your position? |
| 1 Not Confident at All 2 Some Lack of Confidence 3 Neutral/No Opinion 4 Confident 5 Very Confident |
| I have been around a long time. I know how to do them. I do searches multiple times a week. I do not use restraints very often and I have never used the pepper spray. |
| I have been doing it a long time. Same thing over and over. |
| I have been doing this for almost it is about repetition - have to be ready and anticipate what might happen and then doing the job. |
| I HAVE DONE IF FOR YEARS. REPETITION. |
| I have done it before. You have to have your head on a swivel. I have two officers pass an inmate that was injured, but I saw him. I stopped him and called for back up and kept him calm. |
| I have never had an issue dealing with inmates. It is not difficult dealing with inmates. I deal with them professionally. I have never had an issue with it, but others do. |
| I HAVE NOT BEEN A LONG ENOUGH YET. I AM STILL LEARNING STUFF. |
| I have practiced. Same as above. always learning. always new policies and procedures. You have to ask questions. |
| I have put the investment in my job...read the post orders etc. |
| I know I have the ability to enforce the rules. |
| I KNOW MY JOB. I HAVE LEARNED MY JOB. I SEEK SELF BETTERMENT IN MY JOB. I ALWAYS DO THE BEST JOB I CAN. |
| I know the basics but shift nothing - |
| I know the job. I have done it I feel my supervisors are a good help to me when I have questions I am unsure of. |

Survey 1 Data

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| <p>Q17: On a scale from one to five, how would you rate your confidence to perform the processes required for your position?</p> |
| <p>1 Not Confident at All 2 Some Lack of Confidence 3 Neutral/No Opinion 4 Confident 5 Very Confident</p> |
| <p>I know what I am doing.</p> |
| <p>I love doing searches...I enjoy them</p> |
| <p>I search approx. 80 inmates a day. I am used to doing it. I am comfortable doing it. I try to remember how we were taught. I have and I know there is a certain way things need to be done.</p> |
| <p>I spend a lot of time searching and restraining. shift does all the transports so we search and rest constantly. Very familiar with the use of restraints.</p> |
| <p>I think everyone can always improve. I have had enough experience that I am confident that I can do the processes.</p> |
| <p>I think I can do it.</p> |
| <p>I WAS FORTUNATE TO BE TRAINED BY AND OTHER GOOD I HAD YEARS OF EXPERIENCE BEFORE I BECAME A SO IT MADE THINGS EASIER</p> |
| <p>I wish they would refresh us more often than once a year on application of restraints and pressure points.</p> |
| <p>IF I HAD TO DO IT BY MYSELF I COULD DO IT. I MAY NOT BE THE QUICKEST, BUT IT WILL GET DONE.</p> |
| <p>If there is a new rule it is usually gone over though sometimes a change is not immediately announced to everyone so that everyone is on the same page for example regarding the</p> |
| <p>If we are dealing with tasks. I can utilize my resources to find out what I need to do for my job.</p> |
| <p>I'm a confident person in general. If I don't know what I'm doing I will find out.</p> |
| <p>in abilities to do job, always resources he can fall back on, access to ARs or OMs so if you have a question, can refer to; a lot of situations would be in there, so back to it, make an educated decision</p> |
| <p>I've been doing it for about years</p> |

Survey 1 Data

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| Q17: On a scale from one to five, how would you rate your confidence to perform the processes required for your position? |
| 1 Not Confident at All 2 Some Lack of Confidence 3 Neutral/No Opinion 4 Confident 5 Very Confident |
| Just my prior experience is a big help. |
| Just repetition of performing duties. Putting on restraints is checked by a supervisor before leaving an institution. |
| know and practice my procedures |
| know process have to follow, the more you do the more comfortable you get, inmates get smarter, have to get smarter, adapt to surroundings |
| know the processes and procedures have worked here for awhile so knows what to do. |
| knowing the job. |
| KNOWLEDGE |
| knows how to do job per post orders. |
| knows job inside and out. its a good fit. and extremely satisfied with what he does. |
| knows what he is suppose to do and follows through |
| knows what he is suppose to do and that supervisors and admin will back him up in case of a grievances or a lawsuit. |
| length of time in his job. daily job. |
| length of time in the position., |
| Less confident |

Survey 1 Data

| Q17: On a scale from one to five, how would you rate your confidence to perform the processes required for your position? |
|---|
| 1 Not Confident at All 2 Some Lack of Confidence 3 Neutral/No Opinion 4 Confident 5 Very Confident |
| many years of doing it |
| most feels pretty comfortable with |
| My past experience has come into play. After that disbanded I went to Voc. Rehab. |
| My training and my experience I am comfortable with the processes. |
| n/a |
| n/a |
| new; takes a little longer; in stress might have forgotten something |
| No comment |
| No comment |
| No comment |
| No comment |
| No comment |
| No comment. |
| no issues performing functions |

Survey 1 Data

| Q17: On a scale from one to five, how would you rate your confidence to perform the processes required for your position? |
|---|
| 1 Not Confident at All 2 Some Lack of Confidence 3 Neutral/No Opinion 4 Confident 5 Very Confident |
| None |
| None |
| None |
| None |
| None |
| None |
| None |
| None |
| None |
| None |
| None |
| None |
| none |
| not initially but now very confident with experience |
| often times, I have to come up with new ways to do things; I have to come up with new solutions and get done what needs to be done. |
| on this shift, I know what I am doing |

Survey 1 Data

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| Q17: On a scale from one to five, how would you rate your confidence to perform the processes required for your position? |
| 1 Not Confident at All 2 Some Lack of Confidence 3 Neutral/No Opinion 4 Confident 5 Very Confident |
| Once again it is the years of doing my job |
| Only because on shift we do not use the restraints a lot on inmates. |
| helps with it as well |
| performed process of job everyday and does to the best of ability. |
| PRACTICE. LEARNING THE RIGHT WAY OF DOING IT RATHER THAN TEACHING YOU OR LEARNING THE WRONG WAY TO DO IT. OVER TIME I HAVE LEARNED WHAT I NEED TO DO. IF YOU SPEAK UP THEY TELL YOU TO READ THE POST ORDER. WHEN I FIRST STARTED I ASKED WHAT TO DO IF AN INMATE WAS ACTING UP THEY TOLD ME TO DO WHAT I THINK IS RIGHT. |
| repetition. |
| REPETITION. I HAVE DONE IT FOR SO LONG AND SO OFTEN |
| Safety and security of your coworkers - you have to be alert and know how to do your job. If you can't you jeopardize the safety of yourself, your coworkers and the public. |
| Same |
| SAME ANSWER |
| same as above - more training would gain more confidence. |
| Same as above. |
| SAME AS ABOVE. I JUST DONT DO IT ENOUGH TO BE 100 CONFIDENT. THERE ARE SOME COMBINATIONS OF REST THAT I JUST DO NOT KNOW HOW TO DO. |

Survey 1 Data

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| Q17: On a scale from one to five, how would you rate your confidence to perform the processes required for your position? |
| 1 Not Confident at All 2 Some Lack of Confidence 3 Neutral/No Opinion 4 Confident 5 Very Confident |
| Same as above. Repetition makes it easy to do. |
| Same as before. Excessive practice. |
| SAME AS THE LAST ANSWER. ALL I DO ALL DAY IS SEARCHES AND HANDCUFFING A FEW PEOPLE. IT IS SIMPLE STUFF. |
| SAME REASON |
| same reasons as above. |
| same reasons, I know what I am doing at this point. |
| See above |
| SOMETIMES THEY SWITCH PROCESSES AND WE DO KNOW THAT THEY HAVE MADE THE SWITCH, BUT I AM VERY CONFIDENT |
| sometimes you haven't done a process or procedure for a long time and have to rethink and remember. not as confident with it as you are with something you do all the time. |
| staff goes through training and you have to play out in your mind what to do if an inmate were to snap so you know what your options are if it were to occur. need to be able to think on your feet. |
| taking advanced classes; pat searches/restraints |
| the time doing her job. |
| there is always room for improvement |
| through in-service, gets trained. feels more confident now. |

Survey 1 Data

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| Q17: On a scale from one to five, how would you rate your confidence to perform the processes required for your position? |
| 1 Not Confident at All 2 Some Lack of Confidence 3 Neutral/No Opinion 4 Confident 5 Very Confident |
| time in position and with department. repetition is how you learn. |
| time on job, but there are always things that could be done better. very particular. |
| trained, but not implemented/used here at the facility |
| type of person you are...inmates challenge the rules; if the person improves themselves they are better able to execute in that regard. |
| very good at restraints |
| we are trained at the beginning that we use PPCTis an excellent wonderful system if it works. I am one of the 10% that it doesn't work on and if I were an inmate you could not stop me. If there are in a forced cell and PPCT does not work there is no back up Forced cell team needs to be trained in other techniques for times when it is not going to work. |
| We have a lot more training and practice than other staff members |
| We have got a new set of restraints that we have to use and how they want us to use those is very confusing and does not adequately do the job. We are not asked about how to make it work better. |
| when first started, hard to find people to get the training. FTO helped a lot recently. |
| When I do them I'm confident |

Survey 1 Data

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| <p>Q18: On a scale from one to five, how would you rate your understanding of the procedures that are required for your position, such as Use of Force or Inmate Discipline?</p> |
| <p>1 Weak Understanding 2 Some Lack of Understanding 3 Neutral/No Opinion 4 Understand 5 Strong Understanding</p> |
| <p>98% of procedures know how it should be done.</p> |
| <p>again STA does a good job in a general sense; not directed specifically at an institution.</p> |
| <p>Anything we have to do on I have worked every post - I am very confident - so if anything needs to happen.....</p> |
| <p>I never had to deal with fights, restraints, etc. It was always up to to do that stuff.</p> |
| <p>At anytime the use of force requires you to do it right for safety. We do not want anybody to get hurt.</p> |
| <p>AVAILABILITY OF RESOURCES AND EXPERIENCE.</p> |
| <p>based on background</p> |
| <p>based on experience.</p> |
| <p>based on what new employees are doing and what he sees.</p> |
| <p>been involved in a few</p> |
| <p>been involved in Use of Force and packets used after. IDC; assigned as PHO-reads misconduct reports. has worked every post and every shift in order to learn and be exposed.</p> |
| <p>been working for years, and have had to go through procedures multiple times, general experience.</p> |
| <p>I have dealt with those things for years - they have not changed = they are set in stone = we do the same things ever day.</p> |
| <p>being part of the disciplinary process, who presents inmate with misconduct, has faced use of force and knows all steps whether it is planned or unplanned. has made mistakes but has learned from them.</p> |
| <p>believe he knows how to do, some he doesn't do very often that he may struggle with</p> |

Survey 1 Data

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|---|
| Q18: On a scale from one to five, how would you rate your understanding of the procedures that are required for your position, such as Use of Force or Inmate Discipline? |
| 1 Weak Understanding 2 Some Lack of Understanding 3 Neutral/No Opinion 4 Understand 5 Strong Understanding |
| can use MRs for discipline; why lack of discipline - grey area/very situational; know can write someone up on first instance - costs \$85 to write up (paperwork - not OT) - told to give multiple warnings; don't understand; should be more than a verbal warning/understand the punishment |
| comes with experience. |
| confident with what he is doing, being doing it for a number of years and the procedures are straight forward. there's one way to do things. |
| could have more black and white on the inmate discipline. |
| doesn't do use of force or inmate discipline |
| don't know much about inmate discipline and don't feel inmate discipline is consistent; |
| everything is clearly defined, haven't changed much |
| EXPERIENCE |
| experience |
| familiar with all rules, regulations, policies and procedures and how to enforce them appropriately |
| For safety of the inmates, the staff and the public you have to have a very strong understanding. If you don't you better just quit. |
| get trained annually. |
| good foundation but a lot of the stuff changes often and difficult to keep up with |
| have to have time in to learn them. A newer employee may be confusing |
| having a trouble drawing a line of what's the right amount of aggressive - told soft, harsh enough on inmates, and went as far as she did |
| he understands. |

Survey 1 Data

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| <p>Q18: On a scale from one to five, how would you rate your understanding of the procedures that are required for your position, such as Use of Force or Inmate Discipline?</p> |
| <p>1 Weak Understanding 2 Some Lack of Understanding 3 Neutral/No Opinion 4 Understand 5 Strong Understanding</p> |
| <p>it is his job to know .</p> |
| <p>I have read the rule book multiple times. Use of force has been trained repeatedly. It is part of post orders. I have played the what if game to think through scenarios.</p> |
| <p>IT IS DRILLED INTO YOU STEP BY STEP</p> |
| <p>I am kept updated constantly</p> |
| <p>I am rarely asked to discipline or asked to use force against inmates.</p> |
| <p>I do not feel the inmates are held accountable for their actions. They are not discipline for bad behavior and continue on with bad behavior.</p> |
| <p>I don't completely understand how the process works because that's with the housing unit staff</p> |
| <p>I don't feel like I have enough experience in all those proc as a . If I do things more often I will get better. I know enough, but I would like to know more and be more confident.</p> |
| <p>I don't necessarily have to deal with the disciplinary as much as on shift. I do write misconduct reports but I do not PHO (act as preliminary hearing officer). I have been involved in use of force and had to write my own reports but have not had to do a use of force packet. When a use of force happens the shift supervisor has to collect a very specific set of information.</p> |
| <p>I don't understand how some are very slack on punishments for court and other are very harsh. That goes for the unit court as well.</p> |
| <p>I have been involved in these situation and in corrections I have a great understanding of the procedures</p> |
| <p>I HAVE BEEN LEARNING AND USING THE USE OF FORCE CONTINUUM FOR YEARS. THE TEACHING HAS CHANGED BUT THE RULES ARE THE SAME.</p> |
| <p>I have been on use of force teams. They do refreshers on what to do. I have been on court for the inmates.</p> |
| <p>THE ADMIN HERE GETS PROMOTED AND MOVES TO LINCOLN, BUT IF THAT IS WHERE THEY LIVE YOU CANNOT BLAME THEM.</p> |

Survey 1 Data

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| <p>Q18: On a scale from one to five, how would you rate your understanding of the procedures that are required for your position, such as Use of Force or Inmate Discipline?</p> |
| <p>1 Weak Understanding 2 Some Lack of Understanding 3 Neutral/No Opinion 4 Understand 5 Strong Understanding</p> |
| <p>I have never been under investigation for misuse of force. I believe in trying to use the minimal amount of force I feel comfortable using, which is often less than the authorized amount of force in each situation. The expected amount authorized is usually clear.</p> |
| <p>I have never got a set answer what to do if there is a fight that breaks out in the van while I am transporting. If transporting alone and I have a bathroom emergency, what to do. Sometimes I transport with another person and sometimes I transport alone. Classification drives when I have to have more that one person transporting.</p> |
| <p>I HAVE NOT BEEN A LONG ENOUGH I AM STILL LEARNING</p> |
| <p>I have to hear the unit disciplinary court so I understand all parts of the procedure.</p> |
| <p>I know how to do it.</p> |
| <p>I know my job and what is expected.....what I can do and have to do.</p> |
| <p>I know the basics</p> |
| <p>I know the processes but the people who are processing the MRs aren't doing what they need to do. The front line knows what they need to do. When we were having the K2 outbreak the people processing the MRs were being dismissed because people were mismanaging them and they were running out of time.</p> |
| <p>I KNOW THE USE OF FORCE. INMATE DISCIPLINE I DO NOT HAVE THAT MUCH OF GRASP. I DO NOT WORK ON THE DISCIPLINE COMMITTEE. I JUST WRITE DISCIPLINE REPORTS</p> |
| <p>I think I know everything that I can do legally.</p> |
| <p>I understand it but then there are so many rule changes so often. Expectation from administration on the application of rules and regs is not consistent.</p> |
| <p>I understand the difference between force and defusing without force. I understand writing misconduct reports and maintaining evidence. I have never had to use my spray. They usually apologize and follow my actions. Talking has worked.</p> |

Survey 1 Data

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| <p>Q18: On a scale from one to five, how would you rate your understanding of the procedures that are required for your position, such as Use of Force or Inmate Discipline?</p> |
| <p>1 Weak Understanding 2 Some Lack of Understanding 3 Neutral/No Opinion 4 Understand 5 Strong Understanding</p> |
| <p>I UNDERSTAND WHAT HAS TO BE DONE FOR USE OF FORCE, BUT WE DO NOT HAVE AS MANY. SUPERV HAVE DIFFERENT RULES. THE SUPERV DO THE PAPERWORK FOR USE OF FORCE INCIDENTS AND I HAVE NOT DONE THAT YET. I HAVE DONE MY INDIVIDUAL REPORT BUT NOT THE INCIDENT FILE REPORTING. THE SUPERV HAVE SENT ME EXAMPLES, BUT I HAVE NOT HAD TO DO THE USE OF FORCE INCIDENT FILING</p> |
| <p>I am the one that they go to with questions even if they have been here yrs. longer than me.</p> |
| <p>I WROTE THE BOOK FOR MY POSITION.</p> |
| <p>If we have somebody act up, we bring the whole crew in. I am confident in knowing what to do with that.</p> |
| <p>I'm also a PPCT instructor so I'm very knowledagble on those policies. I've been lucky to have good teachers and I've sought out the knowledge when I've had questions.</p> |
| <p>in corrections face a lot of difficult challenges that you can't prepare for all of them, you can try but will never know all the answers.</p> |
| <p>inmate discipline ...not the ones doing it...although they need to know. its in the rule book but it needs to be taught so that it is understood.</p> |
| <p>inmate discipline not that strong on, but has a basic understanding from the rule book that is given to staff and inmates (so inmates know what is expected of them) know what the violations are, don't administer punishments that for the disciplinary committee. but knows the rule book for when infractions occur. the punishments, i.e. time added, bunk restrictions. would like to have the opportunity to cross training to learn how each area of the institution functions. it would help him have a better understanding of his job and do it better.</p> |
| <p>inmate discipline they kind of change what they can and cannot do on a weekly basis and it is hard to keep up with that.</p> |
| <p>iatrical part of job, just like ABC, must know</p> |
| <p>it is laid out pretty clear. the procedures should be updated. there are some old things that are out of style. and that is starting to happen. likes that new admin is looking at it and starting to change. changing for the better.</p> |
| <p>It is not usual in my current position but I have written Misconduct reports. Use of force is a potential for anybody that works here but in my current position it is less likely but it was something I used in my previous positions.</p> |

Survey 1 Data

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| Q18: On a scale from one to five, how would you rate your understanding of the procedures that are required for your position, such as Use of Force or Inmate Discipline? |
| 1 Weak Understanding 2 Some Lack of Understanding 3 Neutral/No Opinion 4 Understand 5 Strong Understanding |
| IT IS PART OF MAINTAINING COMPLIANCE AND BEHAVIOR. DISCIPLINE. IF AN INMATE COVERS A WINDOW WE MUST BE ABLE TO USE FORCE TO UNCOVER THE WINDOW FOR INMATE AND STAFF SAFETY. I UNDERSTAND WHY WE HAVE TO USE FORCE AND DISCIPLINE INMATES TO CONTROL BEHAVIOR. |
| It is part of the job description |
| It is pretty clearly described in ARs and OMs. Just a general understanding and experience. |
| justify by how the inmate is acting. |
| length of time in job |
| No comment |
| No comment |
| no comment |
| No comment. |
| No comment. |
| NO EXPERIENCE |
| None |
| None |
| None |
| None |
| None |
| None |

Survey 1 Data

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| <p>Q18: On a scale from one to five, how would you rate your understanding of the procedures that are required for your position, such as Use of Force or Inmate Discipline?</p> |
| <p>1 Weak Understanding 2 Some Lack of Understanding 3 Neutral/No Opinion 4 Understand 5 Strong Understanding</p> |
| <p>None</p> |
| <p>None</p> |
| <p>None</p> |
| <p>NONE OF THAT IS COVERED OTHER THAN IN STA. I KNOW THERE IS A PACT AND IT IS IN OM AND AR BUT THEY DO NOT STICK UNLESS YOU GO THROUGH THEM REG. YOU CANNOT DO YOUR JOB AND REVIEW THE OM AND AR. I WOULD NOT KNOW WHAT LEVEL TO USE AUTOMATICALLY. IT IS A JUDGEMENT CALL AT THAT MOMENT. I COULD NOT TELL YOU THE PROCEDURE. THERE NEEDS TO BE MORE TRAINING THAN STA.</p> |
| <p>not too much involved with use of force due to current assignment and understands inmate discipline somewhat but not fully and can give inmates more discipline.</p> |
| <p>On things like that, specially when you are starting, better training because most of the time it is a trial by fire. The first year and half can be very rough. The classroom stuff does not reflect the actual housing unit. when the new hires come down, I try to do as much as I can to prepare them for the challenges they will experience. When I was trained, I was not aware of how confrontational some of the inmates can really be.</p> |
| <p>One of those, it is not my job to discipline employees. Planned use of force and reactive use of force are two different things. I needed a inmate to put his hands behind his back. He would not comply. the academy said I have to give three directives. By that time, someone is usually there to help me. He was not going to listen. It is a grey area as to what you do.</p> |
| <p>part of what he teaches and helps with it as well</p> |
| <p>post orders clear that out for anything you have to do and step by step.</p> |
| <p>procedures are changing all the time; on the night time shift-lack of communication. unless stays up on it, could be doing it wrong and not know.</p> |
| <p>procedures that are used here have an understanding.</p> |
| <p>Rated four because I could improve on some stuff.</p> |
| <p>reading policies and been the coordinator for MRs and evidence.</p> |

Survey 1 Data

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| <p>Q18: On a scale from one to five, how would you rate your understanding of the procedures that are required for your position, such as Use of Force or Inmate Discipline?</p> |
| <p>1 Weak Understanding 2 Some Lack of Understanding 3 Neutral/No Opinion 4 Understand 5 Strong Understanding</p> |
| <p>repetition; STA is picture of whole department. different than when you get here. Read reports from all different in how they are written</p> |
| <p>Review those procedures every time I interview and I've interviewed three times in the last year. Also during staff training every year.</p> |
| <p>rule bulletin; did refresher</p> |
| <p>Same as above</p> |
| <p>same as above - here for a length of time.</p> |
| <p>Same as above.</p> |
| <p>Security of the institution. It lets everyone have an opportunity to do well at their job.</p> |
| <p>SEE ABOVE. NOW I UNDERSTAND BUT I DID NOT AT FIRST I HAVE NOT BEEN A USE OF FORCE SITUATION.</p> |
| <p>seems like AR, tactics taught in academy regarding use of force spelled out; in reality use of force is administered under given circumstances, the administration gets nervous when they are carried out and make you feel like you have done something wrong. I had multiple PREA charges filed against me for just doing multiple pat searches. That is not right, The charges were Unfounded and dismissed.</p> |
| <p>does a great job as a training</p> |
| <p>show supervisors and others how to do the right way; correct if doing right way, frustrated with when people don't know</p> |
| <p>Simply, based on my understanding of the policy I am doing the procedure according to the policy</p> |
| <p>it has helped me a lot to understand the discipline process.</p> |
| <p>some of it does not make any sense to me as to why we do or don't do it.</p> |

Survey 1 Data

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| <p>Q18: On a scale from one to five, how would you rate your understanding of the procedures that are required for your position, such as Use of Force or Inmate Discipline?</p> |
| <p>1 Weak Understanding 2 Some Lack of Understanding 3 Neutral/No Opinion 4 Understand 5 Strong Understanding</p> |
| <p>SOME OF THAT YOU DO NOT DEAL WITH UNTIL YOU GET TO A HIGHER POSITION. I DO NOT HAND DOWN DISCIPLINE. I HAVE DONE USE OF FORCE, BUT HAVE NOT DONE A USE OF FORCE PACKET.</p> |
| <p>some of the inmates need a little discipline and try to get away with things. and they understand the rules to see if they can get away with things.</p> |
| <p>Sometime I really don't know what is more punishable than other things, what is the more serious offense.</p> |
| <p>sometimes a lot of the rules change frequently.</p> |
| <p>Sometimes there's a lack of consistency and I don't understand why there's inconsistency</p> |
| <p>sometimes you haven't done a process or procedure for a long time and have to rethink and remember. not as confident with it as you are with something you do all the time.</p> |
| <p>Strong understanding of use of force and weak understanding of our discipline system. I have never seen so many reports get dismissed. We have had a female staff get harassed by an inmate and the misconduct report gets dismissed for not meeting the times. The time issue falls with the case manager and the Lt.</p> |
| <p>supervisor says need to read more about classifications; no time; hit ground running. sees inmates 90% of time on this shift.</p> |
| <p>That is my daily business dealing with inmates. My first defense is knowing the situation, reacting to the situation and resolving the situation. I have done that.</p> |
| <p>That's a little lower because they keep changing things. They're taking tools away. A lot less use of segregation.</p> |
| <p>That's something that people don't go into great detail with. They don't expect security to get involved with that too much. I try to find the right people to ask questions to.</p> |
| <p>THE DEPT DOES NOT FOLLOW ITS OWN POLICIES SO I DO NOT KNOW HOW TO DO MY JOB. THEY HAVE A NEW MANUAL BUT THERE ARE POST-IT NOTES EVERYWHERE THAT GIVE EXCEPTIONS TO THE RULES. IT MAKES FOR A VERY UNSAFE ENVIRONMENT WHEN THE SUPERV DO NOT FOLLOW THEIR OWN RULES. SOMEONE WAS ALMOST HURT YESTERDAY. THERE WAS A MEETING WITH THE WARDEN WHERE IT WAS STATED THAT THEY ARE NOT FOLLOWING THE RULES. THEY HAVE RULES BUT THE STAFF IS TOLD NOT TO FOLLOW THE RULES.</p> |

Survey 1 Data

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| <p>Q18: On a scale from one to five, how would you rate your understanding of the procedures that are required for your position, such as Use of Force or Inmate Discipline?</p> |
| <p>1 Weak Understanding 2 Some Lack of Understanding 3 Neutral/No Opinion 4 Understand 5 Strong Understanding</p> |
| <p>the rule book is easy for inmates to understand. inmates know the consequences of what is expected.</p> |
| <p>the things that I don't know the supervisors are always available to answer the questions we might have.</p> |
| <p>THE TRAINING THAT I HAVE REC'D AND THE REDUNDENCY OF THE TRAINING</p> |
| <p>THE USE OF FORCE I UNDERSTAND. I HAVE ONLY BEEN ON A FEW. ON DISCIPLINE DEPENDING WHO WRITES THE MR AND WHO IS THE INMATES ADVISOR THE OUTCOME VARIES. INMATES PAST BEHAVIOR WILL ALSO IMPACT THE OUTCOME.</p> |
| <p>the years of experience, training that is provided. protocol for everything; spontaneous or planned; know how to protect self.</p> |
| <p>There are still some times when I have questions here and there</p> |
| <p>There is a clear use of force continuum when and where to use force. Sometimes it can be confusing about how much force to use and you worry about getting in trouble for using force when you think it is justified.</p> |
| <p>THERE IS A LOT OF WHAT I DO IN REST HOUSING THAT ONLY COMES UP OCCASIONALLY. I JUST DO NOT HAVE ENOUGH EXPERIENCE. IT COULD TAKE YEARS TO GET THE LEVEL OF EXPERIENCE THAT YOU NEED FOR USE OF FORCE. FOR DISCIPLINE I UNDERSTAND IT BETTER. IT IS WHAT I DO.</p> |
| <p>There's not a whole lot of use of force here.</p> |
| <p>THEY ARE CHANGING POL AND PROC. USED TO BE EVERYONE IN A UNIT GOT RESTRAINT. NOW THERE ARE VARYING LEVELS OF REST AND THEY ONLY NEED REST IF THEY ARE GOING TO CERTAIN LOCATIONS. IT IS A LOT TO REMEMBER. MORE MISTAKES ARE GOING TO BE MADE DUE TO THE VARIATIONS IN THE RULES. IT IS A SAFETY ISSUE AS WELL.</p> |
| <p>THEY DO NOT DO IT THE SAME FOR ALL THE INMATES. WE DO NOT USE THE SAME DISCIPLINE OR TIMEFRAME FOR EVERY INMATE. WE ARE NEVER SURE WHAT THEY ARE GOING TO DO DEPENDING ON THE INMATE.</p> |
| <p>They have made it very clear in in service that we if we have to use force that we have to do it a certain way or we will lose our job.</p> |

Survey 1 Data

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| <p>Q18: On a scale from one to five, how would you rate your understanding of the procedures that are required for your position, such as Use of Force or Inmate Discipline?</p> |
| <p>1 Weak Understanding 2 Some Lack of Understanding 3 Neutral/No Opinion 4 Understand 5 Strong Understanding</p> |
| <p>THEY HAVE NOT CHANGED THE PROCEDURES FOR DISCIP. THE USE OF FORCE CHANGED WHEN THEY ADDED PEPPER SPRAY. IT IS PRETTY BLACK AND WHITE.</p> |
| <p>they reiterate and yearly in service and it keeps it fresh</p> |
| <p>Those have been consistent and clear cut since I have been here.</p> |
| <p>Throughout all the years of training we are trained and we have manuals and rule books. there are always new policies and you have to read those.</p> |
| <p>Time and experience.</p> |
| <p>to DO IT IS GOING TO BE A CLUSTER SINCE I HAVE NOT HAD MUCH PRACTICE. TO DO USE OF FORCE THE CORRECT WAY. YOU DO NOT WANT TO GET HURT.</p> |
| <p>told my supervisors if I can't save someone's life, I do not need to be here. There are a lot of people that shouldn't be here because they are unable to do the job.</p> |
| <p>Train on it, make a point you need to know as far as use of force; try to get into your head as quickly as possible, reduces lawsuits</p> |
| <p>Training at the STA was really well done.</p> |
| <p>training given; our facility - shift so much experience - any issues or problems - those individuals provide training where others may lack; post orders provide a lot of information - it is there for you if you forget</p> |
| <p>understand it, but does the facility do off policy, no</p> |
| <p>use of force - good understanding; discipline - not quite as sure.</p> |
| <p>Use of Force is more supervisors job vague on discipline of inmates; don't want to write them up b/c then they can't go out. was better as far as knowing when to write up or not.</p> |

Survey 1 Data

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| <p>Q18: On a scale from one to five, how would you rate your understanding of the procedures that are required for your position, such as Use of Force or Inmate Discipline?</p> |
| <p>1 Weak Understanding 2 Some Lack of Understanding 3 Neutral/No Opinion 4 Understand 5 Strong Understanding</p> |
| <p>use of force with use of oc spray and the levels at which it should be used and not used. better implementation for new people on the levels and how to act.</p> |
| <p>Usually use of force only occurs in Seg. That is considered mid managers training. I have participated in use of force teams in Seg. I have asked for that training but have not received anything saying that I am going to receive it.</p> |
| <p>We are given all of the tools and it is pretty black and white so it is hard to misinterpret</p> |
| <p>we are losing valuable staff because I did not have that strong understanding until I hit the 2 years experience; when I first got here watching senior staff and training. Since then I have read my post orders, questioned my supervisors and gained that true level of understanding.</p> |
| <p>we do not go over it enough, if you do not use it, you lose the understanding of the procedures.</p> |
| <p>WE DO VERY LITTLE OF THAT. WE HARDLY EVER USE FORCE. DISCIPLINE IS ON THE ADMIN SIDE UNIT AND CASE MANAGERS.</p> |
| <p>We don't get a lot of use of force here so I'm not extremely familiar with a lot of those procedures firsthand</p> |
| <p>We have been educated on them for use of force - the difference between use of force and inmate discipline - annual basis.</p> |
| <p>We have had plenty of classes on use of force = the continuum - high to low or low to high or jumping levels - I understand discipline - if you don't discipline they will keep doing it - should also complement people for doing the right thing.</p> |
| <p>what they expect with inmate discipline sometimes is like a roller coaster; one thing at one time and a month later not as emphasized; never consistent.</p> |
| <p>seem to side more with the inmate mainly to keep them off the bunk; less hassle for them.</p> |
| <p>When you are in the spur of the moment you are thinking about what you have to do and instinct kicks in.</p> |
| <p>While I have a lot to learn. I have learned the what and the how. I may not know the why of what I am doing, but I know how to do it.</p> |

Survey 1 Data

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| <p>Q18: On a scale from one to five, how would you rate your understanding of the procedures that are required for your position, such as Use of Force or Inmate Discipline?</p> |
| <p>1 Weak Understanding 2 Some Lack of Understanding 3 Neutral/No Opinion 4 Understand 5 Strong Understanding</p> |
| <p>With my background I understand what they are after even in the more relaxed setting here I have to be nicer.</p> |
| <p>With the training that I received. OJT experience I am very confident.</p> |
| <p>Without having to deal with use of force it is a lot easier to handle the discipline.</p> |
| <p>years of doing it</p> |
| <p>years of experience</p> |
| <p>You've done it so many times and made enough mistakes to know what you should and shouldn't do and how to make the right decision</p> |

Survey 1 Data

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| Q19: On a scale from one to five, how would you rate your confidence to perform the procedures required for your position? |
| 1 Not Confident at All 2 Some Lack of Confidence 3 Neutral/No Opinion 4 Confident 5 Very Confident |
| shift don't do day to day stuff. We do shift stuff. |
| 95% of corrections is communications and that is where some of our young people fail. It sure seems like this administration wants to hire a bunch of young kids because they are the future of corrections. Young kids don't have the ability to communicate in my personal opinion. Unless you are going to issue all these kids a cell phone they don't have the ability to communicate. I have spoken to the warden about this. I think that the young kids do not have a good ability to communicate with inmates and this causes problems but I don't know how you train that in preservice. |
| again, confident with this facilities procedures |
| Based on knowing policy and procedure I can implement them |
| Basically if you do not understand the policy or procedure you talk to your supervisor and then go complete the task. |
| Basically the same thing, people come to me for answers |
| Because I have been able to do it. |
| because of the experience gained |
| Been doing this for awhile - I am comfortable with my job - if there is a flood I know the sounds - it is either a toilet or sprinkler head - in the morning I know which diabetics have to go for meds or inmates that have to go to the kitchen. |
| been here a while |
| been in environment and seen how things are done for several years. |
| sometimes you don't have the chance to work with those things as much and they might change how they're doing those things. I've seen times where the inmate tells them how to do it. |
| MY SUPERVISORS ARE THERE TO HELP AND ANSWER QUESTIONS. |

Survey 1 Data

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|---|---|
| <p>Q19: On a scale from one to five, how would you rate your confidence to perform the procedures required for your position?</p> | |
| <p>1 Not Confident at All 2 Some Lack of Confidence 3 Neutral/No Opinion 4 Confident 5 Very Confident</p> | |
| clearly defined | very consistent |
| comes with experience | |
| confident because I was able to | as soon as possible and I scored the highest in my class and I got a high |
| evaluation as they recognized my ability | |
| confident because knows procedures of job. | |
| confident in what knows should be doing. Not confident that procedures will be followed through. | |
| confident, but not overconfident. Goes to training; CPR for example - that's different today. It changes, can't say know everything; constantly learning. | |
| DO I LIKE DOING SOME OF IT? NO. IF YOU HAVE TO BE THE OFFICER INCHARGE OF FORCE THEY DO NOT TRAIN YOU HOW TO DO THE USE OF FORCE PACKET. THEY NEED BETTER TRAINING ON IT SO WE DO NOT TO CORRECT THEM REPEATEDLY. THE PACKETS ARE A NIGHTMARE. THEY NEED TO BE MORE USER FRIENDLY. | |
| does it everyday | |
| doesn't do these things. | |
| Don't feel higher ups have his back in situation, lot of backseat quarterbacking, know policy for NDCS, for admin backseat driving, can't write you up for it, not how they like; people are reprimanded for doing process as trained vs. how done here; had a person reprimanded if any inmate has an ID to give him, supposed to have it, if don't enforce this, the MR if they do here not a big deal, got to another facility is is an issue; lose authority of employees vs. inmates Situation where someone got warning, employee should have been fired, as would supervisor | |
| due to the experiences I have gained; supervisors getting you involved in the procedures and actually seeing them rather than just telling you; I have had good supervisors that let me do that. | |
| DURING USE OF FORCE IT IS HIGH STRESS YOU TRY TO GET IN THE CELL AND OUT OF THE CELL QUICKLY. WITH DISCIP THE INMATE KNOWS YOU WROTE THEM UP, BUT THE QUESTION IS IF THE INMATE IS DISCIP PROPERLY. | |
| Even though I don't have firsthand knowledge there are resources I could use to familiarize myself with those procedures | |

Survey 1 Data

Q19: On a scale from one to five, how would you rate your confidence to perform the procedures required for your position?

1 Not Confident at All 2 Some Lack of Confidence 3 Neutral/No Opinion 4 Confident 5 Very Confident

experience

experience

experience - will always grow. things that may be exposed to, but rely on training and experience; and adapt.

experience and knowing job and when to read polices

experience and years on job

experience in handling all types of situations

experience. feels like he does job very well and hears that from other people, just not the hire ups. seems like the higher ups don't care.

EXPERIENCE. I DO MY JOB WELL. I DO IT EFFECTIVELY. IT IS NOT THAT STUFF THAT IS HARD. IF YOU ARE WILLING TO DO YOUR JOB ALL THE WAY IT IS HANDLING THE PROBLEMS WITH THE INMATES AND FOLLOWING THROUGH WITH WHAT NEEDS TO BE DONE IS THE HARD PART.

fairly well versed in position seems like same question over and over again

fall in line with previous questions.

feels well trained

for similar reasons.

confident on doing the job but some things cannot do.

have had the experience doing them.

Survey 1 Data

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| Q19: On a scale from one to five, how would you rate your confidence to perform the procedures required for your position? |
| 1 Not Confident at All 2 Some Lack of Confidence 3 Neutral/No Opinion 4 Confident 5 Very Confident |
| have to make an effort to stay on top of them. |
| Having done it before and with the yearly staff training I feel that I could do it again if I needed to. |
| he feels confident |
| I am good at my job. |
| I am the guy the come to with questions. If they are invest staff I look it up for them. |
| I can do any job here at this facility or at Tec. The post orders are there and tell you how to do the job. The book is very helpful in telling you what the job is. I could not do a LT job, but at my level, I can do it well. |
| I do scenarios. I work with it a lot. |
| I do well in stressful situations. I typically feel clear headed even when others may be panicking. Drawing OC is not my first instinct I don't do that until assessing the situation. because the time it would take if not needed would hinder what I would have use my hands to do. |
| I DONT BELIEVE ADMIN WOULD BACK ME UP IF SOMETHING HAPPENED. I WOULD BE THE SCAPE GOAT TO AVOID THE BULLET WOUND THEY WERE TRYING TO PUT A BANDAID ON. |
| I DONT ENJOYING DOING THOSE FORCED CELL MOVES. I WILL HAVE TO LEARN THE PROCESSES. |
| I don't know how to answer that. I feel confident and you can only feel as confident as the people you work with. |
| I feel like where I don't have the full scope of that procedure I'm intelligent enough to put the rest of it together for myself. There's always going to be room to improve in that area. |
| I guess I have had more of a broad experience and more knowledgeable than other and that broad experience makes me feel more confident. |
| I have been at my post as a temp relief. It is very simple. Just do it right so you do not have to keep doing it. |

Survey 1 Data

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|---|
| Q19: On a scale from one to five, how would you rate your confidence to perform the procedures required for your position? |
| 1 Not Confident at All 2 Some Lack of Confidence 3 Neutral/No Opinion 4 Confident 5 Very Confident |
| I have been shown what I need to do. Told or shown. |
| I have been trained in use of force and could write a discipl misconduct report if needed. |
| I have had to deal with emergency situations very confidently |
| I have taken the training for so long and I have done it for so long I know it. I know the self-defense and application of restraints and the paperwork after words I no when and when not to. |
| I have working out of class as a corporal for the last year and get compensation |
| I KNOW MY JOB AND I HAVE MASTERED MY JOB. I AM COMFORTABLE AROUND INMATES. THERE ARE TIMES WHEN IT CAN GET TOUCHY. |
| I know the rules/regs and how to do my job; I would be completely confident if I knew we were going to be backed 100% of the time. |
| I KNOW THE USE OF FORCE. I KNOW HOW TO DO MY JOB, BUT THERE ARE THINGS THAT I HAVE NOT DONE YET. |
| I know what I am doing. |
| I know what to do. Sometimes it is just physically hard to do the job after a long day. |
| I seems like managers have different opinions about how inmates should be restrained - question our ability to do our jobs - it is upsetting - imply that we do not know how to do our job. |
| I teach use of force. |
| I understand what I do and what is needed to get the job done. |
| I would just like to see more training focused on the use of force policies and the legalities of it. Definitely a whole lot more on the actual application of use of force. More training is needed. Two days a year does not really cut it when you are trying to save yourself or somebody else. |

Survey 1 Data

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|---|
| Q19: On a scale from one to five, how would you rate your confidence to perform the procedures required for your position? |
| 1 Not Confident at All 2 Some Lack of Confidence 3 Neutral/No Opinion 4 Confident 5 Very Confident |
| I WROTE THE BOOK FOR MY POSITION AND I HAVE DONE IT FOR NINE YEARS. THE OTHER FACILITIES CALL HERE FOR ANSWERS TO QUESTIONS. |
| If I know the procedure I will be competent to carry it out. |
| If I'm not real confident, I know how to get the information |
| if we don't know, have resources , can ask case workers and case managers to ask can get an answer pretty quick. |
| In the yard I am confident that my tone will calm inmates down and get them to talk to us and not at us. Get them to express what they want so they know we are trying help. I have sprayed people and they later apologize. Have to be able to talk with them and get them to understand that we are trying to protect them as well. |
| inmate discipline ...not the ones doing it...although they need to know. its in the rule book but it needs to be taught so that it is understood. |
| JUST BEING HERE. PRACTICE. FOR THE AMOUNT OF TIME I HAVE BEEN HERE I SHOULD KNOW. THREE OR FOUR MONTHS AGO I WAS NOT CONFID. IF YOU GET TRAINED BY THE WRONG PEOPLE YOU JUST GET THROWN INTO A POST AND YOU HOPE YOU KNOW WHAT YOU ARE DOING. |
| Just numerous opportunities over my years of service. People respond to me on the unit differently . My years of experience and presence tones things down on the unit. |
| Just practice and experience and understanding that came through working. |
| know the rule book/facts; may not know what paragraph, page |
| LACK OF EXPERIENCE. EACH INCIDENT IS DIFFERENT. SOMETIMES PRACTICAL APPLICATION DRIVES WHAT THE RESPONSE IS. |
| LENGHT OF TIME HERE. PERSONALITY TYPE. IT IS NOT HARD YOU JUST HAVE TO DO IT. IT IS LIKE DEALING WITH A BUNCH OF LITTLE KIDS. YOU JUS KEEP TELLING THEM THE ANSWER NO MATTER HOW MANY TIMES THEY ASK. |
| n/a |

Survey 1 Data

| Q19: On a scale from one to five, how would you rate your confidence to perform the procedures required for your position? |
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| 1 Not Confident at All 2 Some Lack of Confidence 3 Neutral/No Opinion 4 Confident 5 Very Confident |
| Newer staff need to have better training. |
| No comment |
| No comment |
| No comment |
| No comment |
| No comment |
| No comment |
| No comment |
| No comment. See previous answer. |
| NO EXPERIENCE |
| NOBODY KNOWS IT ALL. |
| none |
| None |
| None |
| None |

Survey 1 Data

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|---|
| Q19: On a scale from one to five, how would you rate your confidence to perform the procedures required for your position? |
| 1 Not Confident at All 2 Some Lack of Confidence 3 Neutral/No Opinion 4 Confident 5 Very Confident |
| None |
| None |
| None |
| None |
| None |
| None |
| None |
| None |
| None |
| None |
| None |
| None |
| None |
| None, I have always been firm fair and consistent. |
| not always using them |
| On this shift I know what to do |
| Once you get very confident is when mistakes start to happen |

Survey 1 Data

Q19: On a scale from one to five, how would you rate your confidence to perform the procedures required for your position?

1 Not Confident at All 2 Some Lack of Confidence 3 Neutral/No Opinion 4 Confident 5 Very Confident

Only reason there is a lack of confidence is because changes are not always communicated or equally enforced.

helps with it as well

Past experience. Past work experience. I have seen a lot.

PERSONAL KNOWLEDGE AND EXPERIENCE

preparing for board now ; repetition.

pretty good supervisors have trained him, and the post orders lay it all out if you have questions.

recently said females can't be use of force, but other females can; frustrates her - not fully understand why

Repetition and experience.

REPETITION. WE HAVE BEEN THERE ENOUGH TIMES TO KNOW MOSTLY WHAT TO DO.

Same

SAME ANSWER AS THE LAST ONE.

SAME ANSWER. TIME AND EXPERIENCE.

Same as above

SAME AS ABOVE. I MAKE GOOD JUDGEMENT CALLS BASED ON THE SIT AT HAND. I WOULD MAKE A GOOD JUDGEMENT, BUT IT WOULD DEPEND ON THE SITUATION. I CANNOT TELL YOU IF I SHOULD STUN THEM OR NOT.

Survey 1 Data

Q19: On a scale from one to five, how would you rate your confidence to perform the procedures required for your position?

1 Not Confident at All 2 Some Lack of Confidence 3 Neutral/No Opinion 4 Confident 5 Very Confident

SAME AS ABOVE. I UNDERSTAND WHERE THE INFORMATION IS ON HOW TO DO THINGS. I HAVE NEVER BEEN ON THE TEAM TO ACTUALLY HAVE TO DO IT. I KNOW HOW I JUST HAVE NOT DONE IT. YOU HAVE TO DO THINGS TO TRUELY UNDERSTAND HOW AND BE ABLE TO DO THING.S

SAME REASON

Same thing

see #18

see previous answers

sometimes may not be very confident because of the tendency to second guess self. but overall, likes how is conducts business.

Sometimes we are not backed up when we do misconduct reports. Nuisance reports are given when more serious punishments should be imposed. Certain rules are not enforce because Admin will not punish violations;.

suited up a few times for Use of Force. If had to perform, could do it.

Take it seriously. I take it very seriously

the time on the job/it's routine

The training and OJT makes me very confident.

the years doing the job

there is always something that you have not faced or have not come across. feel like I conduct day to day business well and is ready.

things done on a daily basis - very confident; those not done daily feels neutral about.

Survey 1 Data

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| Q19: On a scale from one to five, how would you rate your confidence to perform the procedures required for your position? |
| 1 Not Confident at All 2 Some Lack of Confidence 3 Neutral/No Opinion 4 Confident 5 Very Confident |
| Time and experience. I am comfortable with the procedure. Consistent application. |
| time and service in job |
| Training |
| training from STA - five weeks is plenty to learn and review. Pay attention you'll learn. |
| training is very helpful |
| Training. Competent supervisors. Solidly laid out policy. |
| training/length in job |
| Trains on them |
| understands post orders and what is expected. |
| Very confident except when administration is not consistent with application. |
| WE have the same procedures every day. Evidence misconduct reports I do them multiple times a month. |
| We have training and yearly recert on use of force. We talk through it amongst ourselves - scenarios - I understand discipline - I have a good understanding |
| When I was trained I did take it serious and I take my job serious. I know there is a risk that things could go wrong and it is my job to know how to respond and do so correctly. |

Survey 1 Data

Q19: On a scale from one to five, how would you rate your confidence to perform the procedures required for your position?

1 Not Confident at All 2 Some Lack of Confidence 3 Neutral/No Opinion 4 Confident 5 Very Confident

WHEN THE DEPT AND MANAGEMENT WANT TO CHANGE THINGS AND THERE IS A LACK OF COMMO SO THAT YOU DO NOT KNOW WHAT IS EXPECTED YOU QUESTION YOURSELF. YOU HAVE TO ASK MORE QUESTIONS. IT IS NOT STRAIGHT ACROSS THE BOARD AND YOU HAVE TO ASK A LOT OF QUESTIONS. THE SUPERV CANNOT EVEN ANSWER THE QUESTIONS SO YOU LACK CONFIDENCE. YOU WALK ON PINS AS NEEDS. AFRAID OF DISCIPLINE, AFRAID TO ASK, SUPERVISORS DO NOT KNOW,

With the knowledge base of the procedures you can perform the procedures. If you understand it you should be able to do it. Plus all the training that we did.

worked for majority of the time, so very familiar what is required.

working and not getting any experience

YOU CAN BE OVER CONFIDENT AND THAT IS WHEN YOU ARE GOING TO MAKE A MISTAKE AND IT COULD BE A BIG ONE. THERE IS ALWAYS ROOM FOR IMPROVEMENT.

You're not sure what the consequences for certain actions are going to be anymore. I haven't run a use of force since we started using chemicals yet.

Survey 1 Data

Q20: On a scale from one to five, how would you rate your satisfaction with the way you receive notification and training about new processes and procedures?

1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied

90% it is slow and last minute, but we do get it. Sometimes it passes us due to day off or schedule.

A lot of the practices seem to change daily and we are expected to keep up with the changes even if we get the information to late.

a lot of things come up during shift change and that is about the only time you see a supervisor is that 5-10 minutes. Often times things can be covered when you are on your days off and things are not communicated and missed. Happened many times.

A lot of things happen - training changes a lot = it comes from superv or trainer = they let me know - how they do it does not matter to me.

always good about making sure. not high turnover here like there was at

always tell you if you need training, you will get training. has already been advised that they will get training on new equipment that is coming.

announced in role call, and give papers and let's them know when staff are scheduled for training.

annual training which is more than enough.

any changes are always explained during role call first thing in the morning...brief so we can get to our posts; question we know where to go and resources are provided.

anything new that comes along they announce it in advance.

WE ARE THE LAST TO HEAR ABOUT CHANGES. SECURITY PEOPLE HEAR FROM THEIR LT. WE DO NOT HEAR ABOUT IT UNTIL IT GETS TO ROLLCALL. THEY COULD DO A BETTER JOB SENDING EMAILS AND EXPLAIN THE WHYS AND WHAT THE REPERCUSSIONS WILL BE.

At this institution as far as custody staff, you do not have email. We all had email and with in about 3 weeks after people turned over information about good time we lost our email. In the roll call area there is a to that is suppose to play continuously the changes to memorandums, updates for line staff. Sometimes it says it needs to be refreshed, it is not kept current.

Because I think at times we fail to communicate it when we change policies and procedures.

Because they are not disseminated to all the people that need to know and not in a way that minimizes individual interpretation and they are not consistently applied or implemented.

Survey 1 Data

Q20: On a scale from one to five, how would you rate your satisfaction with the way you receive notification and training about new processes and procedures?

1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied

being a shift person, we used to do training 1x year for 1 week now we take intermittent training during the day and then have to work back on shift. college education and tuition assistance available but can't use because of all the mandatory overtime.

Between satisfied and neutral. Sometimes communication about those things is very good and sometimes it is not good. It seems inconsistent.

cannot think of how they even do it now, they try to get it out, but they do miss some things or it is not communicated well

change comes/horrible change. gets changed because it's horrible. Don't talk to those who can make it work. Go back and mix it up and see what come up with. So go back to not doing it; Training - there is none. Directive comes, going to start tomorrow and here's what it is.

communication has to get better from shift to shift. Put all on when level changes happen in segregation - is in the dark completely. get pulled away from an area and don't complete the logs, in the dark

Communication is extremely slow. Only get training once a year. Part of that problem is being on day shift.

delivery of training, was 5 days, had all required training, now 3 days, there is a gap, have to find hours for training, department tells you what to know and teaches you what to know

department does a good job rolling out new procedure; like when carry OC spray, methodically trained, inmates knew, etc.

depends on the situation; sometimes give a heads up on processes; sometimes throw everything; tell them answers to give when asked; try to be at 100% to look good

doesn't get to attend any training outside of facility and policies sent out via email.

doesn't have an example to provide.

Survey 1 Data

Q20: On a scale from one to five, how would you rate your satisfaction with the way you receive notification and training about new processes and procedures?

1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied

don't have staff meetings; did when first started. asked when first started - no don't have them. did have one 9 months after started - went horribly. None in the last 3 years. Admin, unit managers, caseworkers all the way down. Now it's team within a team which was back in March; supposed to be quarterly. Upper admin has weekly meetings; how can you disperse information that way? Only hear through email and text; has no meaning; need one on one to say it to people's faces. Like kept in dark; don't need all the details from admin meetings. Team concept is needed; like a game - coach needs to say why and feel apart of it. Caseworkers, Corporals will have a say then in what is being done. Suggested to admin to have could save \$40,000 if didn't do roll call and just went to job. nothing in roll call that he needs to hear. Take that money and use at a monthly staff meeting of the caseworkers. more beneficial, can talk to supervisor, which now some new employees don't know who their supervisor is. Management style is here to do job, do it or else. Get written up and maybe escorted out. new employees quit early because of they way they are treated.

don't know until it's time to use new procedure. there are times when things are to be done differently for a year and don't tell people.

emails are sent when training needs to done (annual); needs to ask when training here needs to be done, such as reading ARs and knowing certain things.

Everyone should be given an email address, that is a way to distribute announcements, new information or any type of extra communication. They come to roll call and read however many announcements for 3 to 5 days in a row. Some staff are on vacation, in training and don't hear all the announcements, or things that they probably should know about. When there is an announcement, everybody that has email; gets the information. If everybody had email it would ensure everybody gets the information. I have email now I find it much easier to get the information now that I have email.

Example of therapeutic restraints in medical. I was never shown this process. It's a disadvantage to me how to do this if I'm not actually shown how to do it instead of just giving me a module to read. They tell us about a lot of things but they don't demonstrate or show us how to do it. We are given the opportunity to provide feedback every year but nothing ever comes of it.

face to face; notification in paper and on line a month in advance

feel that they do a good job with training and gets all new information to staff that they need to know

First off because all of us do not have email and most of that comes out by email. So it lays down and the work station. I don't understand how you have an organization and we don't all have access to email or maybe it is a control thing.

for the most part, get formal training with, on other hand, some small things that come out, don't get trained on, got him in a pickle in the past, did it, but wasn't done correctly

Survey 1 Data

Q20: On a scale from one to five, how would you rate your satisfaction with the way you receive notification and training about new processes and procedures?

1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied

For this institution, when they makes changes, they don't think through the what ifs before making changes.

Get a week's notice; getting new rule set; given rule set for inmates; week a head of time, paper copy 2 weeks ahead

get email, go to refresher training

I am not sure if everybody is always aware of changes if they happen between your in service times. I don't know where the block is occurring to get new procedure to individual institutions. Recent one is the change to inmates using bathroom facilities while being transported. Didn't know about it until I saw it at in service which occurs once a year.

I am on the computer a lot so I get the emails and updates. I talk with supervisors and people above me that make the changes. The CO in the yard are not on the computer and do not talk with supervisors.

I do not know since I am so new here.

I don't generally get notified of changes. If you look at Administrative Regs some have not been up dated and some have. They will tell you in roll call if something has changed in the daily schedule.

I don't get notification about training and new procedures very often; things don't trickle down to me or not at all; communication - don't go to guard mount; don't get e-mail

I don't know of any new procedures in the year that I have been here.

I DONT THINK EVERYONE RECEIVES THE TRAINING THAT NEEDS IT. THE WAY IT IS DISTRIBUTED IS NOT GOOD. INSTRUCTORS HAVE TAUGHT ME THE WRONG WAY TO DO THINGS. THE INSTRUCTORS ARE NOT INTERESTED AND SO THEY DO NOT DO A GOOD JOB. THEY CAN TRAIN DURING INSERVICE. IF IT IS IMMEDIATE THEN THEY DO IT AT THE FACILITY. I HAVE NOT HAD TRAIANING AT THE FACILITY SINCE I AM THE ONE THAT IS SUPPOSED TO KNOW IT, BUT I HAVE NOT BEEN TRAINED. IF HAVE TO LEARN IT FROM MY STAFF.

I get the info I need mostly in a timely manner.

I HAVE EMAIL. I AM INFORMED ABOUT EVERYTHING BY EMAIL OR MY SUPERV CALLS ME AND LETS ME KNOW.

I have never had an issue with them training on a new procedure. Post orders are trained well. Third shift is very attentive to that.

Survey 1 Data

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I HAVE NOT BEEN TRAINED ON THAT.

I have only seen one update in the _____ years that I have been here.

I have to heavily rely on other departments such as custody because it seems like with administration and case managers, they like keep the information within that level. Sometimes they just don't realize what type of training is being offered.
The point I am trying to make is that the communication is very lacking. Sometimes they forget what they have approved.

I really have no reason

I really have not experienced it much. But, things just change on a whim. Like no headphones in the gym one day, we had to enforce. Then a week later they change the rules and now they can. Nothing extreme yet since I started.

I still haven't really trained in other areas

I THINK THAT TRAINING HAS IMPROVED OVER THE YEARS. I WOULD LIKE MORE SELF DEFENSE TRAINING THAN ONCE A YEAR. I WOULD LIKE TO SEE QUALIFICATIONS MORE THAN ONCE A YEAR.

I think the notice that when they are changing things to do things different ways, staff should be notified sooner because sometimes you don't find out that things are changing until you go to your in service which occur once a year.

I THINK THEY TRY AT THE ACADEMIES TO TRAIN US. SOME OF THE TRAINERS HAVE NOT BEEN AROUND INMATES IN YEARS. SOME OF THE TRAINING MAY BE OLD.

I THINK WE GET NOTIFIED BY EMAIL. WE ALSO GET TOLD IN ROLL CALL.

CLEAR THAT AFTER THE RIOT EVERYONE NEEDS TO BE WEAPONS QUALIFIED IN CASE THE SITUATION ARISES. IT IS

THEY ARE DOING A LOT OF CHANGES. EVEN THOUGH I WORK THERE I AM THE LAST TO KNOW OF CHANGES.

Survey 1 Data

Q20: On a scale from one to five, how would you rate your satisfaction with the way you receive notification and training about new processes and procedures?

1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied

if he gets notified he complies with training or processes

if new procedure, staff is informed pretty well. and makes sure that information is passed on to off shift staff as well.

if something new comes about you have to wait until the next year at in service to find out about it.

if something changes, read over it, sign it

If there is a new policy or proc to be implemented staff does not get trained either one on one or as a group. We implement things without a policy or procedure in place and you are left to guess.

In a position like this you have to stay up to date with the policies and procedures. The trainers reflected back on their days at facilities and how much it has improved.

information can go cockeye....sgt will tell one person, passed along, then a coworker will tell her to read a procedures

information passed through training, email, announcements, conversations with supervisors communication is good.

It is inconsistent. We start a new policy or procedure and then the tweaks come along and some staff are made aware and some are not. Lack of communication on different levels.

It is just an email. It is explained in the email text and nothing more. Then we have to ask the supervisor to make sure do it right or that we all misunderstood it the same way. That we all get it wrong together.

It is usually written in a memo and passed along at a roll call with little to no explanation. Unclear expectation without defining what there desired out come is.

It seems like they are trying to keep up with anything new at staff training. I am not completely disillusion with what they are doing over there yet.

It works for me because I get email but some staff does not have it so it does not get passed down. Sometimes it gets lost. At this facility there seems to be a lack of communication as well as miscommunication.

Survey 1 Data

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it's okay...training could be better. ppct everyone knows it but they go through it too fast because they know you know if ...but if someone didn't know it they could easy slide through. people with restrictions are treated different...i.e. if someone is overweight they aren't required to do the moves the same weight. it should be more strict because everyone should be required to perform their job.

just found out today has training tomorrow (2 hour)

just recently got email (don't know why everyone doesn't have email. it is the best way to have communication and it is the number one way communication is done at the facility. so everyone should have access to it so the information is known and spread faster.

Lack of communication and we have all of this equipment no one has ever showed us how to use.

lacking in notification; don't know until the program/training is in place.

makes sure we are notified in time and Sergeants keep us informed.

meeting at the start of shift and usually information gets passed down. As CO and Corporal doesn't have access to email where could go back to reference information.

n/a

new directive comes on email; training is well publicized in advance; has alternate training dates.

No comment

No comment

No comment.

None

None

Survey 1 Data

Q20: On a scale from one to five, how would you rate your satisfaction with the way you receive notification and training about new processes and procedures?

1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied

Not all staff are notified when there is a change.

NOT ALL STAFF HAVE MEANS TO REC THE INFORMATION. SOMETIMES IT ONLY GOES OUT THROUGH EMAIL. THE SUPERV IS SUPPOSED TO PRINT AND SHARE BUT IT DOES NOT HAPPEN

not good at it. When went to 12 hour days; was handed a piece of paper telling what day off he had. Short staffed-how should security protocols be changed? have 15 inmates - how am I to watch all of them? SMU control center - procedure for shutting down at night and there's one person there, the procedure doesn't speak to short or minimal staffing.

after riot - things were changing
all the time; staff were asking and not receiving adequate info.

notification done pretty well, but it is done on the spur of the moment. short notice.

Notification is OK, but if it's training here it's not always there.

Notification usually isn't a problem. Training is dissatisfied. There's not a lot of emphasis on the new procedure. Until the next in-service. Then they might have it in there.

Now I have email so I get some stuff but it would be nice to know what was done in roll calls because that information does not get transferred very well.

often times new policies and procedures are thrust upon you without asking knowledgeable staff's input and often times there are not established written policies or procedures given.

often times updates are through emails and they are not clear. there is a lot of gray area when it should be black and white.

post orders are constantly changing and don't get notification. It's just - read these, well OK.

pretty thorough with new processes and procedures. get it in writing and discuss about it verbally and from different views.

reference previous question that told of poor communication

Survey 1 Data

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1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied

SAT TO HIGHLY. I HAVE EMAIL AND THEY NORMALLY GO OUT BY EMAIL. I DO NOT KNOW HOW ELSE THEY WOULD DO THEM. IT WOULD BE A LOT OF PAPER. A LOT OF CO DO NOT HAVE EMAIL SO THEY MISS OUT ON TRAINING. THE LACK OF EMAIL FOR EVERYONE MAKES IT BAD.

seems like people make things up as they go along. people think that if they read it 3 days in a row at roll call that it is in all other policy and procedural manuals without updating them . and there is no explanation. the communication around here sucks.

seems like they spring it up on you when they want. Tell you when they want to do it; do it one way one day and the next it's totally different.

seems that if new procedures that the inmate population knows and are notified before most staff are.

Seems to get the job done.

so many changes

SOME DAYS YOU GET ON THE SPOT NOTICE. OTHERS IT IS A WEEK OR A MONTH IN ADVANCED. WITH NEW POLICY OR PROCEDURE THERE IS A WEEK ADV NOTICE.

Some of the procedures we could be trained better on.

sometimes are the last to find out. Should be the first to know.

sometimes emails are sent out by admin, but there is no one on one communication. and sometimes there's no time to check email. most of the training is online and think that causes people not to retain the information. there was a cheating pool going around where staff was sharing the answers for the online tests and doesn't believe staff is getting anything out of it.

Sometimes I am just told this is the new policy and other times you find out when it is too late. And sometimes the policy is not always clear.

sometimes if something changes you only get it at roll call and you only have two minutes and then it is up in the air.

sometimes it seems as if thrown into mix to see if it works

Survey 1 Data

Q20: On a scale from one to five, how would you rate your satisfaction with the way you receive notification and training about new processes and procedures?

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sometimes it seems there is not any communication from administration down to my officer level; procedures change and it doesn't get to me.

Sometimes its posted that we have training ahead of time but other times you miss things and you were never told

Sometimes the notifications come by email. I don't get to check email as readily as someone in an office. Part of the job I have. Sometimes I am the last to find out because I have not checked my email.

Sometimes there are breakdowns in communication and you don't always get it. It needs to be told by one person, or not so many people, because by the time it gets to so many people it's different.

Sometimes there are new processes put out. They painted red squares in our RHU and no one knew what they were for. That's a good example. Sometimes its done well and sometimes it's just thrown out there.

SOMETIMES THEY FAIL TO GET ME NOTICES. WE GOT NEW MEDICAL RESTRAINT BED AND CHAIRS, STATE WIDE RADIOS AND I REC'D NO TRAININIG

Sometimes things can fall thru the cracks, just like anywhere. We just have so much that changes all the time and we have so much that changes all the time. We've had so much change...for the better.

sometimes things change and we are not updated daily and won't hear about it until annual training...I may go 9 months before I know about it. Not implemented at the same time.

Sometimes training is too long and the staff providing the training are not all that knowledgeable

Sometimes you do not get told until a month later until after you have done it wrong. Most superv pass it done but other do not. Comm is key

sometimes you don't hear until the last minute or work into a holiday week.

the bed in the hospital has been implemented but no one has told staff about it. going through changes and the rules changing everyday in this unit.

the communication of what is going on is pretty good .

The dept does good to notify us when there is training avail and make it accessible. They will make adjustments to permit you to do the training. You can take state cars to training. I do wish that some of the training could be open to more participants. The numbers allowed is small compared to the number of employees in the Dept. Emerg Preparedness only have five slots and you had to apply. When it was available I was not.

Survey 1 Data

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THE EXPLANATION AND THE HEADSUP COULD BE A LOT BETTER. A LOT OF IT SEEMS TO BE LATE MINUTE. "OH BY THE WAY HERE" SOME THINGS CHANGE WEEKLY.

The information is given to us in a direct manner and is taught well.

THE LT ARE GOOD ABOUT TELLING US ABOUT NEW POLICY AND PROC. WE CAN READ IT IN BLACK AND WHITE IF WE SO CHOOSE TO.

The new training we have had we do it on the computer. We have a good instructor and we do the training during the day on the computer. is the instructor and he is very good.

The one major thing this facility lacks as a whole is communication. Not just getting in touch with somebody but just finding out what is going on generally, it is like prying teeth.

The superv are good about easing into new proc. They are not over demanding or punitive.

there are times where they announce something on your day off if you don't hear it on your third day you may not learn about it. I understand that management is busy and a good notice procedure may not be of importance. If they announce it at role call and you are doing Mand OT you will not hear the change. If it is something major they post it, but minor changes are not posted.

THERE IS NO CONSISTENCY OF NOTIFICATION. FROM AN EMAIL AT ROLL CALL POST-IT NOTE. THERE IS NO CONSISTENCY.

They always give us a heads up. If my training schedule does not work they will rearrange and make it work.

They change the policy, proc, and rules on a weekly basis and it is not always consistent.

They come up with new proc on how to do things and we are stilling trying to adapt to old way and the new way comes in. Not enough time between changes to even implement the old procedure.

They don't ask the boots on the ground what is going on. They make decisions without asking us. They want us to implement without any prior warning or without adequate staff or adequate materials. Most importantly without adequate guidance on what they want us to do.

THEY KEEP US UP TO DATE.

THEY LET YOU KNOW WHEN IT IS A TIME TO GO TO TRAINING. THEY TRACK IT AND SEND YOU AN EMAIL.

Survey 1 Data

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They need to announce 3 consecutive days and when someone on vacation, made aware of it when they return. Employees who are off don't get these announcements.

They put a lot of it on us to schedule our own training. Now you have to get on the computer and pick your week. Then there's online training too. I like it, but I don't like to try to squeeze it into my normal schedule.

They try to reinvent the wheel. There is no conversation it just comes down in a memo that you must do this you must do that.

They're real good at sending out emails about policy directions and training. We set up our own in service training here.

This week a process that we had done the same way for quite some time. The director said if they are violating the rule do X. Then we got a verbal directive that changed it. Then we got a written directive changing it back, and today another written directive changed it back again. Email is not the way to do notices.

thrown at her one day; wanted to get in and get out; told her she couldn't be part, but let other female do it

told right away.

Training isn't well thought out. They have new people train new people instead of putting them with experienced people. The training program is a joke. And then the supervisors just check it off. I think that leads to why new employees quit.

training personnel tries to get us involved in anything that is coming up, and give 30-60 days notice of classes.

training seems to be hurry up and pass rather than making sure person is good to go. Seems like it at STA - hurry up, pass, pass.

Used to do 40 hours at the academy every year. Now it's a mix of online and at the academy. It's become confusing. Even the veterans don't know what to do. I understand the reason they're doing it, it's just going through a lot of changes.

usually done in a knee jerk reaction; emails are sent about some changes, it's a frenzy for about a week and nothing happens. Can ask 6 months later and no one knows what you're talking about.

usually get enough advance notice and tries not to schedule on days off.

Usually there will be emails to go over or the immediate supervisor will go over the information that pertains to your job.;

Survey 1 Data

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1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied

Usually until they update the post order the new procedure is mentioned the roll call room once. If you are not in roll call you do not get the new information.

varies which procedures, sometimes you get a lot of notice other times you don't

we are sufficiently notified for the most part; once in awhile something may have changed when we were gone; most part good communication here.

We don't get any training on the new product lines that we offer. A new product comes out and we are just supposed to know what it is.

We get an email about it, it's posted everywhere

We have new procedures??????????

WE HERE ABOUT THEM IN ROLL CALL AND WE GET AN EMAIL WITH AN AR. THAT IS HOW WE ARE SUPPOSED TO LEARN, KNOW, AND KNOW THIS FOREVER. WE IMPLEMENT AND UTILIZE BASED ON THIS. WHEN YOU WORK A LOT OF DIFF AREAS IT IS HARD TO REMEMBER EVERYTHING. IT IS IMPOSSIBLE TO KNOW ALL OF THEM. WE CAN GET TERMINATED OR REPRIMANDED FOR NOT KNOWING THEM. IT COULD BE THE SAME FOR YEARS AND WE COULD GET TERMINATED FOR SOME SMALL CHANGE. THERE SHOULD BE A BETTER WAY. WE HAVE SO MANY EMAILS EVERYDAY AND IT IS HARD TO GO THROUGH THEM ALL AND DO YOUR JOB. A CHANGE OF ONE WORD GETS SKIPPED OVER. OR THERE IS 15 AR CHANGES IN ONE MAIL. IT IS HARD TO REMEMBER THEM ALL.

We only get new training annually.

we recently got new Therapeutic restraints, until recently a new supervisor made it a point to train a couple of staff; until then you only got trained when a situation occurred; now a lot of staff trained and it makes a big difference ; information is not pushed out to staff for new changes example post orders for downtown hospitals was pushed out didn't hear it in roll call ; procedural changes in e-mail please read; when we get new equipment we should make sure staff get trained on that and not always have that. I didn't know what I was missing until I got e-mail. A lot more has started getting pushed down since Director had required it.

We'll change procedure on the yard depending who is acting as SGT that day. That comes down to communication. It's inconsistent. Changes day to day as the SGT changes.

When a new policy coming, nothing on paper, they are so "hug a thug" can rehabilitate by given them freedom, need to give some structure; told new policy, when not on paper, hard to enforce

When new processes or procedures come down they set up training and advise you when you need to be there for training.

Survey 1 Data

Q20: On a scale from one to five, how would you rate your satisfaction with the way you receive notification and training about new processes and procedures?

1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied

WHEN THERE IS A NEW POLICY DIRECTIVE WHICH IS A SMALL CHANGHE THEY EMAIL IT OUT AND SAY IT IS EFFECT THIS DATE. WE HAVE TIME TO GET USED TO IT. SOMETIMES PEOPLE ARE FOLLOWING PROC BUT STAFF DOES NOT LIKE IT SO THEY CHANGE IT WITHOUT CHANGING THE POLICY. THAT CAUSES CONFUSION. WE TELL NEW STAFF THE VERBAL CHANGE, BUT THEY WONDER WHY THE POST ORDER IS DIFFERENT. IT IS CONFUSING AND UNNECESSARY. A LOT OF CHANGES ARE MADE BECAUSE THEY DO NOT LIKE SOMETHING, BUT THE POLICY DOES NOT GET CHANGED.

When there is a new policy they hand us the paperwork and say do it. They do not explain it to us or the inmates. Admin provides the black and white and we have to deal with it.

when there is something new, I feel we do get notified; if there is something we don't get notified about I wouldn't know; I get kept in the loop

When they change products they don't tell the product. Transmission of change is not good. They change items and do not tell us and we are looking for the old

When they changed proc they tell us in a memo and they do not do anything more. It should be demonstrated and allow for questions.

WHEN THEY COME OUT YOU MIGHT GET AN EMAIL. YOU COULD GO A WEEK WITHOUT LOOKING AT EMAIL BECAUSE YOU ARE SO BUSY. LT ARE SUPPOSED TO TELL SGT, BUT NOT ALL OF THE LT AND SGT HAVE THE CHANGE. THEY EXPECT US TO KNOW THE ANSWER AND THEY GET ANNOYED IF WE DO NOT KNOW, BUT WE MAY HAVE NEVER BEEN TOLD. THIS HAS ALL STARTED SINCE THE NEW MANAGEMENT HAS COME INTO PLAY. IT WAS NOT ALWAYS LIKE THIS.

WHEN THEY EMAIL ME AND IT HAS 10-12 LINES FOR THE SAME DAY. WHY CANT THEY HAVE A SINGLE PAGE THAT SAYS YOU WILL BE IN LINCOLN AND DO THIS TRAINING. IT IS OFTEN OUT OF CHRONOLOGICAL ORDER WHICH ALSO MAKES IT VERY CONFUSING. THEY HAVE CHANGED PROGRAMS AND IF YOU ARE NOT USED TO A COMPUTER YOU NEED SOMEONE TO SHOW YOU HOW TO USE THE TRAINING PROGRAMS.

when training comes up our LT is good about letting us know whether it is individual or group - he tells us ahead of time and gives us the paper notice - it is on tellestaff

When we have the 3 days off and I have been told something, it is not visited again. Might be better if officers had emails which we could check in control centers and operations. Might be easier if they sent memos to everybody instead of reading them in roll call only. Kind of covers their end too, with email, there would be no excuse for staff not knowing what is going on.

With state email accounts they're pretty good about putting out the information. They're good about notifying us.

Q20: On a scale from one to five, how would you rate your satisfaction with the way you receive notification and training about new processes and procedures?

1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied

With the recent change in the perimeter post it was changed while I was on that post no one else was informed for about a week other than the people that I told. Or those to whom they passed it on to. There is also usually a feeling regarding new procedures that they conflict with some post orders or that they may be coming from a place what is not familiar with how or why some things have been done a certain way for as long as they have. I am not opposed to change sometimes it is very important even though it may seem to cause conflict at first but people are expressing concern about some changes because they have not been properly tested and often don't work as well as the post orders. regarding the way the new procedures are passed down to us I do feel there should be some change. I am not sure what I would propose there should some other kind of comm or procedure in place so that these transitions can be made more smoothly with staff.

YOU FIND OUT THROUGH THE GRAPEVINE.

Survey 1 Data

| Q24: On a scale from one to five, how would you rate your work/life balance? |
|--|
| 1 No Balance 2 Poor Balance 3 Neutral/No Opinion 4 Good Balance 5 Great Balance |
| 12 hours shifts allow for no time, and the shortage of staff means that requesting time off is very limited |
| 12-hour shifts |
| 2 now 4 prior to the riot try to sleep during the day. kills me as I am not a daytime sleeper |
| 3 days off have to catch up; working 4 12's. |
| Again that goes back to controlling your overtime by volunteering. |
| all the mandatory overtime required to work has put a strain on balancing life outside with life inside |
| always makes time for the things that he enjoys and spending time |
| Balance is better with 3 days off from work. |
| Balance is achieved based on how you start your day - you have to tell yourself to have a nice day |
| because he tries his best to do voluntary overtime to keep down the mandatory overtime and good at leaving work at work when he is finished. |
| mandatory regularly all you do at home is sleep. |
| BECAUSE IT IS |
| because of the mandatory and voluntary that is worked. |
| Because of the number of hours you work in a week. You don't have any life. |
| BEING A FEMALE OUT HERE THERE ARE SEVERAL TIMES WHEN WORK NEEDS YOU AND YOU HAVE TO STAY AND THAT CUTS PERSONAL AND HOME LIFE. AS A FEMALE STAFF YOU SPEND MORE TIME AT WORK THAN AT HOME. |

Survey 1 Data

| Q24: On a scale from one to five, how would you rate your work/life balance? |
|--|
| 1 No Balance 2 Poor Balance 3 Neutral/No Opinion 4 Good Balance 5 Great Balance |
| being forced to work the 12 hour night shift |
| besides the no sleep thing... has a lot of free time during the day despite no sleep. |
| both solid now - with more overtime comes less balance. |
| can do job and can go home and doesn't have to worry about being mandatoried. |
| could be better with different days off |
| current position does not generally interfere with personal life outside of work |
| day-time training is disruptive to shift; or have plans and told to stay. Can mess up with schedule. |
| DEPENDS ON THE DAY, WHO I AM WORKING WITH, WHAT IS GOING ON, HOW THE INMATES ACT THAT DAY. ON WORKDAYS I DO NOT HAVE AN OUTSIDE LIFE. ON MY DAYS OFF I AM FINE. HOW MAY DAY STARTS OUT AT WORK DETERMINES HOW MY DAY IS GOING TO GO. |
| doesn't create any friction in my house; unless come home and marked up |
| doesn't feel overworked, or take work home. |
| doesn't have to take work with him when he leaves, depends on person |
| doing 12 hour shifts don't have a lot of time to do things when you get home but you do get an extra day off to try to catch up on things. |
| don't try to bring work home or home to work; there are days when that happens |
| Due to mand OT or any OT |
| Ever since I got this job I'm the happiest I've ever been. |

Survey 1 Data

| | |
|---|---|
| <p>Q24: On a scale from one to five, how would you rate your work/life balance?</p> | |
| <p>1 No Balance 2 Poor Balance 3 Neutral/No Opinion 4 Good Balance 5 Great Balance</p> | |
| <p>I am probably one of the few in corrections that is a non mandatory</p> | |
| <p>I AM VOL OT A LOT TO ENHANCE MY CAREER AND GET BETTER AT MY JOB. SPENDING TIME WITH</p> | <p>IS PAYING FOR IT. I AM NOT AND I AM NOT BALANCING IT CORRECTLY</p> |
| <p>I can't explain</p> | |
| <p>I come to work and go home and do what I have to do at home and then go back to work. I do not take my job home with me.</p> | |
| <p>I determine my own schedule majority of the time so it is my own choice. In previous positions I would say my work-life balance was bad due to short staffing, vacation days being denied, overtime. Not having the option for rotating weekends off affected my work life negatively.</p> | |
| <p>it is not a consideration in my work.</p> | |
| <p>I don't have any issues with bringing work home or bringing home to work</p> | |
| <p>I don't take stress home. I learned in corrects that you do not take stress and anger home and put it on your</p> | |
| <p>I don't think about work once I walk out of this place. cannot allow place to consume her life.</p> | |
| <p>I don't think that what I do now interferes with my personal life and I can separate work from my home life.</p> | |
| <p>I don't typically feel; to stressed out and it is easy to take time off to get that good balance.</p> | |
| <p>I generally work 80-90 hours a week. About 5-6 doubles a week. But it's voluntary. But I'm not dissatisfied with the lack of balance.</p> | |
| <p>I get off</p> | <p>It is a different kind of change.</p> |
| <p>I GET OFF WORK AND I AM SO TIRED.</p> | <p>I TRIED NOT TO BE ON SHIFT BUT THEY STUCK ME ON IT BUT I LIKE A LOT HAS CHANGED SINCE THE SURVEY WAS ANNOUNCED. THE OT SLOWED DOWN</p> |
| <p>I have always been taught to keep personal and professional life separate and it has been easy to do at this facility.</p> | |

Survey 1 Data

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| <p>Q24: On a scale from one to five, how would you rate your work/life balance?</p> | |
| <p>1 No Balance 2 Poor Balance 3 Neutral/No Opinion 4 Good Balance 5 Great Balance</p> | |
| <p>I HAVE AN ABILITY TO LEAVE IT AT WORK. I SEPARATE INSIDE AND OUTSIDE THE FENCE. FINE SINCE I JUST LEAVE WORK AT WORK AND FORGET ABOUT WHAT HAPPENED THAT DAY</p> | <p>I JUST SAY IT IS</p> |
| <p>I have good balance = I have good days off = I don't work shift -= years ago I would have given you a different answer -= shift are hard on your life.</p> | |
| <p>I have great balance now because of what changes have been made to staffing; 6 months ago my answer would be entirely different; I had to work 2, 3, 4 extra shifts a week to prevent mandatory overtime.</p> | |
| <p>When I leave here I try not to think about it.</p> | |
| <p>I knew what I was getting into. I think some people have a hard time adjusting because they have not worked for a 24 hour schedule and haven't dealt with people that may not be glad to see them. Now during training, new hires will be brought to the institution they will work in, they bring them in once a week. Before they did 6 weeks of training and then just were put into the institution. Seems to have helped the retention of inmates.</p> | |
| <p>I leave work at work and do not take it home. It is a job it is not your</p> | |
| <p>I leave work at work and home at home</p> | |
| <p>I like my job as of now I don't have problems. Enjoy coming to work.</p> | |
| <p>I live for work. I don't get to spend near enough time are lacking because I spend a lot of time here.</p> | <p>A lot of my duties at home</p> |
| <p>I pretty much juggle life and work into two categories. I have been super busy with some stuff in my personal life.</p> | |
| <p>I worked weird hours and it caused conflict.</p> | <p>When I started here I started having issues with told me not to talk to her like an inmate.</p> |
| <p>I was stressed out from the job</p> | |
| <p>I work overnight and sleep all day.</p> | |
| <p>I WOULD GIVE IT GREAT, BUT I HAVE TO GO TO WORK. I WORK DAYS SO I CAN GET THE TIME OFF TO DO ACTIVITIES.</p> | |

Survey 1 Data

| Q24: On a scale from one to five, how would you rate your work/life balance? |
|--|
| 1 No Balance 2 Poor Balance 3 Neutral/No Opinion 4 Good Balance 5 Great Balance |
| IF THIS WAS A YEAR AGO I WOULD SAY POOR. THE AMOUNT OF TIME THAT YOU NEED TO BE HERE NOW IS LOOSENING UP. A YEAR AGO YOU COULD BE FORCED TO WORK A DOUBLE AND THEN BE TOLD TO STAY FOR ANOTHER SHIFT. THEY ARE STILL DOING THAT AT TSCI AND I COULD NOT DO THAT. |
| I'm taking school on the side, but that was my own decision |
| inside regular hours I know what to expect, but when hours vary or job varies if interrupts his personal life. |
| It fit the best |
| It has been much easier being on the shift that I am now. I struggled with it on 2nd and 3rd shift, trying to juggle children, sleep, and work. Much easier now. |
| IT IS GOOD WHEN I AM NOT GETTING MAND OT |
| IT IS JUST HARD TO BALANCE WORK DUE TO ALL THE HOURS THAT I WORK. I HAVE BILLS TO PAY SO I NEED THE OT. IT IS HARD TO GO FROM WORK TO HOME AND LEAVE WORK BEHIND. |
| It is not terrible but not great. Being on shift, I have an opportunity to do things with shift was almost impossible. |
| it is up and down all of the time, depends on staffing here at work. If I do my 40 hours, |
| it would be nice if they hired enough people and paid enough that they did not need OT and you did not have to worry about getting a call in the middle of the night. OT ruining a weekend at the last minute. |
| It's because of the 12's. When I worked it was phenomenal. |
| Some give and take there |
| I've been here too long. I'm institutionalized. I get into that routine. It goes home with me. |
| job is all consuming at times; 68 hours last week. |
| knows with 3 days off can get a lot more done. before the 12s it was good if he got off |

Survey 1 Data

| Q24: On a scale from one to five, how would you rate your work/life balance? | |
|--|---|
| 1 No Balance 2 Poor Balance 3 Neutral/No Opinion 4 Good Balance 5 Great Balance | |
| mandatory; anything that doesn't get | mess; too much has to fix to stay late |
| MAYBE I COULD USE MY TIME BETTER IN SOME AREAS. SOMETIMES I HAVE TO VOL. SOMETIMES I MISS OUT ON STUFF BECAUSE I HAVE TO DO VOL OT | |
| more married to job preparation for work than anything else. must have a day off every month and a half. | I am awake at home 6 hours a day. I am more awake at work than at home. I do more working overtime takes away |
| more time at work than anywhere else, has horrible sleep problems | |
| has worked in corrections almost as long as I have. We are like hand and glove. | |
| My hours allow me to do more things at home | I stay busy away from work. |
| I THINK I CAN SHUT IT OFF. I THINK THAT I DO NOT TAKE WORK WITH ME, BUT SHUT IT OFF. | |
| My work schedule at this time equals my off time. It works together. | |
| off which is usually approved. I don't ask for much time off. My schedule does not usually cut into | If I have a commitment, I can ask for the time time. |
| n/a | |
| nature of job, a lot of time job comes before personal life and he misses out there is little staff and not a lot of opportunity to take time off. | because |
| No balance now. All I am told is my schedule is for the good of the department and sorry they had to change days off. | |
| No comment | |
| No comment | |
| No comment | |

Survey 1 Data

| Q24: On a scale from one to five, how would you rate your work/life balance? |
|--|
| 1 No Balance 2 Poor Balance 3 Neutral/No Opinion 4 Good Balance 5 Great Balance |
| No comment. |
| work is my life |
| No OT |
| NO SOCIAL LIFE AFTER WORK SINCE WE ARE WORKING 12 HOURS. NO TIME FOR A SOCIAL LIFE. |
| None |
| None |
| Normally it is not an issue but with these 12's I can be here 14 or 15 hours a day. The normal is not a problem. |
| normally it would be 5 but this 12 hour shifts make it 4 because I am missing out on some things. |
| Now that I have the extra day off it is better but before when I was on shift it was really difficult. does not like me being for so long. did not like the long mandatory hours and it took awhile to get used to the 12 hour days. |
| now that mandatories are done. |
| One example would be, understanding this is a 24 hour facility, There should be some way to work that out. |
| organized |
| overtime issues can't plan activities at home because we don't know if we are going to have to work; we will find out we are working overtime 10 minutes before we are going to leave |
| Poor balance now from having been on 12 hour shifts since June. It would be good if there were no mandatories. As long as it is 8 hours a day I am good. |
| pretty good with keeping work and home life separate |

Survey 1 Data

| Q24: On a scale from one to five, how would you rate your work/life balance? | |
|---|--|
| 1 No Balance 2 Poor Balance 3 Neutral/No Opinion 4 Good Balance 5 Great Balance | |
| Problem getting time off. | If I could get just a half an hour off, it would not be a problem. For this type of request you have to put in 30 days in advance. |
| regimented and structured; fits well | |
| right now don't have no life during the week. just work and sleep. before that was just getting mandatoried so worked a lot so no personal life. | |
| Right now I am working a lot of hours and it does not seem like I get much | time due to increasing demands here. I am averaging about 60 to 70 hours a week. |
| Right now I am working to live. I think in due time once I am fully immersed in the position and I am not learning as I go I can see the balance swing the other way. I go to bed early to get up early. As soon as I am getting home I am going to bed. It beats working three doubles in a row. | |
| right now it is good. but when on shift is was horrible when he was horrible due to the mandatory shift. the balance on shift is not good. | |
| Right now it is terrible | With the new schedule and the mandatory hours, I have to call and make other arrangements. |
| | If I tell the institution I cannot stay it becomes a statement of charges. |
| schedule is ideal now; in the past working shift | always conflict of mandatory OT, had uncertainty going into each shift |
| shut off work when you go home, keep work at work; if you don't can bring problems into home; don't bring personal into work too, brings conflict, stress, drama | |
| Since there is no mand OT I can get to go home at night and my supervisors are good at getting us days off. | |
| So long as I do not have to do OT. That disrupts my life. | |
| Some of the stress bleeds out into my personal life. | |
| some time can't get time off; have something to do then you get mandatory. | it's hectic. nice to have time off to destress - spend time |
| | It's hard with the Department. |
| sometimes hard to leave work here; try as best as you can. | |

Survey 1 Data

| Q24: On a scale from one to five, how would you rate your work/life balance? | |
|--|--|
| 1 No Balance 2 Poor Balance 3 Neutral/No Opinion 4 Good Balance 5 Great Balance | |
| sometimes it is hard to leave your work at work; due to the long hours it impacts day life | every |
| sometimes there are scheduling conflicts and times don't match up. | |
| sometimes to plan things in person life; try to schedule ahead of time, plan around work | |
| spends too much time at work there is no time for | anything |
| that is what I allow to happen | |
| That's probably my fault, but it's not always easy to turn off this place when you go home | |
| The hours we spend in the institution because it is staffed 24 hours a day adds extra stress between staff no time to decompress after your work week. They talked about going to 5 twelves and I told them they were going to burn out the staff if they did that. Staff needs the 3 days to be away from the institution. | |
| THE NATURE OF THIS JOB. IT CAN EFFECT YOUR PERSONAL LIFE BEYOND WHAT YOU WANT IT TO. ESPECIALLY WHEN IT COMES TO OT. | |
| The schedule helps me get things done during the week. mind. | I work a lot but I don't |
| The schedule is set for shift and days - Mand OT throws it out of whack - especially if we have a | event and I find out I have to do Mand OT |
| This has changed | but hard on employees with young kids |
| This is one of the jobs where it is hard not to bring outside life to work as well as the other way around. part of that involves being surrounded by people which can be draining itself. but also for the sake of professionalism having to put everything into a correctional filter it is part of the job but it can still cause stress. also with the amount of staff we have now even if we have vacation days we cannot always use them even if we have plans outside work that will cause us to be coming into work at less than 100% this can also make it difficult to maintain friendships and relationships. | |
| try to leave work here; have hobbies and activities outside facility that help me relieve stress | |

Survey 1 Data

| Q24: On a scale from one to five, how would you rate your work/life balance? | |
|--|---|
| 1 No Balance 2 Poor Balance 3 Neutral/No Opinion 4 Good Balance 5 Great Balance | |
| Trying to balance | life is really hard. I only have about 3 hours when I get home. |
| Twelve hour days does not give you much time to do things at home until you have your 3 days off. | |
| Until we got all this mandatory overtime I had a pretty good balance. | |
| usually have people who work voluntary overtime so there's not a lot of time spending working after end of shift. | |
| We are being asked to work more hours rather than 40 hours and it is hard to get balance if you do know if you are going to get home on time. | |
| well the time he has off he utilizes it with hobbies that he does | |
| when at work, he's at work; personal life doesn't affect his work life; keeps them separate; when not at work, doesn't bring home - keep separate | |
| when first started kind of was consumed with working and did not take a lot days off. as I have promoted off and has not had to work as much and can make things work more smoothly with family and friends. the more you work here the more you realize there is more to life than working. it is really easy to get burned out and a lot of people reflect that. | |
| WHEN I CLOCK IN I DO NOT THINK OR TALK ABOUT HOME. 6-2 I DO NOT CARE ABOUT HOME. AFTER I CLOCKOUT I CARE ABOUT HOME AND DONT CARE ABOUT WORK. WORRYING ABOUT WORK WILL CHEW YOU UP LIKE A CANCER. | |
| When I walk out the door I leave the job here | I just need a few minutes to vent. |
| When I was on shift I was giving up early | for work, but on shift it is not such a problem but I have to be here when you cannot get the day off. It is hard to get random days off when needed. So you are constantly giving up |
| When I work overtime it works | but I do it when it works for me so it does not interfere |
| when told 10 minutes before end of shift, throws all out of sync | |
| wants to spend time with him during the day, but he sleeps during the day because of working shift. and would like to see him have weekends off. | |

Survey 1 Data

| Q24: On a scale from one to five, how would you rate your work/life balance? | |
|---|--|
| 1 No Balance 2 Poor Balance 3 Neutral/No Opinion 4 Good Balance 5 Great Balance | |
| With the amount of OT that I work it is not good, | requires that I work the OT. |
| With the hours they work for my lifestyle. the evenings. | Gives me time to go work out and unwind in |
| with TSCI would get mandatory | hard to take time off when not fully staff |
| WORK IS STRESSFUL AND AFTER WORK I FIND IT IS GOOD TO HAVE SOME ALONE TIME. YOU NEED TIME AWAY. PEOPLE ISOLATE THEMSELVES AND ARE TIRED. NEED TO UNWIND. HARD WHEN YOU HAVE | |
| work life is work and personal life is personal life. | |
| WORK STAYS HERE. I DO NOT TAKE IT HOME. | IS NOT SO GOOD AT THAT. |
| works way too much; but is his choice | |
| YOU GET UP AT 4 AM. | YOU GET TWO DAYS OFF AND IT TAKES A DAY TO REST. YOU GIVE EVERYTHING TO THE DEPT AND YOU HAVE NOTHING TO GIVE TO |
| You have to work to pay the bills. Sometimes just have to do what you need to do. I don't typically want to work late but I am not going to leave someone's desk half assembled because it is time to go. | |

Survey 1 Data

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|---|
| Q25: On a scale from one to five, how would you rate the level of personal emotional support you receive from your family and/or friends? |
| 1 No Support 2 Poor Support 3 Neutral/No Opinion 4 Good Support 5 Great Support |
| great job and want them to take a tour. would not be embarrassed to have come out here to work; |
| A GOOD FRIEND WORKS HERE AND WE CAN TALK. THEY ARE WORKING ON IT. THEY ARE WORKING ON A WAY TO CONTACT FAMILY IF THERE IS ANOTHER RIOT RATHER THAN HAVE A 20 HOUR DELAY LIKE THEY HAD IN MAY |
| Again it is just with me. With the extra duties I have, it takes time away |
| and friends they understand the complexities of work through all the news media even he if does not say anything. |
| anytime he has a bad day is always willing to pick up the phone and be there for him even if they do not truly understand what he is dealing with |
| Because I can tell them things that happened and the can relate. |
| I get good support |
| said he would help her find another job; |
| can always call and talk to them |
| can easily talk about work. |
| can talk to friends about things |
| corrections isn't really anything you can talk to anybody about what is going on especially in our state; nobody really wants to know what is going on and that prisons exist. |
| they all understand the job. |
| does not discuss |
| don't want to know what goes on at doc |

Survey 1 Data

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| <p>Q25: On a scale from one to five, how would you rate the level of personal emotional support you receive from your family and/or friends?</p> |
| <p>1 No Support 2 Poor Support 3 Neutral/No Opinion 4 Good Support 5 Great Support</p> |
| <p>number 1 in my life</p> |
| <p>good to talk to</p> |
| <p>grew up with him working in Corrections.</p> |
| <p>they have always been supportive. As far as friends they are the people I have met here.</p> |
| <p>is good - have become really good friends with a couple of people from work.</p> |
| <p>there to support him, and talks through work day with him and doesn't make him feel bad for missing events if he has to work.</p> |
| <p>knows that doc has been going through a change for the last years, and over the last year it has gotten scary at work. so the is worried, and always checking in making sure that everything is okay.</p> |
| <p>realizes has to work to provide for them.</p> |
| <p>that listens and is supportive</p> |
| <p>understands works so he takes over when he gets home so she can sleep.</p> |
| <p>willing to support him on good and bad days</p> |
| <p>good support system and tries not to involve them in work life but if needs help they are willing to help him.</p> |
| <p>Great support when I was on shift, the team environment of the corporals. My friends knew this group and felt better knowing they were my support. some of them understand my job, some of them do not.</p> |
| <p>hard for them to understand, but they always listen.</p> |
| <p>has a great on both sides.</p> |
| <p>has good support; is around who helps a lot. good group of friends.</p> |

Survey 1 Data

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|---|
| Q25: On a scale from one to five, how would you rate the level of personal emotional support you receive from your family and/or friends? |
| 1 No Support 2 Poor Support 3 Neutral/No Opinion 4 Good Support 5 Great Support |
| has positive and great friendships outside of work |
| have a good system |
| have a good system at home |
| have always been there for him and keep him on track. |
| have support |
| gets upset about how much he gets mandatoried and how stressed he gets. so they care about him and how he is feeling. |
| supportive in what she does and where she works. |
| I am going to loose it all. My friends are I have chosen for myself. |
| I am it. I am my own rock so to speak. I never have been one to ask for help. |
| I am really close with and they are there for me if I need them. I have had the same friends all my life and they are there if I need them as well. |
| I can talk to my friends |
| I do not think that and friends outside of corr understand what we do on a day to day basis. If I say something to he just says Huh. Hard for civilians to understand life style. |
| I don't talk about what is going on because it would just add more stress to them. |
| I HAVE GOOD FRIENDS. JUST A FEW THAT I CAN TALK TO. |
| I have a that help out a lot. They listen to me vent. |
| I have a lot of friends that are coworkers here. They will let me vent. will listen but does not understand what I am talking about. |

Survey 1 Data

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| <p>Q25: On a scale from one to five, how would you rate the level of personal emotional support you receive from your family and/or friends?</p> |
| <p>1 No Support 2 Poor Support 3 Neutral/No Opinion 4 Good Support 5 Great Support</p> |
| <p>I have always had a _____ so I always have somebody to talk to which makes it nice.</p> |
| <p>THE OLDER I HAVE GOTTEN THE MORE I APPRECIATE _____ I GET ALONG _____ FUN. GET ALONG. IN CONTACT CONSISTENTLY. LARGE NUMBER OF FRIENDS. I SEE HOW RARE IT IS. LOTS OF</p> |
| <p>I have awesome _____</p> |
| <p>I have _____ members that are in corrections to talk to and they understand what I am going through</p> |
| <p>I HAVE GREAT SUPPORT FROM _____ AND FRIENDS. WE COMM VERY WILL. WITH _____ AND FRIENDS.</p> |
| <p>I KNOW FROM MY CO-WORKERS AND _____ THAT IF I DID NEED TO TALK I COULD GO TO THEM. MY CO-WORKER'S MAIN OBJECTIVE IS TO MAKE SURE I AM OKAY AND NOT DOING THINGS THAT I SHOULD NOT.</p> |
| <p>I know that they will always be there for me. _____ were very supportive of my taking this job and jus asked me to be careful. Great support.</p> |
| <p>I REALLY DO NOT TALK TO THEM. MY LIFE REVOLVES AROUND THIS PLACE.</p> |
| <p>I really don't bring home work. I leave work at work. If I do have something, _____ I talk to _____ helps me see another perspective.</p> |
| <p>I receive great support from _____</p> |
| <p>I seems no matter what I have done in corr my _____ has always supported me. I have more time at home even though I am dissatisfied. Four years ago I would work 3 - 4 mandatories in a row. My _____ is happier now that I am home more.</p> |
| <p>I talk to _____ and friends going on at work - they help support me by understanding and giving feedback.</p> |
| <p>if have issues at work, _____ will sit down and talk to him about it and work it out together</p> |
| <p>If I need to talk to them they will listen. Somethings I can't or won't talk about.</p> |
| <p>If I want it.</p> |
| <p>if need to, can share with them.</p> |

Survey 1 Data

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| <p>Q25: On a scale from one to five, how would you rate the level of personal emotional support you receive from your family and/or friends?</p> |
| <p>1 No Support 2 Poor Support 3 Neutral/No Opinion 4 Good Support 5 Great Support</p> |
| <p>It has been good. They are not neg very often about my work or what I do = they understand OT or having to change to weekends.</p> |
| <p>we have a lot in common, and can vent and joke around about work</p> |
| <p>My colleagues are ready and willing to help me out if I need it. supportive if I have a bad day and need to talk about it.</p> |
| <p>AND FRIENDS ARE A GOOD SUPPORT SYSTEM.</p> |
| <p>friends knows what they do and thank them for that.</p> |
| <p>does not talk to me about my job. If it comes up they will talk about it, but otherwise we do not talk about it.</p> |
| <p>always been support of what I do. Offering thanks and encouragement</p> |
| <p>noticed that working at a prison has changed me - I asked somebody...not good or bad, just different.</p> |
| <p>I do not have friends due to may work schedule.</p> |
| <p>knows I work a difficult job; they respect it and know when I get home whether they can talk to me or leave me alone.</p> |
| <p>My very strong - I guess it is that backbone that keeps everything else in place.</p> |
| <p>MY FRIENDS AT WORK ALL GO THROUGH THE CRAP TOGETHER AND WE ALL KNOW WHAT THIS LIFE WILL DO TO YOU EVENTUALLY. CAN TELL WHEN I GET HOME IF I NEED AN HOUR TO DECOMPRESS.</p> |
| <p>My friends give me very good support. worries about me even though I moved here</p> |
| <p>THEY KNOW WHAT I AM TALKING ABOUT. WITH ALL THE CONFIDENTIAL INFOR WE CANNOT TALK ABOUT A LOT.</p> |
| <p>was very supportive of me getting this job and continues to support me . was scared but now understands my position.</p> |
| <p>very supportive. My friends are also very supportive.</p> |

Survey 1 Data

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|---|
| <p>Q25: On a scale from one to five, how would you rate the level of personal emotional support you receive from your family and/or friends?</p> |
| <p>1 No Support 2 Poor Support 3 Neutral/No Opinion 4 Good Support 5 Great Support</p> |
| <p>have been together long enough. we just support each other. We have been through some rough times. We have that are there for us.</p> |
| <p>doesn't fully understand what I do here</p> |
| <p>is very understanding with the stress I have in corrections and has always been there for me.</p> |
| <p>PROVIDES ME GREAT SUPPORT</p> |
| <p>understands the responsibilities.</p> |
| <p>choice; has a great understanding of what we both go through and that mandatory is not by help each other out.</p> |
| <p>HEARD ABOUT THE RIOT. CALLED AND WAS CONCERNED WHEN THEY</p> |
| <p>support isn't always there. doesn't always understand how things work. has a hard time dealing with them without me being around.</p> |
| <p>always been supportive in whatever I've done</p> |
| <p>n/a</p> |
| <p>No comment</p> |
| <p>No comment</p> |
| <p>No comment</p> |
| <p>No comment</p> |
| <p>No comment</p> |
| <p>no emotional issues from working here.</p> |
| <p>None</p> |

Survey 1 Data

| <p>Q25: On a scale from one to five, how would you rate the level of personal emotional support you receive from your family and/or friends?</p> |
|---|
| <p>1 No Support 2 Poor Support 3 Neutral/No Opinion 4 Good Support 5 Great Support</p> |
| None |
| None |
| None |
| None |
| None |
| None |
| None |
| <p>understand the emotional toll that it takes on you. . They do not understand. They do not</p> |
| not an issue |
| open with disclosed to |
| <p>good at listening. and has good friends that he has made throughout the years that care about him.</p> |
| Phenomenal. Anything and everything I need they're there. |
| <p>Same as above. The community is very supportive. They thank me and say that they could not do the job. It is close to what police receive. Recently there have been some questions but it is getting better again.</p> |
| significant other very supportive. |
| just him; friends enjoy hearing |
| <p>SOME GOOD SOME BAD. FRIENDS SAY THEY SUPPORT ME SAYS FIND ANOTHER JOB</p> |

Survey 1 Data

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|--|
| <p>Q25: On a scale from one to five, how would you rate the level of personal emotional support you receive from your family and/or friends?</p> |
| <p>1 No Support 2 Poor Support 3 Neutral/No Opinion 4 Good Support 5 Great Support</p> |
| <p>think I am going to get stabbed but they don't talk to me about it anymore. They are worried for me.</p> |
| <p>Some of the ups and downs that I have went through.</p> |
| <p>works in a similar job; understand each other</p> |
| <p>more support now</p> |
| <p>about what goes on at job, even though they don't understand they listen. also has other friends that work in the field of corrections. yesterday got to go off site for an inmate surgery and got to share that experience</p> |
| <p>I am emotionless. I could be on the verge of suicide and no one would know it. I am not, but I mean, no one would know my true feelings. Living the dream.</p> |
| <p>THE PEOPLE IN MY SUPPORT SYS ARE CARING AND UNDERSTANDING OF THE THINGS THAT I HAVE BEEN THROUGH.</p> |
| <p>they all fully back me in what I am doing right now</p> |
| <p>they are always there if you need something.</p> |
| <p>they are always there no matter what.</p> |
| <p>They are there for me if I have a bad day they talk me through it and show me that it is not as bad as I might think it was. The grass is always greener on the other side of the fence.</p> |
| <p>They are there when I need to vent about something in a confidential manner.</p> |
| <p>they are very supportive; my hours and responsibilities; nature and risk; if seems to worry doesn't let me know. expressed several times of proud of what we do for what we are compensated; means a lot that somebody cares.</p> |
| <p>THEY DO NOT GET MAD AT ME FOR ALL THE HOURS I WORK. DOES NOT YELL AT ME AND UNDERSTANDS WHY I HAVE TO WORK ALL THE HOURS THAT I WORK.</p> |
| <p>They do not understand so I do not share in great detail, but is supportive and has my back.</p> |

Survey 1 Data

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|---|
| <p>Q25: On a scale from one to five, how would you rate the level of personal emotional support you receive from your family and/or friends?</p> |
| <p>1 No Support 2 Poor Support 3 Neutral/No Opinion 4 Good Support 5 Great Support</p> |
| <p>They don't work in this environment so they don't understand it. It's hard to communicate issues with people when they don't understand.</p> |
| <p>They have helped me with my needs.</p> |
| <p>THEY KNOW WHAT I DEAL WITH AND THEY KNOW WHAT THIS JOB CONSISTS OF.</p> |
| <p>They support me with what I do and understand that when we want more things has to work more hours. I work the overtime.</p> |
| <p>THEY UNDERSTAND THAT I WORK IN A BAD PLACE. A LOT OF MY FRIENDS WORK HERE SO THEY GET IT.</p> |
| <p>They understand that the job I do is emotionally straining and they are willing to talk to me.</p> |
| <p>THEY UNDERSTAND WHEN I HAVE TO WORK HOLIDAYS OR MAND OT. THEY HAVE NEVER REALLY FUSSED OR GOTTEN ANGRY.</p> |
| <p>THEY WANT TO SEE ME ENHANCE MY CAREER AND MAKE A GOOD CAREER. THEY ARE ENCOURAGING ME AND UNDERSTAND WHY I AM WORKING AS MUCH AS I AM.</p> |
| <p>this job isn't mean for everyone; big achievement for me.</p> |
| <p>totally supportive; knew it was a pressure cooker but after this many years.</p> |
| <p>tries not to tell them about the bad; tells about keeping shirts tucked in.</p> |
| <p>try not to bring home; if she's upset they are understanding</p> |
| <p>usually can talk to friends about what he does...will listen even if they do not understand.</p> |
| <p>very stable in personal life. and none of the job affects her.</p> |
| <p>We take care of each other. we show interest in each others jobs. It is nice to go home and hear someone say they had a good day at work.</p> |
| <p>We talk freq about things that go one. So good comm</p> |

Survey 1 Data

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| Q25: On a scale from one to five, how would you rate the level of personal emotional support you receive from your family and/or friends? |
| 1 No Support 2 Poor Support 3 Neutral/No Opinion 4 Good Support 5 Great Support |
| When I am not here I don't worry about this place. When I clock out that is it. |
| he moved home so he is next door. I have a great support system here. |
| will keep most to self. Victims services; gets to talk to the victim about the crime. Creates the chance for the victim to meet offender; very rewarding and maybe why still here. |
| I wouldn't be here. |
| YOU DO NOT TALK ABOUT THIS OUTSIDE OF WORK THEY DO NOT UNDERSTAND OR GET CORR |

Survey 1 Data

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| Q26: Have media reports about the Department of Corrections affected the way you feel about your job? |
| 1 Yes 2 No 3 Neutral/No Opinion |
| A LITTLE BIT. IT DOES NOT EFFECT ME. IT IS DISHEARTENING TO SEE US IN THE PAPER THE LAST SEVERAL MONTHS. IT IS SAD TO SEE US IN THE PAPER ALL THE TIME THE LAST SEVERAL MONTHS. |
| a lot of things that are said in the media that make it seem like this is an easy job to do and there is a lot more to do; media does not have an appreciation for our work. |
| a lot of times we are made out to be the bad guy because of the poor decisions of a few; see this on the news and make the dept look like bad guys; I put hard work and try to make a difference in the inmates lives and poor decisions make us all look bad and bothers us. after Nikko stopped watching news....so much bad stuff and guy that hit the person. We look for weather on the phone. |
| affect other people's view of his job but not his view. |
| although we work in a dangerous place, chance here less because of max sec inmate rise every day, even though not have here; media can be good; but only tell story |
| as far a job that we do and being a professional, you know how the facility works. what is frustrating is how the media twists the facts of what happened. they only report on the bad not the good and make the bad look worse than it was. |
| bad light lately; feels like who are we working for. Doesn't feel proud of where he works. |
| because I come in here and I do my job and I feel like I am good at my job. any negatively I know that any negativity that we as a dept are not perfect and can't let that affect her and her career. |
| Because I still love my job. Every body has their own opinions and they are welcome to them but it is not going to affect how I do my job. |
| Department has little credibility left; loves job and is embarrassed to say works here. |
| Does not affect me. NDCS is negative. All it is, is a tax burden on our tax payers. |
| Doesn't make me feel negative toward my job but it aggravating that media's focus is on the negative. It does not give me a negative sense on what I do. |
| don't listen to them. |
| Don't watch the news. |
| Due to the media reports, I want to do the best that I can in my job. |

Survey 1 Data

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| Q26: Have media reports about the Department of Corrections affected the way you feel about your job? |
| 1 Yes 2 No 3 Neutral/No Opinion |
| especially this week and last year. used to be proud to say work for Corrections; very disheartening. Now what's next - what's going on. Inmates are affected too - up and down for them. Unsettling. |
| Even my friends will ask me if it is accurate. They know I like my job. The media is skewed and there issues that need to be taken care of but it is not report accurately. |
| Everything in the paper is neg. They point out no positive impact we are having on the community. This dept is doing a lot of good and it is rarely highlighted in the media. We are keeping the community safe and that is never highlighted. |
| For every report they make there is someone closer to me, even an inmate, that says what an import thing I am doing. This is a needed thing for our community and society. |
| However it has made my feeling that we are doing the best we can and feel more positive about my job. It is up to people out side the department to help us do more. I think people here have done everything we can to make this a safe operation. It has made us closer in the us against all those people who do not know what we do. |
| I am embarrassed by some of the misbehavior of staff. I am angry with having to deal with some of the technical stuff that increases or reduces sentences. The inmates get mad if their sentence is extended and I have to face their anger. It is embarrassing to say you work for the dept of corr. |
| I basically don't really care what media thinks, I just do my job. |
| I DID NOT NEED THE NEWS TO TELL ME WHAT WAS SCREWED UP HERE. I KNEW. I WISH THE MEDIA WOULD GET ALL THE PROBLEMS OUT. THEY NEED THE PUBLIC TO CHANGE THINGS. I WISH WE WOULD NOT GET FIRED FOR SPEAKING OUT AGAINST THE DEPT OR AIRING DIRTY LAUNDRY. |
| I don't believe in the media. The news is out for the big headline. I don't think they report the truth as much as they think they do anymore. I don't watch the news much. |
| I don't believe the media. I used to be a media student, they taught us a lot of different ways to report the news or tell the story. I don't even watch the news anymore. |
| I DONT CARE WHAT THEY SAY |
| I don't pay attention to the press. The news is mostly hearsay. I just ignore it as I do not want to deal with the drama |
| I don't really trust the media |
| I don't think the public knows how much work we do in these facilities. I don't know if the department wants the public to know that. I know you can't say what you actually want to say in the paper. A lot of this stuff that just came out was just waiting to happen. For us a good day is going home safe and unhurt. |
| I don't think there has been enough reporting of the real problems. Admin does not reflect the problems that the CO are facing. |

Survey 1 Data

Q26: Have media reports about the Department of Corrections affected the way you feel about your job?

1 Yes 2 No 3 Neutral/No Opinion

I don't think they are fair at the state wide level. I think the local paper has been fair and supportive. I love my job and believe in what they are trying to do.

I feel like we are portrayed more neg compared to the good that we do.;

I feel that news reports do not tell the whole story.

I feel when I go out in public, I am scrutinized by people and told how I should do my job because they pay taxes. They have a very negative view of us. They think we are all alcoholics. They have a negative mind set about people who work here and it is because of the negative media attention.

I HATE MY JOB REGARDLESS. I AM NOT HERE TO MAKE A DIFFERENCE. I AM HERE FOR A PAY CHECK. THE DEPT HAS BEEN IN THIS SHIT IN THE NEWS AND THEY CANT SEEM TO GET ANYTHING RIGHT UP TOP.

I have a job to do. The media doesn't always get the story straight.

I know the truth. It is frustrating to have to say no the media is wrong because they are getting their information from a disreputable source. The media puts things out that portray us an power hungry, here to torture the inmates and the inmates feed off of that.

I know there are a lot of changes going on and I feel like the director is headed in a good direction

I love my job.

I STILL FEEL GOOD ABOUT MY JOB. THE MEDIA CAN BE BRUTAL

I think they paint corrections in a bad light. I don't think they understand that we are taking care of bad people. Inmates have the opportunity to behave in a way that they could get more privileges or better jobs. If an inmate does not behave in a way that is acceptable they won't get a better institutional job. We had a walking league and inmates that behaved got to participate and the ones that cause problems had to stay in. Some inmates have said this was also one of the reasons they rioted because of the discrepancy in privileges. When people ask me I tell them not to get their information from the media.

I TRY TO NOT LET IT EFFECT ME. I HAVE TO AVOID READING THE MEDIA REPORTS. A RECENT ARTICLE ABOUT THE OMBUDSMAN REPORT WAS FULL OF LIES, MISPERCEPTIONS, AND PURPOSEFUL SLANTS. THE PUBLIC LIKE NEGATIVE WHICH SELLS BETTER. BETTER TO BLAME IT ON THE DEPT AND NOT THE INMATES. IT IS TOUGH TO TALK TO PEOPLE ABOUT WHERE YOU WORK AS THEY GET A NEGATIVE PERCEPTION.

I understand the number of misconceptions out there. Even before the issues there were a lot misconceptions.

I was coming on board when it was all hitting the fan. It made me realize it was kind of a thankless job. It affected my perception as I was coming on board.

Survey 1 Data

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| Q26: Have media reports about the Department of Corrections affected the way you feel about your job? |
| 1 Yes 2 No 3 Neutral/No Opinion |
| I was never one to brag and then when LJS said staff was not doing their job that bothered me. They were not here to see what happened. They took the word of a couple of inmates. |
| I would like to see a few good articles but I am not holding out for that. Nice does not sell papers. |
| I'm more concerned about what happens out here. It's probably good for the overall department. It probably gets put on us here too though. |
| irks him when reported, skewed |
| It affects what I think about the media. I know what happens here. |
| It brings out factors that we thought we were - practices we were supposed to be using were incorrect to too management mismanagement - poor instruction: sentencing |
| It can be positive and negative. neg but the staff support and work gave me a positive. Reports on certain staff I attribute to that staff member. |
| It did not make me feel different about my job. They don't really understand what we do in our job. Most of the media coverage we get is negative but it does not make me feel different about my job. |
| it is a prison and things happen; other people are affected a lot. why people don't come to work when something happens and why people don't want to work here. More info about us; everyone believes what to shows and not what it actually is; we have been in the shadows for years. |
| It is a prison so it cannot be portrayed well. They only report the bad things. I have to explain to and friends that it is not always riots. |
| It is not a perfect system it is going to be nearly impossible to create a perfect system that stems from an imperfect system in which different groups have different needs the media is pointing some things out perhaps inadvertently that aren't working this does not necessarily affect how I perform at work but does often present things to think about and consider |
| it makes me a little nervous when I take travelers to the hospital, or I have an inmate in public or with new people that I meet. there has been a lot of negative press. |
| it makes me angry because they don't understand what goes on here; I like my job better because I know what we do here; they don't understand what inmates are. |
| It makes me mad. It makes me so mad I want to beat my head against the wall. They don't see the sacrifices that we as employees make everyday. |

Survey 1 Data

| Q26: Have media reports about the Department of Corrections affected the way you feel about your job? |
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| 1 Yes 2 No 3 Neutral/No Opinion |
| <p>Its irritating to the point that you hear and read about things you know are not right but you cannot say anything because it is under investigation = the media spins a lot of things and it is not protective of employees - in the last 1 1/2 years it has pointed to specific people but all CO get painted with the brush we are hard working people that come to work to keep other people safe.</p> |
| <p>It's just not good to read about how the dept you work for is constantly in a negative light. Some things you can't argue with, but when there are things in there that are flat out wrong that's tiring. Things like calling us "guards" is irritating. We haven't been guards since the 50's.</p> |
| <p>like police, quite often treated as bad guys instead of good guys; inmates tell of how poorly we treat them and torture them and don't give them what they need. we are doing the best with what we have.</p> |
| <p>Media and the Ombudsman's office make things difficult. K-2 issues. I wish the media could just come talk to us and get the real story.</p> |
| <p>media can paint a different picture</p> |
| <p>media does not tell the real story; I feel the senators and public base too much on what the media reports and not actually happens; you don't understand corrections unless you work here; we can't go to the media and give them correct information; the senators are trying to control and run the dept of corrections without knowing the violence of the inmates, the working conditions etc. the media takes the inmates side of everything without knowing the inmate,.....they forget how they got here;</p> |
| <p>media focuses on negative; put the entire dept in a bad light. The decisions are being made by higher ups and we get a bad rep for the issues that they created.</p> |
| <p>media is so disconnected from what is going on.</p> |
| <p>media will do what they want to do; look at yourself first and know there is always sometimes paints a bad picture and is not true we have good people here and they are trying to do their best</p> |
| <p>Media's impact is hard to get away from. This dept for the last several years has been under the microscope for actions we are guilty of and it seems as if society considers us the black sheep as do our senators and the government.</p> |
| <p>most media reports never have anything positive said about our job; last week we were on the news 5 days out of the week and they were not positive but I do understand that the media is just looking for a story.</p> |
| <p>Most of it is BS in the first place. They report what they want to report. There are good things that happen in corrections but they rarely report those things.</p> |
| <p>most of its true, need to clean up act; doesn't pertain to me.</p> |
| <p>most of the media reports I see are false and uneducated opinions; they can't know what is going on completely</p> |

Survey 1 Data

| Q26: Have media reports about the Department of Corrections affected the way you feel about your job? |
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| 1 Yes 2 No 3 Neutral/No Opinion |
| mostly with the death penalty, was all over Facebook, couldn't say anything, never anything good about us; want to be proud - not embarrassment |
| negative stuff almost validates employee's feelings. Glad to see what is out there is what is felt by employees. |
| news and such are only good for exaggerating the truth |
| no |
| No comment |
| No comment |
| No comment |
| NO, BUT I SURE GET TIRED OF THINGS THAT THEY WRITE. I SEE THINGS IN THE PAPER THAT ADMIN IS PUTTING OUT THAT ARE NOT TRUE. SUCH AS SECURITY OF THE HATCHES AND FIREARMS TRAINING. ONLY HALF THE HATCHES ARE FIXES AND NOTHING ABOUT FIREARMS TRAINING HAS CHANGED. |
| no, knows that job is about and what goes on inside other facilities. if the media (take away cameras, microphones) came into the facility for a week or two, they would have a different opinion when they leave. |
| no, not really at all |
| no, not the way I feel, but the way other view us is a concern. |
| None |
| None |
| None |
| None |
| Not at all. |
| Not the way I feel about my job. I think you need to do your job to the best of your ability. They are going to say what they want to say. |
| read several and not right but they print it |

Survey 1 Data

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| <p>Q26: Have media reports about the Department of Corrections affected the way you feel about your job?</p> | |
| <p>1 Yes 2 No 3 Neutral/No Opinion</p> | |
| <p>reaffirms feeling that sad to say employed with the Department; mainly related to pay.</p> | |
| <p>reports recently about 5/10 have made me upset because of it seems they side with the inmates and don't want opinions from staff.</p> | |
| <p>SECOND THOUGHTS THINKING ABOUT FINDING ANOTHER JOB. WORRIED ABOUT THE SAFETY OF MY COWORKERS AND MYSELF.</p> | |
| <p>Seeing the negativity in the news makes you think twice about your leadership in the past and present and makes you wonder about where the department is heading.</p> | |
| <p>Some things that they say like staff assaults possible.</p> | <p>It is</p> |
| <p>Sometimes the media just does not get the facts straight. Even just misnaming the institution. They can be positive but not always. I did have perfect strangers say where do you work - they see me wearing this shirt. The news about the inmate van drivers. But that's been going on for years. There will always be something.</p> | |
| <p>sometimes they don't go far enough; a lot of stuff they are not aware of; when they do report they get their facts wrong. A lot of things they didn't report and could have gone further and would have looked worse for the department</p> | |
| <p>the director is a political person and has to play the politics and he understands. but wishes that the issues would be addresses more effectively.</p> | |
| <p>the DOC does not furnish information or enough info to get an accurate story; newspapers print what they get from inmates with most of it not true or accurate; dept does not offer the true story so newspaper prints whatever they can get.</p> | |
| <p>THE MEDIA DO NOT HAVE ALL THE INFORMATION. THE INFO MAY BE CORRECT OR INCORR. YOU GET BLAMED FOR THINGS THAT MAY OR MAY NOT HAVE HAPPENED. THE PRESS IS QUICK TO JUMP TO CONCLUSIONS AND REPORT THINGS BEFORE THEY KNOW ALL THE FACTS. PEOPLE THEN USE THE MEDIA REPORT AS THE TRUTH.</p> | |
| <p>The media has no idea what our job is and what our job consists of. The media tend to report on a bias toward the inmates. It's disheartening to see things downplayed and not corrected by NDCS. NDCS needs to correct things when they're wrong. The riot was a riot. Not a disturbance. It makes it sound like the risks we take aren't quite important enough to call it what it was.</p> | |
| <p>THE MEDIA IS MAKING IT HARDER TO WORK HERE. A LOT OF WHAT THEY ARE SAYING IS B.S. IT IS NOT JUST US IT IS THE INMATES TOO. BEFORE THE RIOT WE WERE SAYING THIS STUFF AND NOW IT IS ALL BEING SUGAR COATED. AT LEAST BE HONEST ABOUT THINGS. DO NOT SAY THINGS ARE FIXED WHEN THEY ARE NOT FIXED. DO NOT SAY ANYTHING AT ALL TO THE MEDIA.</p> | |

Survey 1 Data

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| Q26: Have media reports about the Department of Corrections affected the way you feel about your job? |
| 1 Yes 2 No 3 Neutral/No Opinion |
| the media kind of highlights the problems that are going on. a lot of staff was happy with the riot that recently occurred because it brought light to the issues that staff had been complaining about for years. inmates issues, and staff issues. there's a lot of understaffing, staff being overworked and are under paid and causes a lot of stress and anger. and if a staff member doesn't know how to deal with the stress the problem grows. |
| THE ONLY TIME YOU HEAR ABOUT THE DEPT IS WHEN IT IS NEGATIVE. THEY DO NOT HAVE A CLUE ABOUT WHAT WE DO. IF WE SAVE AN INMATES LIFE. THAT IS NEVER TALKED ABOUT. I THINK IT HURTS US AS THE INMATES LIKE IT WHEN THE PRESS TALKS NEG ABOUT US. THE INMATES GET WORSE IF ASSAULTS ARE REPORTED OR BAD CO BEHAVIOR. |
| The recent report about the riot at Tec, we are the reason for the riot. The dept is the bad guy. We are always the bad guys. When things are going well, never hear a peep. Why cant we ever be the good guys for once? It really comes down to the inmates, some are just bad. |
| The reports are irruping, but it does not change how I feel about coming to work. Usually a lot of misinformation |
| there are some things happening that should not be happening. facility should change structured of the units because the staff is not protected. there needs to be some sort of bubble or barrier buillt around the staff pod for safety purposes. and staff is in danger of being injured if something was to occur. sorry to hear what happened in Tecumsch. safety is more important than anything. |
| There has been the bigger news and how people react when they read it, the opinions they get. I know better but when I read the articles I got agitated, they had a lot of green staff. I don't like my opinion balancing with the detractors but bad news cells. Local media, incidents are very sterilized and the media turns it into open season on us. The press is not nice and bags on us about escapes and the public blogs very negatively also on these incidents. |
| There is neg and pos. The media report how they perceive things to be and I do not let that impact me. There is good press and bad press and it never changes. |
| They don't affect me, I don't like to read about it before I hear at work. I like seeing we need raises in the news. goes both ways. |
| they perceive us to be terrible people and they do not know what goes on inside the prison. kind of offending to wear uniform outside of work because people look at you like you are next to nothing. |
| they use the word "guards" instead of correctional officers |
| very rarely are we portrayed positively by the media. it is always bad. never talk about the good things the staff do in the institution. staff always has to defend themselves and what they do. but people look at you different especially after something bad happens. |
| We have received great publicity recently, but there has been bad publicity. Rarely do you see good stories about corr staff. |
| We know more about what the department is about than the public. |

Survey 1 Data

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| Q27: On a scale from one to five, how do you feel that front-line correctional staff, such as yourself are portrayed by the media? |
| 1 Very Unfavorably 2 Unfavorably 3 Neutral/No Opinion 4 Favorably 5 Very Unfavorably |
| Based on the previous comment, we are the bad guys. You never see us, we are not like police officers out on the street. No one ever says, corrections is great. |
| with the riot at Tec, it helped build back our reputation. Nikko Jenkins however made us look really bad. |
| I guess I don't pay enough attention. Since the riot, they have been on our side a little more. |
| I really have not seen a whole lot about the front line, mostly Admin. |
| Goes along with all law enforcement. Depends on how media wants to portray it show us as bullies or mall cops. Use the terms guard which bothers people. |
| From what I have read we are portrayed about how we feel about Mand OT and how we are being treated our feelings about our jobs is accurate. |
| The media still refers to us as guards instead of correctional officers. The headlines about correctional officers are not about the good that we have done but about the bad that a few have done. |
| They spin it as unfavorably - meet people and they think since you are in corr you let Nikko Jenkins free to let people out early - your in corrections I don't want to talk to you any more |
| The reality TV show about new correctional officer portray us as the good guys but also as assholes. It make me go "really" Doesn't apply to Nebraska, but it goes along with the escape in New York. Portrays us as security guards. |
| They twist things around and the officers do their jobs and the inmates that get out make us out to be bad guys when we are just here to do our jobs. |
| The public does not understand the amount of mandatory OT - the stress - the negative interaction with inmates - it has been bad press |
| You never hear about the good stuff that happens on the news. You only hear about DOC if something goes wrong. |
| A lot of people don't know what to believe. It's more negative than anything I think. I think we're portrayed as not doing our jobs, which I think is wrong. People always assume the worst for things they don't know. |
| a lot of people don't like correctional officers because of stereotypes, but there are some bad apples out there than give us bad name but majority of them are good people and respectful of others. can't help what bad apples do to influence others. |
| a lot people know what staff goes through and don't really hear about people complaining about what they do. |
| according to all news article, media thinks that staff does a terrible job and are terrible people |

Survey 1 Data

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| Q27: On a scale from one to five, how do you feel that front-line correctional staff, such as yourself are portrayed by the media? |
| 1 Very Unfavorably 2 Unfavorably 3 Neutral/No Opinion 4 Favorably 5 Very Unfavorably |
| Again I focus on myself. I don't care what the media thinks. |
| all the articles, especially about the riot, we are at best understaffed and incompetent. we have a lot of new staff who are competent and don't like to see that image portrayed in the newspaper. they stereotype us as bullies in the newspaper |
| always being looked at is 1 step down from other profession; that you have to go to college for; knowledge of what's going on |
| always seen as dumb "guards" that could not make it as a cop. but enjoys when people say that because it gives him a chance to prove them wrong. |
| At least unfavorably if not unfavorably. |
| Based off the way the department does press releases, They interview the director and the inmates and don't talk to any of us. I don't think there is any way to change that, it is just the way it is. They view us as being here because we cannot go anywhere else. We have a person here <p style="text-align: center;">The vast majority of these people could do other things but for whatever reason they feel suited to this type of work.</p> |
| based on what it is. read any article they portray staff to be uncaring thugs. |
| Be nice if they would focus on the good we do instead on the one day when something goes wrong or one of us make a mistake. |
| because the media does not understand the job we do on a daily basis and the environment we work in. |
| by and large they understand we have a difficult job and they are reporting generally seems to be unbiased |
| can be seen as down trodden heroes; but in a lot of cases - they are doing XYZ wrong. Media lack of understanding of the amount of control with the things employees are required to do. journalistic biases - have to take those into account. front line staff are treated better than the higher up staff. |
| can find information swaying both ways - local media, don't feel any negative impact. mainly on the higher up people that get the heat in a negative way. |
| circumstances and the whole picture; because we have been in the new....Nikko & riot people are taking a keen interest in what we are doing here....we have mental health issues with 4th grade mentality and kids should not even be here...unfortunate |

Survey 1 Data

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| Q27: On a scale from one to five, how do you feel that front-line correctional staff, such as yourself are portrayed by the media? |
| 1 Very Unfavorably 2 Unfavorably 3 Neutral/No Opinion 4 Favorably 5 Very Unfavorably |
| CO are generally depicted as pretty stupid and power hungry |
| DEPENDS ON HOW INFORMED THEY ARE ABOUT WHAT WE DO AND DO NOT DO. |
| depends on what happens, depends on day of the week; when doing bad throw under the bus, when doing good, behind you |
| Depends what media outlets you're looking at. The media don't always have the whole story. |
| Director F and Gov R get the most of it and I don't think it affects us at all |
| don't know if he looks at it when it comes out. it is just a way to stay removed because it is all negative anyways. |
| don't really know |
| don't trust media; twist things |
| even now, both papers are disconnected. No outlet to voice own opinion. Union contract doesn't allow us to defend selves. Only hear what they want you to. |
| everything discussed is negative. there are positive things that happen but they are highlighted. there are good staff at the facility that don't get the recognition because of the negative light that the dept gets. the dept also doesn't allow the media to come in to see the good things that do occur like some of the programming that is going well. seems like they want to hide stuff in fear that others things will be found out. |
| FACT THE MEDIA THINKS OF US AS PRISON GUARDS |
| few years ago; an escape happened made news; shortly after corporal stopped attempted escape got little attention. Think it employees cant work anywhere else. If more positive on what was done to prevent wrong things. |
| Focuses on anything we do wrong, every mistake, without taking into account that many of these things happen in emergency situations. The media doesn't see the little things we do every day to keep everyone safe. |
| haven't seen a positive article about front line staff. |

Survey 1 Data

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| Q27: On a scale from one to five, how do you feel that front-line correctional staff, such as yourself are portrayed by the media? |
| 1 Very Unfavorably 2 Unfavorably 3 Neutral/No Opinion 4 Favorably 5 Very Unfavorably |
| haven't stayed up to date on it and would rather not. |
| here in Nebraska, at the end they understand their jobs, above adequate of staff |
| I am not around enough people to know. I don't hear anything because I don't have internet or TV. If I am not here I am outside. |
| I DO NOT KNOW IF - THE PAPERS WRITE STUFF BUT I DO NOT KNOW WHERE THEY GET THE INFORMATION - I DO NOT AGREE WITH A LOT OF WHAT HAS BEEN WRITTEN. |
| I DO NOT PAY A LOT OF ATTENTION TO THE MEDIA AND THEIR OPINIONS. |
| I don't feel like the general public doesn't understand what we go through and the reports do not do it justice; |
| I DONT FEEL THAT MEDIA SEES US AS - HATES US - THEY DO NOT GIVE US A GOOD NAME - AH THEIR THERE - KIND OF KEEP IT DOWN THE MIDDLE. |
| I don't feel they know what we do or care. They are just there for controversy and uprisings. |
| I don't hear them talk about us. They do not know what we do. They talk about individual violations, but that I personal to that person and does not impact the whole. |
| I don't know if they have ever said anything about front line staff generally. |
| I don't pay attention to the media |
| I don't pay attention to the media. |
| I DONT READ OR LISTEN TO THE NEWS. IT IS ALL CRAP. |
| I don't really deal with the media and media reports do not matter to me. |
| I don't think the appreciate what we do. They are quick to point out the bad and they may mention one good thing. But bad sells more news papers. |
| I don't think the public understands what we do and when the media puts out stories, generally they are not favorable and it confusing the public even more about what we do and how important the work is that we do. |

Survey 1 Data

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| <p>Q27: On a scale from one to five, how do you feel that front-line correctional staff, such as yourself are portrayed by the media?</p> |
| <p>1 Very Unfavorably 2 Unfavorably 3 Neutral/No Opinion 4 Favorably 5 Very Unfavorably</p> |
| <p>I don't think there is any real awareness of what we do. We don't get any recognition for the job we do. I don't think we get any positive media attention at all. I think that has a lot to do with why we have such a hard time hiring staff and keeping staff.</p> |
| <p>I don't think there's much recognition for the people who work in these conditions. Not that we're necessarily looked down on.</p> |
| <p>I don't think they address front line staff at all. They're more addressing the inmates or what management or admin has done wrong. They don't talk about what we need or the problems we're having.</p> |
| <p>I DONT THINK THEY LOOK AT CASEWORKS. THEY LOOK AT CO, CPL, SGT, ETC. THEY THINK SIT AT A DESK AND WORK ON FILES, BUT THAT IS NOT WHAT WE DO.</p> |
| <p>I don't think they respect or understand the behaviors we deal with and the stress we have to deal with. Judgments are made on 10% information.;</p> |
| <p>I don't think they understand what a CO does. TV gives CO a bad image. People are more interested in bad than good so that is what they are going to put out.</p> |
| <p>I like my job so what I portray a positive opinion - what I do is safety and security of inmates and staff; clear on my end - negative doesn't affect me at all</p> |
| <p>I REALLY DO NOT PAY ATTENTION TO THE PRESS; THE FEW THINGS THAT I HAVE READ OR SEEN IS USUALLY JUST FUNNY. THERE IS NOTHING UNIQUE ABOUT NIKO JENKINS. THEY JUST SENSATIONALIZE THINGS.</p> |
| <p>I think the opinions are based on the most recent thing in the media. The most recent things that I was was the awards That was favorable. The paper seems to attack admin more than the workers.</p> |
| <p>I think the public thinks we're doing the best job we can under the circumstances</p> |
| <p>Here we are seen as a knuckle dragging thug. Here it is more like a guard rather than a correctional officer which is a professional.</p> |
| <p>in corrections, everything bad is highly documented; everything good is shoved under the rug.</p> |
| <p>In my experience, favorable. I have been interviewed by the paper on the garden that we had and items that a woman donated. I am suppose to be interviewed next week on the assistance we give during the fair. Even small towns have given us positive media coverage for things like assisting with putting up their Christmas lights.</p> |
| <p>IN THE RECENT PAST THEY THINK WE ARE NOT DOING OUR JOB. FROM THE RIOTS TO RETENTION THEY THINK IT IS OUR FAULT.</p> |

Survey 1 Data

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| Q27: On a scale from one to five, how do you feel that front-line correctional staff, such as yourself are portrayed by the media? |
| 1 Very Unfavorably 2 Unfavorably 3 Neutral/No Opinion 4 Favorably 5 Very Unfavorably |
| IT APPEARS THAT WE ARE LOOKED AT AS EITHER MEAN OR CROOKED OR CORRUPT. LAZY AND MAKE TOO MUCH MONEY FOR WHAT WE DO WHICH IS NOT CORRECT FOR MANY OF US. |
| IT DEPENDS ON THE SITUATION. IF A CO GETS A DWI THE FIRST THING THEY SAY IS A CO GOT A DWI NOT THAT JUST THAT A PERSON GOT A DWI. YOU CAN BE PORTRAYED AS EVIL |
| IT DEPENDS ON WHAT STORY YOU ARE READING. STAFF SLEEPING WITH INMATE OR CO RESCUING AN INMATE. 10 MONTHS AGO EVERYTHING WAS BAD, BUT SINCE THE RIOT THE MEDIA IS A LITTLE SOFTER ON CORR. THE MEDIA IS A LITTLE MORE UNDERSTANDING NOW. |
| It does not matter who it is or what their rank it is always prison guard not Corp, SGT, LT, or caseworker or even correctional officer. It is just a lack of knowledge. |
| IT IS ALWAYS A DEGROGATORY STATEMENT WHEN THEY TALK ABOUT PRISON GUARDS. BAD NEWS SELLS. BAD GUARDS SELLS BETTER THAN EVERYTHING IS GOING GREAT. |
| It seems like all you read is the negatives |
| line staff is not mentioned; calculation of good time was mentioned; hear about reports when the riot happened. not always the line staff, its the administration. |
| Locally they are not bad. Nationally, statewide and Hollywood, that is all very negative. |
| looked at as dumb guards put here to abuse inmates. only here because failed at law enforcement, para military run. |
| make it look like it's the employee and staffing fault. Mismanagement or something like that. |
| media cares about what the cops are doing, not the Officers. Hear the news all the time about the police, COP, unless someone dies in the facility won't hear anything. |
| media does not understand what corrections do |
| media doesn't differentiate between line staff and admin it is just all corrections. |
| media doesn't like corrections staff and does not view them as good people. make it seem as if they just beat inmates, don't feed them and lock them in dark rooms. |

Survey 1 Data

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| Q27: On a scale from one to five, how do you feel that front-line correctional staff, such as yourself are portrayed by the media? |
| 1 Very Unfavorably 2 Unfavorably 3 Neutral/No Opinion 4 Favorably 5 Very Unfavorably |
| media generally focuses on the bad, but there are some good things that go on |
| media only talks about the bad things that happen not good; Tecumseh in news so bad....untrained/bad staff ; media does not know what we do; they only know what is read on application for a job; most of job is privileged information. Haven't heard anything good. |
| media stories they put out result in people getting the wrong ideas of how the facility is run here. Like the riot in Tecumseh and on the front page of the Sunday paper they say an inmate was mistreated. People think we treat them so poorly; media has a lot to do with how people look at us here. |
| Media tends to portray what they see on TV shows. They don't hear about the work we do, the 1:1 counseling, helping them with day to day issues, their drug and alcohol problems. They don't hear about that kind of stuff, how we try to support these guys. They need to. |
| media tries to synthesize things. |
| media wants to point out negative; talk about the bad; never see a bigger column on staff good job or assault but the inmate gets front page large column; staff injury is a small paragraph in the back page of the sports section. |
| misconception as to where the negativity is targeted. Think front line is same as administrative staff. |
| Most of the news that's heard about corrections officers is not good news |
| movies and television portrayed as corrupted. but in the media they are glad no correctional staff was hurt but then start to listen to all the gossip and spread it. |
| n/a |
| negative light |
| News outlets are somewhat unbiased. TV shows always show CO to me mean and nasty. I know the truth, but it sometimes bothers me. I won't watch prison break as it glorifies what I am trying to avoid. |

Survey 1 Data

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| <p>No comment</p> |
| <p>None</p> |
| <p>normal standard in most peoples eyes is that we are all brutes and treat the inmates like crap</p> |
| <p>not front line correctional staff- doesn't get staff's opinion only gets inmate side.</p> |
| <p>not sure what media thinks</p> |
| <p>NOW. JUST LIKE THE OMBUDSMAN THEY ARE VERY DEGRADING ABOUT WHAT HAPPENED IN THE TOWER. THEY ONLY HAD THE VIDEO AND THAT IS NOT THE WHOLE STORY. IT MAY LOOK LIKE THE FRONTLINE STAFF CAUSED THIS BUT WE DIDN'T. AT FIRST WE WERE PRAISED FOR OUR REACTION, BUT NOW THEY ARE SAYING WE ARE AT FAULT</p> |
| <p>one person who does bad paint everyone in a negative light.</p> |
| <p>PART OF IT IS THAT NO ONE UNDERSTANDS WHAT GOES ON. COPS GET SCRUT AFTER AN INCIDENT BUT THAT IS AFTER THE INCIDENT WHEN THERE IS NO STRESS AND LOTS OF TIME. MONDAY MORNINIG QUARTERBACK SPLIT SECOND DECISIONS. PEOPLE DO NOT UNDERSTAND THE SPLIT SECOND DECISIONS THAT HAVE TO BE MADE. THE MEDIA GOING THROUGH THE TRAINING HELPS.</p> |
| <p>portrayed as heartless; underpaid; how we did wrong but we have criminals in here</p> |
| <p>portrayed as untrained unprofessional and a bunch of racist.</p> |
| <p>portrayed by what happened at Tecumseh as untrained, unskilled; inmates discussing it saying the same things; public not hearing that we risk our lives keeping them safe. Verbal abuse by inmates to Correctional officers includes threats to family, friends and foul languageif you have kids I am going to grind them up and feed them to my dogs.....going to walk up and shoot you in the back of the head....</p> |
| <p>praised staff at TSCI; but turns on you and hammers entire institution</p> |
| <p>print things not true, don't have facts that aren't true; taken out of proportion/context, only report what they want to; never really talk about us, if uprising, assume we have no control, take something like that, and miscalculation of sentencing; out her doing what we are doing; takes something to take action as quickly as possible don't recognize volunteer, chose to do that don't report good things</p> |
| <p>Recent events on sentence miscalculation making our employees seem incompetent.</p> |

Survey 1 Data

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| Right now I'm leaning toward the favorably, but just barely. Maybe they're just getting over things now. it seems like the public is more blaming the inmates than the public. |
| Right now lately all the news is negative toward law enforcement. It seems when an event happens they immediately go on the side of the perceived victim rather than wait for the whole story to be known. People who know nothing about working with inmates are making the judgements. There is so much we cannot share about the inmates as a personal responsibility. |
| See answer to last question. |
| See previous answer. |
| see question #26 |
| seems like the ones who do mess up, so are made examples of and are arrested. that's what citizens see and that's where they get their idea of what corrections is. |
| she knows her job |
| show staff getting assaulted, but make us look live fools. Ex: escape from work release |
| snide remarks; don't want to approach; make comments. thinks everyone that does this job is the same; been that way for years. |
| Solely for the fact that there are good and bad articles. I think with corrections it is either going to be good or bad. We will have a good article and then something will go wrong. That is just the way corrections is. |
| some of the negative press it makes you second guess yourself or being super cautious to prevent bad things. the negative press will cause some people to let their guards down. |
| Sometimes they portray us correctly and sometimes they portray us incorrectly. It depends on the writer's opinion. |
| Specially with everything that is being thrown out there in the newspapers and on television. |
| You are hiring rural white people to guard urban minorities there is a cultural difference. We are treated almost like law enforcement, but not quite. |
| TERRIBLE. THEY GET EVERYTHING WRONG. THEY DO NOT KNOW THE WHOLE STORY. I AM SICK OF BEING CALLED A GUARD. WE ARE NOT ALLOWED TO TALK. THEY ALWAYS GET THE INMATES STORY AND THEY DO NOT KNOW WHAT THE REAL STORY IS. |

Survey 1 Data

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| <p>Q27: On a scale from one to five, how do you feel that front-line correctional staff, such as yourself are portrayed by the media?</p> |
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| <p>That's here, but the department as a whole I'm not sure. The media presents an image that the public thinks we're trying to be shady or something.</p> |
| <p>The gen public and media have an understanding of what we do and deal with.</p> |
| <p>THE JIST OF WHAT THEY SAY MAKE US SOUND NEW AND POORLY TRAINED. THE CENTRAL TRAINING IS GOOD, BUT PEOPLE ARE SENT TO 8 FACILITIES THAT DO THINGS DIFFERENTLY. THERE ARE PEOPLE THAT HAVE BEEN HERE FOR YEARS AND YOU DO NOT HEAR ABOUT US YOU ONLY HEAR ABOUT ALL THE NEW PEOPLE.</p> |
| <p>The media comes across as sounding like we are all incompetent and we just set at a desk all day. They have no idea what we do out here and what we are dealing with. It adds to the stress, because they feel our jobs are easy. Not sure where the communication breakdown is. 90 percent of the community still think we have probation offenders. Community in general does not take it well when they find out we have inmates in this facility. Not sure how that information is not known by the community. There are good articles on some of our good programming. People are under the impression that these are first time offenders and kids.</p> |
| <p>the media has never had anything good to say about our job even if you are a former corrections officer, you do something wrong they reference that in the news. why do they have to print negative information and tie it to a former correctional officer. It makes us look bad when this happens.</p> |
| <p>the media seems to be pointing out issues with how corr facilities are organized rather than how they are run at the frontline level. There is a relationship between the two but I do not feel that the media is against what I do on a daily basis.</p> |
| <p>THE MEDIA THINKS WE ARE ALL ABOUT BEATING INMATE, SUPPLY CONTRABAND, STEROIDIAL MUSCLE HEADS. INSTEAD OF PEOPLE TRYING TO EARN A LIVING AND DO BETTER THAN PARENTS. IT IS NOT LIKE THE SHOWS ON T.V.</p> |
| <p>The media's job is to report what sells papers. I worked for the paper at one time and they are going to sell papers reporting on the good things people do.</p> |
| <p>The nature of what we do we appear to the pub as the bad guy. The ones holding and restraining their loved one.</p> |
| <p>The news focus's on the inmates problems and none of the staff's problems.</p> |
| <p>The overall news I see, they make it unfavorable. They try to make corrections look like they are the guy that is smacking inmates with a stick. I think the public unfortunately feeds into that. Most of them have probably never even seen a facility. An example, the lady in New York, (the corrections staff that helped inmates escaped) it was national news, I have a friend in the Washington system and they had a corrections officer that was stabbed to death in a chapel and it received just a small snippet in the paper.</p> |
| <p>The public thinks we don't do a lot. That we just come in and collect a check. Even with friends, they don't know what we do. When they do hear, they realize what we really do. I think the public is ignorant as to what we do.</p> |

Survey 1 Data

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| <p>Q27: On a scale from one to five, how do you feel that front-line correctional staff, such as yourself are portrayed by the media?</p> |
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| <p>There are some stories, like correctional officers stop an assault. They portrayed the riot really badly. We are either portrayed as heroes or as not doing their job.</p> |
| <p>There is a fair amount of media that feel we are incompetent to do our jobs and that we do not have the highest level of intelligence.</p> |
| <p>THERE IS SOME COWORKERS THAT GO ABOVE AND BEYOND AND OTHER THAT DO NOT EXCEED EXPECTATIONS.</p> |
| <p>They always say "guard" instead of a more specific title. They put everyone in one category instead of their rank or job position they hold</p> |
| <p>They appreciate what we do. It is not for everybody but for those who choose it they are behind us.</p> |
| <p>they don't consider us a branch of law enforcement, and in a lot of reports, will talk to families of inmates/families, and throw correctional officer under the bus, sheds bad light on all of us</p> |
| <p>they don't realize the work and how staff are impacted. just a prison guard, do what you got to do. Victim dialogue - high turnover at recognized an inmate, asked how he was. Other staff were curious to know how he knew. public doesn't get to see the good.</p> |
| <p>They don't really understand what we do. We essentially keep all these people inside. They might feel like all we do is come inside and sit on a chair. And we do more than that. It would be nice to be recognized more than we do.</p> |
| <p>they don't see any good that we do; portray us as individuals that don't know anything and act on a whim.</p> |
| <p>They don't understand what we do at all. They think we just sit around and taunt inmates and are criminals ourselves, lowlife human beings.</p> |
| <p>they make us look like we are always the bad guys and make it seem like we do not have any education, that we do not know what we are doing and that we are not worth anything.</p> |
| <p>They only put the bad things in the paper so most people's perception is that we are pretty much worthless.</p> |
| <p>they put more emphasis on inmate complaints. Seem to care more about inmates than custody staff.</p> |
| <p>They seem to have a neg tone toward Dept of Corr. They seem to act like if someone gets out of prison and kills someone we should have kept them in. If they have served their time we have toilet them out.</p> |
| <p>They think from the inmates to the visitors and being called police everyday. We never look good to them. No matter what when I leave here I wear a jacket over my uniform. The attacks on the police and the military. they lump everyone under one category. I do not see it getting any better.</p> |

Survey 1 Data

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| <p>1 Very Unfavorably 2 Unfavorably 3 Neutral/No Opinion 4 Favorably 5 Very Unfavorably</p> |
| <p>They think we are criminals and that we are all corrupt and that we abuse inmates.</p> |
| <p>THEY THINK WE ARE TERRORISTS TO THE INMATE AND THEY SHOULD BE BABYED WHEN IN FACT THEY ARE BABYED. THE VISITORS TREAT US WITH DISGUST LIKE WE PUT THEM IN HERE.</p> |
| <p>they twist words and exaggerate; talk down about staff.</p> |
| <p>Uneducated, unfair, too mean...just like law enforcement. The media tries to make it out like all people are like the one bad apple.</p> |
| <p>Unfavorable since the Tecumseh incident. I think that in our community there is a bad perception because of the turnover of employment. I think we have an unsatisfactory rating in the community because of the high turnover and the leadership. There could be more training for the people that leave employment here unsatisfied. Training for new employees and the supervisors could have resulted in a better outcome.</p> |
| <p>until recently it was everything is bad with doc employees. the only time it looked good and some employees banded together. other than that it was always negative.</p> |
| <p>watching movies and TV show and the newspapers...make the inmates seem like they are angels and we are horrible and keeping them behind the fence.....riot - they made it seem like it was staff fault that the riot happened.</p> |
| <p>We are kind of view as assholes and my friends ask me if we carry batons and get to smack anybody with it.</p> |
| <p>we aren't law enforcement officers; get grouped in with them; only in the news with bad news; need to make better news; get more exposure</p> |
| <p>We aren't looked at as law enforcement or working with harden criminals and are seen as baby sitters by the media.</p> |
| <p>We get a bad rap. We have people who whine and complain when they get out. And compared to other states NE is easy to do time in.</p> |
| <p>we have unexperienced people, keep overload the system, make safety issue; people have been here so long, are good mentors for good; someone who has been here a year is senior not all inclusive of all staff high mental health population; closed MH facilities, even after they jam - not on streets</p> |
| <p>We tend to take the blame, just basically a lack of pubic knowledge. They see us all as guards.</p> |
| <p>WHEN SOMETHING BAD HAPPENS IF FALLS DOWN ON US NOT ADMIN.</p> |
| <p>when staff does things wrong it is publicized. but when staff does something right nothing is said.</p> |
| <p>when the media is on their high horse, they talk bigger picture/administration/dept as a whole</p> |
| <p>when they report any news, don't have a good understanding of what is done.</p> |

Survey 1 Data

Q27: On a scale from one to five, how do you feel that front-line correctional staff, such as yourself are portrayed by the media?

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whenever something goes wrong with a prison (doc or not) ,the media is there to create news. the situation with the parole board where the boss gave mandates to release certain inmates whether the inmate deserved it or not, the media couldn't wait to paint doc with a black eye. when things go wrong they want to paint all depts bad. there are some bad things and unfair treatment that goes on, but there are good employees that go within the scope of their jobs to help inmates and he would like to see that in the paper but never will because good news doesn't sale.

Whenever you do we something it's not good, but that's how the news is in general

will always be more families of inmates that media wants to cover. constant reminder of the distaste of society.

You can see peoples' reactions when you stop in town after work

You only hear about the frontline staff in corr when something bad has happened. I do not blame the dept I blame the media.

You rarely hear about staff unless they are accused about something. You hear about police all the time, but people to not hear or care about corrections. That is why we have horrible pay. Before I was in corr I did not think about it.

You really don't see much about line staff in the media

Survey 1 Data

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| <p>a lot of people don't like correctional officers because of stereotypes, but there are some bad apples out there than give us bad name but majority of them are good people and respectful of others. can't help what bad apples do to influence others.</p> |
| <p>A lot of the public is swayed by the media. There are individuals who might have a glimpse into what we do and appreciate it.</p> |
| <p>again the movie, to, media, make it appears like we do not know what we are doing and they do not understand how stressful the job actually is.</p> |
| <p>again, lack of understanding. get portrayed based on inmate population; a lot of correctional staff that are good communicators; lead by example which gets foreshadowed.</p> |
| <p>as a whole it's a 2, he hands out with law enforcement see as favorably - 4; we are right up there with law enforcement</p> |
| <p>as long as we are not making the headlines, the public does not even know we exist.</p> |
| <p>At least here in</p> |
| <p>based on what they see in the media - oh, that's horrible work and they're not doing their job.</p> |
| <p>Because most of them do not understand what we do here. They already have a set opinion or preconceived notion about corrections but they do not understand what we do here at</p> |
| <p>because of how the media portrays corrections staff.</p> |
| <p>BECAUSE OF THE MEDIA. IT IS A DIFFERENT WORLD IN HERE. YOU HAVE NO WAY OF KNOW WHAT IT IS LIKE UNLESS SOMEONE EXPLAINS IT TO YOU OR YOU EXPERIENCE IT. I FOUND A CHILD MOLESTER WITH PICTURES OF KIDS, THE PUBLIC DOES NOT UNDERSTAND THE NEED TO BE PROFESSIONAL WHEN A INMATE IS BREAKING THE RULES.</p> |
| <p>by and large they understand we have a difficult job</p> |
| <p>depends on the setting, sometimes very unfavorable. They see us in the uniform, they think, oh, you are one of those guys. They wonder why things happened at the facility and draw their own opinions. It just depends on where you are and who you are with. If they are educated, they can perceive their own images. If they are uneducated, they see us as the lowest of the low. They don't like authority.</p> |
| <p>depends on your experience with correctional officers; who have you interacted with or if you have been incarcerated or in a prison</p> |
| <p>Depends who you talk to. Some people respect you immensely and then there's people out there who don't think you know what you're doing.</p> |
| <p>doesn't hear public say anything negative.</p> |

Survey 1 Data

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doesn't like corrections staff and does not view them as good people. make it seem as if they just beat inmates, don't feed them and lock them in dark rooms.

don't get anything positive for public to see

don't see as thugs anymore; think can't get job anywhere else;

Due to the media

Due to the media reports about the corr dept.

During visiting I've seen people be disrespectful

even with riot in Tecumseh - things I was seeing wasn't negative; this job does take a toll on you; I don't take it negative

family in law enforcement have a more informed view. no one aspires to be a corr Officer.

For every person with a negative I think there's a positive person.

for one thing, we have lowered our hiring standards; no physical requirements; people can't even fit into our restrooms and put someone like that in public and in a uniform. How is the public supposed to react.

For the most part

For the same reasons as above.

FOR THE SAME REASONS AS THE LAST QUESTION. IF SOMETHING GOES WRONG THEY BLAME US. THEY DO NOT HAVE ALL THE FACTS AND DO NOT UNDERSTAND WHY THINGS HAPPENED.

general public does not have an understanding of what happens behind the wall, only knows what they read or see on to.

hear about the events, but don't have anything to do with it. Like a cashier at Walmart- out of stock, its not their fault.

HISTORICALLY BEING A CO WAS A POSITION OF DIGNITY AND NOW IT IS JUST OH YOU WORK THERE. IT IS NOT RESPECTIBLE OR DISRESPECTIBLE.

Survey 1 Data

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| hope it is a 4; but some people believe the media; most must realize that we have a hard job and not a lot of people can do it. |
| I talk with people about my full-time job they seem to talk to me favorably about what I do. |
| I DO NOT REALLY GET TREATED DIFFERENTLY. I DO NOT HEAR PEOPLE SAYING I AM A HORRIBLE PERSON. NO ONE REALLY BAD TALKS US. |
| I don't know because I am not around the public very much. |
| I don't really talk to members of the public about their perceptions so I don't really know. |
| I don't think the public knows what I do what we do or all the facets of our job duties. |
| I don't think the public understand what we do. They refer to us as guards and there is a lot more to the job. At one time I was the public because I did not work here and I did not understand. I try to stress to people how important what we do is and that there is much more to it than they know unless the have done the job. |
| I don't think they are aware either. I don't think there is any awareness that we are protecting our communities from these guys. If the general public had to deal with some of these inmates they would be frantic. |
| I DONT THINK THEY KNOW OR CARE. THEY ARE LOCKED UP AND THAT IS ALL THEY CARE ABOUT. THEY DO NOT KNOW WHAT ALL IS INVOLVED IN REHAB AND CORR. JUST SO IT IS NOT IN THEIR NEIGHBORHOOD. |
| I don't think they know. They are unaware. |
| I get more thumbs down than thumbs up. People stare. Tell people kids to behave or the police will take you jail. Giving us a bad image. |
| I have had quite a few reactions on both sides. Some people have said you only want this line of work so you can beat up on people or control people. Then I have gone to the store after work in uniform and people have come up to me and shook my hand and told me thank you. |
| I have met people out there and talked to people and when you tell them you work with DCS and they go back to how could you allow Nikko and how can you allow.....perception very poor; they don't see the good the dept does or tries to do. If they say they are good we have no legal opinion to hold them |
| I have never had anyone ask me and I have not told anyone yet. |
| I HAVE NOT REALLY CAME INTO CONTACT WITH TOO MANY OF THE PUBLIC THAT HAVE COMMENTED ON IT. |

Survey 1 Data

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I have talked to people and explained what I do and they seem - strangers and friends realize we have to do a job and not many people can do our job.

I just don't think the public knows what's going on here. What they know about us is what they here from the media unless they know someone.

I think it is good from the people that know me. They respect what I do.

I THINK PEOPLE REALIZE WE HAVE A TOUGH JOB TO DO. WHEN PEOPLE ASK WHAT WE DO THEY SAY I COULD NOT DO WHAT YOU DO.

I think that people look down on use. I have went to stores and got dirty looks. There is a lot of hearsay and people don't know what we do daily. They may have family in prison or the media slants their opinion - I don't know.

I think the average person views us better than the media. I think the last year has been tough on anybody that has to wear a uniform.

I THINK THE INMATE POPULATION COMPAINS TO MOMMY AND DADDY THAT THE FREE ROOM AND BOARD, CABLE T.V., RECREATION, MEDICAL TREATMENT, AND ALL BASIC NEEDS IS TO DIFFICULT AND MEAN. WE JOKE THAT WE WILL GET IMPRISONED WHEN SOCIAL SECURITY DRIES UP AND GET FREE EVERYTHING.

I think there is a stigma out there that we are lazy and do not do anything

I work here and it is just the same thing every day. People know I work here but there opinion does not effect me very much.

if they don't have friends or family in prison, out of sight/out of mind; then when it comes to knowing how much it costs, then they care, "open house"

if they knew what employees know, it would be different. Public's lack of knowledge.

I'm not sure. Some like us, some don't.

in his experience, been very inquisitive, want to know what it's like, want to work there; not very unfavorably

the road crew does a lot of work and I see people out and they stop and thank me for the work we do in the community.

In my neighborhood.

In speaking with people outside of and corrections most are very pleased with the service that I and other CO give to the state.

Survey 1 Data

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| Q28: On a scale from one to five, how do you feel that front-line correctional staff, such as yourself are portrayed by the public? |
| 1 Very Unfavorably 2 Unfavorably 3 Neutral/No Opinion 4 Favorably 5 Very Unfavorably |
| favorably. |
| In this area I don't think they even notice that you are here. Might be because of the size of the facility. When we had more outside work crews we left a bigger foot print. We have very few volunteers from the community that come out to offer services. |
| in uniform when stopping after work, get strange looks. Don't know if they keep up with media, if they have opinions or not. |
| IT DEPENDS ON IF THEY HAVE SOMEONE IN PRISON. THE FAMILY OF INMATES SEE US NEG. PEOPLE THAT DO KNOW ABOUT CORR WHO PROVIDE SUPP. PEOPLE THAT READ THE PAPERS THINK WE ARE IN LAW ENFORCEMENT AND ARE KILLERS. |
| It depends on who it is. Inmate family do not like us. People that know staff and have a positive opinion. |
| It is the same thing, they seem to think we can effect all the changes. Whenever there is a problem even on another shift, they blame all of us. They don't believe we have training. The public opinion is that we are a guard. |
| I've never run into any problems |
| Locally it is favorable. On a larger scale it is unfavorable because they don't know the whole story. |
| media does not really care unless something is wrong |
| MORE IN THE FAVORABLY IN THIS AREA. THERE IS A LEVEL OF RESPECT. |
| most of the public doesn't know what the job is. think you're a guard; don't know the difference between guard and caseworker. |
| MOST OF THE TIME OUR INTERACTIONS IN UNIFORM WITH MEDICAL STAFF YOU ARE TRAVELING WITH A MURDERER AND YOU ARE THE BAD GUY FOR KEEPING HIM IN CHAINS. THEY ALL THINK THAT WE ARE CORRUPT. |
| Most of them are in shock and awe that I have been here years. |
| MOST PEOPLE SEE US AS FAVORIBLE. IT IS HARD AS THE VISITORS HATE US SINCE THEY BLAMES US. THE VISITORS BELIEVE THE INMATE COMPLAINTS AND IT MAKES THEIR OPINION NEG ABOUT US. |
| MOST PEOPLE THAT I RUN INTO DO NOT BELIEVE THE PRESS. I GET THANKED AND ASKED ABOUT MY JOB. THEY SHOW APPRECIATION. |
| My community and the people that know me view me favorably. |

Survey 1 Data

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| <p>Q28: On a scale from one to five, how do you feel that front-line correctional staff, such as yourself are portrayed by the public?</p> |
| <p>1 Very Unfavorably 2 Unfavorably 3 Neutral/No Opinion 4 Favorably 5 Very Unfavorably</p> |
| <p>Over a period of time, not just with recent news, we were not known to people in this City. We were almost invisible. People did not know this facility was here. Now people know about us.</p> |
| <p>overall fairly positive - when tells people, they are interested. answers in a balanced way; good and bad. There are the times when questions solid grasp of the negatives</p> |
| <p>People around here, general public ask you really silly questions because they have no idea what we do. Media in has been fairly positive about</p> |
| <p>PEOPLE DO NOT GET EXCITED WHEN YOU SAY YOU WORK IN CORRECTIONS. THE PUBLIC KNOW WHAT IS IN THE PRESS. THEY HEAR WHAT A FEW CO HAVE DONE AND THINK WE ALL ARE THAT WAY. I DO NOT GO OUT IN PUBLIC OTHER THAN TO GET GAS IN UNIFORM.</p> |
| <p>People out there know that it's a tough job. They don't look at us much differently than cops.</p> |
| <p>People you meet see the news headline and think you are the one that let someone out or that it is your fault = See previous answer</p> |
| <p>Poor employees = non-safe environment = don't think about corrections until something bad comes up - a lot of the public does not even know about the facilities other than the</p> |
| <p>pretty popular in the media to demonize police officers, spills over to corrections</p> |
| <p>Public believes what they read and what they see on TV.</p> |
| <p>public doesn't really know what corrections does. they are in the dark and don't care. they always hear inmates side of it but don't know staff side of it.</p> |
| <p>public doesn't want to hear about unless someone escapes. bad cousin that no one wants to hear about until something bad happens</p> |
| <p>public gets ideas from the media.</p> |
| <p>public gets perception from media. they don't take time to think who is working in the prison, i.e. their neighbor, daughters, sons, wives. no body knows who we are. it is not a job they are interested in or learning more about.</p> |
| <p>public is only told by the media, whatever media tells them is what they are going to think; instead of asking one of us</p> |
| <p>public is probably oblivious in DCS</p> |
| <p>public knows that we have a job that no one else wants but we are not firefighters running into a burning building</p> |

Survey 1 Data

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| Q28: On a scale from one to five, how do you feel that front-line correctional staff, such as yourself are portrayed by the public? |
| 1 Very Unfavorably 2 Unfavorably 3 Neutral/No Opinion 4 Favorably 5 Very Unfavorably |
| public main comments is I could do the job you do; |
| public sees the media and us as bad. that's how they feel; we could be better |
| public thinks all out of shape people coming to work, sitting in a chair, let inmates does what they want and go home. |
| read what's in the media; general public have friends and family behind the walls. spread rumors around |
| reading what they see in the paper and look unfavorably |
| Same |
| Same |
| same as #27 |
| SAME AS ABOVE. WE GET A BLACK EYE BECAUSE OF WHAT A FEW PEOPLE DO. I DONT UNDERSTAND WHY THE PUBLIC THINKS THE INMATES ARE SO GREAT SINCE THE INMATES JUST KEEP COMING BACK. |
| Same as before, they don't see us so they go based on the media. The visitors here think we are bad people because we have their "baby" locked up here. If the inmate says, hey, that guy is super cool, then they see we are good people. A lot of them have no father figure, they respond to us. Most come from the to. |
| SAME AS THE LAST. THEY JUDGE US ON OUR PHYSICAL APPEARANCE. MOST PEOPLE HERE ARE NOT PHYSICALLY FIT. IF THEY LOOK LIKE A SLOB THAT IS HOW YOU ARE JUDGED. |
| Same reason |
| same reason as #27 |
| same reason as #27; they hear all the bad and never hear all the good. |
| Same reason. People forget about us. Unless someone is accused of something. People don't think about us dealing with convicted felons and all the disgusting things we have to deal with on a daily basis. |
| same reasons |
| Same reasons |

Survey 1 Data

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| Q28: On a scale from one to five, how do you feel that front-line correctional staff, such as yourself are portrayed by the public? |
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| See above answer. |
| See previous answer. |
| see question #27 awareness that we are there |
| seems like you get a lot of weird stares when you are out in public in your uniform |
| some appreciate what is done - lot favorably. other citizens opposite; may have a connection with someone who was an inmate. |
| Some of the opinions that the public have about us is completely wrong. We have to always be explaining what we do to clear up their perceptions. |
| Some people say oh you are just a correctional officer that is nothing, but we put our life on the line when we enter the facility. |
| some people solely despise us because their family is incarcerated but others think we are crazy because we do the job we do. |
| some people that appreciate what you do - and some that don't |
| That tends to depend on each individual I don't feel there is an overall neg feeling about corr ofc though there does seem to be stigma around the prison system in general |
| that's mostly because of tv shows and movies. correctional staff usually shown as being crooked and bad. and the whole issue with authority seems to be a more public raising of criminals. he often times don't tell people where he works. because it has a negative connotation. there's a whole public against "police" mentality, and corrections is seen as the police. |
| that's what they see is what is in the news. can't recall seeing positive information about front line staff. |
| the general public I know say favorable. |
| The local area sees us as good but Lincoln and Omaha, I think the family members of the incarcerated have a bigger influence on how we are perceived. |
| THE MEDIA |
| the only thing that the public who don't personally know us only see us as what is reported in the media. |
| the people that see them on the street, do see their uniforms and are generally are positive and they may understand some of the nonsense that goes on in the media as well. |

Survey 1 Data

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| <p>Q28: On a scale from one to five, how do you feel that front-line correctional staff, such as yourself are portrayed by the public?</p> |
| <p>1 Very Unfavorably 2 Unfavorably 3 Neutral/No Opinion 4 Favorably 5 Very Unfavorably</p> |
| <p>The public does not think about corr when they are not in the news. But when corr is in the news it is normally negative. The public with family in the system that have a negative interaction have a bad opinion. My neighbors see me in uniform and they have a positive perception.</p> |
| <p>The public perception right now in unfavorable. You run into people who don't know and don't care. Out of sight out of mind. Don't get the respect of police officers, but in many ways a lot of our people do the same thing.</p> |
| <p>THE TOWN HERE WAS VERY GOOD TO US. THEY STILL ARE. THEY ASK.</p> |
| <p>Their own prejudices color how we are seen. The dumb guard. The old TV shows. That is their opinion perspective, and prejudices. People would rather lock the door and forget about inmates.</p> |
| <p>There are so many opinions, some are good, some are bad.</p> |
| <p>there are some people that commend work and others consider it a lost job and glad that they don't have to do it.</p> |
| <p>There is no physical standard anymore and the public sees them on the news and they are out of shape and the public thinks all CO are that way. No pride in their work.</p> |
| <p>they aren't educated about corrections; lock them up and throw away the key; don't understand concept of corrections, have to maintain them, they aren't animals here, must treat humanely; talk that out of some people; more favor it</p> |
| <p>they don't know what is going on; you are just another security guard; my opinion is that CO need to be classified as peace officers which gives more recognition and protection under the law - PO protected by law; health care workers protected by law similar; public things we don't know anything or do anything.</p> |
| <p>they don't care as long as they are not doing the job</p> |
| <p>They don't know what it is to work in Corrections. know what we go through on a daily basis. But people who have no connections whatsoever make assumptions. I don't think people realize how important police officers are, how important corrections officers are. We're protecting the community. Trying to make the world a better place.</p> |
| <p>they don't understand, think you are rejects from police force</p> |
| <p>They kind of keep us cloistered here. In Tecumseh a the Jail Break 5K fun run. They sponsor tournaments within the community. It is not promoted here and I think it should be. If they got to know us maybe our public image would be more favorable.</p> |
| <p>THEY KNOW WE ARE DOING OUR JOB. THEY UNDERSTAND WE PUT OUR JOBS ON THE LINE SO THAT THE CRIMINALS ARE NOT RUNNING AROUND IN THE COMMUNITY.</p> |
| <p>they only see what the media puts out there and that's all they have to go off of.</p> |

Survey 1 Data

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| Q28: On a scale from one to five, how do you feel that front-line correctional staff, such as yourself are portrayed by the public? |
| 1 Very Unfavorably 2 Unfavorably 3 Neutral/No Opinion 4 Favorably 5 Very Unfavorably |
| They probably do not have a solid understanding of what goes on every day to make a decision on whether we are comp or not. They usually just have questions. They do not really plan everything on us; |
| They watch these lockup shows and they don't have a real understanding of what they do. The footage they see usually portrays the more negative side of corrections. The media portrays the negative side of our field. So the public gets a negative feel. Plus it doesn't help that the inmates tell their families that we're inhumane toward them. |
| Usually the inmates call because we are mad because we told them no and they do not know why. The public only see us at visits and court. we do not allow them free access and they do not like it when we say no. People cannot stand it when we say no. |
| WE ARE JUST PRISON GUARDS TO THE PUBLIC THEY DO NOT CARE |
| we are looked at as one level of scum above inmates; not as bad but close |
| we have gotten bad press, but people can read between the lines and know that it is not as bad as inmates and their families make it out to be. |
| We have had a lot of bad stuff to color things negative, but people say that they would not do my job. It has been tarnished lately. |
| what they read based on the media |
| when he talks to people about what he does, for the most part it like "for a matter of fact" doesn't get bad responses. |
| WHEN I STOP AFTER WORK IN UNIFORM PEOPLE SMILE AND NO ONE HAS EVER SAID WE DO A BAD JOB OR THAT WE ARE BAD PEOPLE. THEY ARE SUPPORTIVE. |
| when I stop at a store people ask me about my job and don't give me a bad time about it; they ask me how to apply to work here. |
| when I tell most people where I work, they always have a comment that they don't know how I do this job; I explain that the job is not for everyone and they understand that someone has to be here to do this job. |
| When I tell people I am corrections office, they say so you get paid to be a bully. And others just say they could never do that. I think the public is just really uneducated about what really goes on in a prison. |
| When people learn I work in a prison they have nothing but nice things to say. |
| when riot happened, got community attention; legislature got involved, good and bad not given fair view of corrections media to blame for that not department |

Survey 1 Data

Q28: On a scale from one to five, how do you feel that front-line correctional staff, such as yourself are portrayed by the public?

1 Very Unfavorably 2 Unfavorably 3 Neutral/No Opinion 4 Favorably 5 Very Unfavorably

when the general public sees folks that work in jails and prison, they look at the staff as rent a cops. but in fact they don't know what the job entails and probably would not be able to do it.

You cant be hammered day and night by things on TV and in the movies without being effected, but I think most people can separate it, but then others believe it

You have the ones that ask about how it is here and then you have the ones that run you down because you work here. Here in this smaller community it sees like they are more pro staff.

Survey 1 Data

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| Q30: What is the most important factor that would cause you to leave the Department of Corrections? |
| a better job, more pay |
| A job with better pay and better benefits |
| a job with more pay |
| A major change to the health insurance benefit structure |
| Administrative on down to the case manager level, being indifferent, the every man for them self behavior and, no team effort. Again treatment, treat me like you want me to be here. |
| always concern of getting hurt really bad and I would have to think about it; part of the job and don't think about that. |
| Bad supervisors You have to have a good superv to listen to complaints and that do not tell you to deal with it because you are a longer term employee. Don't tell people their opinion does not matter and that not to sabotage the shift with complaints. |
| Being frustrated with how management deals with situations. If they keep taking away overtime. I just wish the people above me would ask for our opinions. I think they don't think our opinions matter. |
| Being passed over time and time again for promotion. It seems like other staff and I have been black balled from being promoted. Lack of support from administration. If Director Frakes decides to close this place then I will probably be heading to Lincoln or Omaha. |
| better hours; easier on work-life; hard to get days off. can't get weekends off unless here for 10 years. |
| Better opportunities elsewhere. |
| better pay; and not deal with the type of people/inmates. Don't feel like higher ups are supportive. |
| better pay; less of a drive from home |
| better pay; place where is treated better as an employee. live in fear due to being made to stay over. |
| Better shift and better days off. And would have to be close to the pay I make here. |
| Boredom. I don't like being on the desk. If they put me down on the housing unit again I will be fine. They are talking about making the desk a year post. I will be there for 4 months. If I could do anything I would open a welding shop. It is my understanding that Director Frakes does not want a welding class here. No idea why it is gone. |
| Burn out. |
| chance for career advancement elsewhere. |

Survey 1 Data

| <p>Q30: What is the most important factor that would cause you to leave the Department of Corrections?</p> |
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| <p>confidence; if she can't find that line of how to enforce rules like she should; if she doesn't feel like she'd be a benefit to be here, it's important that people are competent or trustworthy</p> |
| <p>CONTINUAL CRAPPY MISTREATMENT FROM ADMIN STAFF AT THIS FACILITY AND DOWNTOWN. THE MONEY IS NOT IT. IF YOU TREAT ME WELL I STAY. IT IS GETTING TO WHERE WE ARE TREATED LIKE A HIRED ANIMAL.</p> |
| <p>continued mandatory overtime.</p> |
| <p>continuing low pay; higher cost of benefits</p> |
| <p>Cost of living. There are times I have to decide if I am going to get food or fuel.</p> |
| <p>days off.</p> |
| <p>Decided to leave because of lack of leadership and lack of trust between leaders and subordinates. These things roll over to other staff and then to the inmates. Staff can't separate work and personal life. There's a lot of favoritism, sexism, racism. I don't feel like it's a healthy environment for me to stay in. Not leaving for another job. Will find another job after finishing degree.</p> |
| <p>dissatisfaction with management. work for someone who doesn't care; can't stay if they don't care.</p> |
| <p>Dissatisfaction with the job.</p> |
| <p>doesn't plan on leaving; has had offers to go elsewhere; but after the amount of time here, is stuck.</p> |
| <p>don't know</p> |
| <p>don't know</p> |
| <p>Education and knowledge; stuck where he is right now, his supervisor won't help him advance; here they want him to stay put</p> |
| <p>not wanting him to be here</p> |
| <p>Fed up with the overtime supervisors lying</p> |
| <p>Finally getting tired of being treated like a second class person for too long.</p> |
| <p>Finding a better paying job. Dissatisfaction with the work place. I feel interaction with other staff could be better received when you have questions about your job. I don't feel because you make small mistakes you should be discounted and my other work should not be discounted.</p> |
| <p>Finding other employment that is equal to or better than corrections</p> |
| <p>For me the only thing I can think of is if I was forced to go to another facility and they would make me go to If they closed this facility and that was my choice, I probably would just quit.</p> |

Survey 1 Data

Q30: What is the most important factor that would cause you to leave the Department of Corrections?

found a job closer to home

found the right job or the right timing ; once so old harder to find a job and start over; I have considered leaving the department; a lot of hypocrisies and inconsistencies and don't like the direction the department is going

General stress and financial stress.

I don't spend a lot on food. in fact I take full advantage of the meal ticket system at work even though it is not guaranteed I will have time to eat it is the cheapest way for me to eat if I am able. the nature of the job is also stressful and while that is mostly manageable and while I have support I do sometimes wonder if there is a less stressful place to be. In life and work.

if they started picking on me. Trying to get me in trouble. If some managers do not want you they will find a way to get rid of you. It would be to avoid having to worry about people stabbing me in the back my last five years.

Higher paying job with better benefits.

higher wages

honestly that would be on myself; I didn't picture myself doing this job; at first it was just a job I am really comfortable here now and don't see myself leaving in the future.

horrible hours/days off.

Horrible supervisors.

HOW STAFF ARE TREATED = THE FAVORITISM - IF YOU PROVE IT THE PROOF GETS LOST DOWN THE WAY -

I AM APPLY ELSEWHERE. MONEY AND RECOGNITION FOR LONGEVITY.
MONEY AND BENEFITS ARE IMPORTANT.

I am not planning on leaving.

I am one of those that stick to it because I need a job. They would probably have to walk me out the door.3 Maybe 3 or 4 times have I ever been fearful because of certain inmates. But I am very confident in my team and know they have my back.

I am used to just talking to my supervisor. If there was not an open door policy I could not work here. I have to be able to talk to my LT. I can go talk to the Dep Warden without going through the chain of command as is really required.

Survey 1 Data

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|---|
| <p>Q30: What is the most important factor that would cause you to leave the Department of Corrections?</p> |
| <p>I can't answer that question. As of right now, nothing.</p> |
| <p>I DO NOT KNOW. IF I COULD FIND ANOTHER JOB. I HAVE APPLIED FOR SEVERAL. IT IS JUST VERY TOUGH OUT THERE. I CANNOT SAY I HATE MY JOB, BUT IT IS NOT AS SAFE AS BEFORE. IT HAS AN EERIE FEELING OUT THERE.</p> |
| <p>I don't have any idea of leaving now. I suppose if we got some type of management about how corrections should run, that would make a difference.</p> |
| <p>I don't know if it is a rumor and people do not know if other people know what they are saying, but if they trust the inmates word over ours. Getting one officer to rat on another officer. Have the super handle mistakes rather than the staff confront officers that make mistakes. It has only happened to me once.</p> |
| <p>I don't know. I would probably leave if I did not have the backing of my supervisors.</p> |
| <p>I don't see me leaving. Hardest thing about working in corrections is politics. I don't pay a lot of attention to politics.</p> |
| <p>I don't think there's any one thing that would. Unless I got assaulted or attacked by an inmate. It would have to be an accumulation of things.</p> |
| <p>I guess if we went to 12 hour rotating shifts, I would leave. I worked hard to get my weekends off and it would cause problems at home.</p> |
| <p>I HAVE NO DESIRE TO LEAVE. I HAVE NO IDEA.</p> |
| <p>I really don't have any desire to leave corrections = - I get more time off than I can use and the stress that comes from management could cause me to leave. Management</p> |
| <p>I really don't know.</p> |
| <p>I TRY NOT TO HOLD GRUDGES, BUT THE WAY I WAS TREATED WILL DRIVE ME AWAY. IT IS NOT ABOUT STAFF IT IS ABOUT INMATES. THEY CARE MORE ABOUT AN INMATE HANGING THEMSELVES THAN THEY DO ABOUT A STAFF MEMBER HANGING THEMSELVES.</p> |
| <p>If administration would stop caring about line staff</p> |
| <p>if he got a better job offer somewhere else, and it was an offer he could not refuse.</p> |
| <p>If I ever felt the Admin was working against line staff and using them as a scapegoat; supervisors and line staff were considered two different categories of employees that would be a hostile work environment; I need to trust and we currently have good supervisors on shift.</p> |
| <p>IF I FELT TARGETED BY UPPER STAFF.</p> |

Survey 1 Data

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| <p>Q30: What is the most important factor that would cause you to leave the Department of Corrections?</p> |
| <p>IF THE MAND OT GOT WORSE.</p> |
| <p>if the mandatory got too much but if the mandatories got too much.</p> |
| <p>if the support becomes any less from the upper admin</p> |
| <p>If the Union would be abolished; working conditions are huge. If management staff were bad enough.</p> |
| <p>if there is no pay increase</p> |
| <p>IF THEY CUT THE BUDGET. IF THEY CUT MY PAY. IF MAND OT SPIKED AGAIN.</p> |
| <p>If they don't start treating staff better, coworkers treating each other better and the administration treating staff better. Stop the backstabbing, staff writing up staff for petty things. At the academy we were taught to talk things out and now everybody just writes everybody up. For example I stood up for another staff member who was female because two male staff were making fun of her and implying that she was looking for a boyfriend because she had makeup on. I talked to the female staff and she said she had dark circles she was trying to hide. I feel this is very sexist and these two particular males are trouble makers. To add to that we have certain staff here that like to cause problems. They target one person and just pick on them.</p> |
| <p>if they started to messing with the pay or benefits or if conditions were unsafe to work.</p> |
| <p>If they went to rotating days off. If we put in a 30 day request for time off and it gets denied and then people start calling in sick. Sometimes the request does not even get looked at until a week before. important to me The mandating is a bigger issue than the time off, because it makes your schedule so unpredictable and they wonder why the morale is bad. We are not robots, we are human beings too.</p> |
| <p>if things don't change</p> |
| <p>if was offered a better job.</p> |
| <p>If we lost our sick leave.</p> |
| <p>If we were having to work 3 or 4 16 hour days a week. It would be hard to do school and if you stay here and they never provide advancement either rank or moneywise I would leave.</p> |
| <p>If we were to go back to 8 hour shifts because if we go back to 8 hour shift, we know it will be a lot of mandatory overtime and 16 hour shifts. I know of at least 20 people that say they will quit if they go back to 8 hour shifts and mandatory overtime.</p> |
| <p>if were treated poorly, more money somewhere else.</p> |

Survey 1 Data

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| Q30: What is the most important factor that would cause you to leave the Department of Corrections? |
| If work schedule intervened with my life |
| if wrong management came back in (they know who they are) the correct position opening up for him in other location finishing business got up and going. |
| I'm currently looking for a new job because I don't want to work 12 hours. I love my job, I just hate 12's. |
| It bothered him - but didn't want to quit. Not corrupt, but a lot of favoritism who gets promoted and who doesn't, but it's about who you know. was told guy doing the interviews has a training manual he was giving people. Asked for it, said it didn't exist. Prepare - go read OM's ARs, did end up getting the position - but it's who you know. |
| It could be anyone of the concerns that I have expressed. Or any disrespect from supervisors on a bad day. |
| IT IS GETTING TO BE MORE ABOUT THE MONEY. A JOB FOR ME IN LINCOLN WHERE I COULD MAKE \$90k AND I WOULD NOT HAVE TO WORRY ABOUT GETTING STABBED BY AND INMATE. I DO NOT FEEL AS SAFE HERE AS I USED TO. |
| it they expect the mandatory overtime to continue. |
| I've come so close. I have looked into other jobs. I do like my job. It gets hectic and you can't plan anything from day to day. But that can be good too. It doesn't get boring. I have a love hate relationship with my job. |
| Just being ready for a change. Start over with something else. |
| just can't stand it anymore |
| LACK OF FAITH IN MANAGEMENT. |
| Lack of respect. |
| Lack of training. Not keeping things confidential. Staff talking about other about staff. Staff talking about other staff in front of inmates. Administration not doing what they're doing, like listening to employees. |
| Leadership or the lack thereof. |
| less stressful job |

Survey 1 Data

| Q30: What is the most important factor that would cause you to leave the Department of Corrections? |
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| low pay. |
| Management, the dissatisfaction that comes with them not caring. administration wasn't sympathetic and didn't allow time off. They don't see us as human factors. They want us here, do the job until we tell you it's time to go home. We are human beings. And they don't understand that. |
| Management. Work place environment. No feeling of accomplishment. Lack of support from our own state government. Lack of pay. |
| mandatory overtime and not able to keep up with it. It wears on you after awhile. |
| m-f with better paying job with no threat to die |
| money |
| Money - the fact that experience staff are paid the same as new staff - People in leadership positions that should not be due to morale issues or decisions. |
| MONEY |
| Money probably. Better paying position. |
| money, staff, (co-workers, not management). being in the bind they are. tend to get along better with inmates than staff; there are negative staff and not happy. seem like they shouldn't even be here. can't pick who you work with. if wages were higher, there would be more value on work ethics. expectations/demand may cause human error; quick to reprimand. |
| More money |
| moving out of state |
| my safety; if I didn't feel safe, I wouldn't be here |
| My safety. |
| No improvement in pay. I like my job and the people I work with and they are opening a new grain transportation business in my home town and if it pays more and has benefits, I will leave. The state has to come up with a better pay scale to keep people. They are also talking about opening a quarry in this area too. They will mine a metal that is used in building computers and if they open it it will be very difficult to staff this institution. |
| No longer feeling that I could advance. |

Survey 1 Data

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| <p>Q30: What is the most important factor that would cause you to leave the Department of Corrections?</p> |
| <p>no longer like my job. I like my job because of the people I work with and like what I do. If I didn't like the people or the environment I would no longer be here. If it were more negative than positive. Or I no longer felt safe.</p> |
| <p>NO UNION</p> |
| <p>Not feeling safe - I feel that if you are not a member of the good old boy club, they would not rush or be there to help me in an emergency situation and my neck would be on the line.</p> |
| <p>Not getting a fair chance to promote. The administration has blatant disrespect for their employees. We are not valued. We are not treated like we matter.</p> |
| <p>Not having raises. Not following union contract. Not having accommodation.</p> |
| <p>not listening to staff and one of us getting murdered because they have been told and even talked to the Director; told them exactly what they were going to do and it is happening; pisses me off and you can tell they are not listening. somebody gets killed and it is not me will make me quit.</p> |
| <p>Not recognizing staff skills and strengths to match employees to jobs. I apply for jobs and I am told that I am not qualified. They have the ability to waive time through alternate jobs, but they will not do it. I have applied for an outside job since they are not recognizing what I can do. I have to progress for my goals and needs and I cannot afford to spend years at 17.44 for years waiting for time to get a promotion.</p> |
| <p>NOT SATISFIED WITH MY JOB. NO LONGER HAVE THE PASSION FOR THE JOB.</p> |
| <p>nothing</p> |
| <p>nothing at this point;</p> |
| <p>Once I get fed up enough. I found this job, I could find another one. I could find another job in fabrication that pays more than this one right now. But I still like this job</p> |
| <p>Only way I would leave is if I got fired.</p> |
| <p>pay</p> |
| <p>PAY OR PEOPLE THAT I WORK WITH (STAFF)</p> |
| <p>Pay would be one and the stress levels.</p> |
| <p>Pay would be the biggest.</p> |
| <p>pay, and not seeing the benefit of staying without pay raises and there is no value for his degrees and trainings. administration treats staff in a demeaning way at times, like they know they have the staff members job in their hands.</p> |

Survey 1 Data

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| <p>Q30: What is the most important factor that would cause you to leave the Department of Corrections?</p> |
| <p>pay.</p> |
| <p>pay; no incentive; no retention program;</p> |
| <p>this is not my home</p> |
| <p>poor management by supervisors and higher level administrators - if I started seeing severe mistreatment; the job is difficult enough and if management is not backing you there is no reason to stay</p> |
| <p>Poor supervision. Poor leadership, poor management skills. Supervisors who cut you down or squash you or keep you in your little cage rather than helping you grow into a stronger employee.</p> |
| <p>possibly abandonment of safety. if he felt his safety was at risk.</p> |
| <p>Probably it would have to be a physical assault</p> |
| <p>Probably money. If I got offered enough money and it was the betterment I would go.</p> |
| <p>RETIREMENT</p> |
| <p>Safety and security.</p> |
| <p>seen staff assault, lack of fairness, between custody/housing, custody gets 2 bids, housing gets 1 bid; argue the contract how they want; not doing best for staff, doing best for contract Told if you work for the state, you should automatically get interview....doesn't happen...; managing staffing versus letting promote; bring in leadership from max to min - create hostile environment; remember where you came from; if doesn't respect manager, don't have each others back</p> |
| <p>STAFF INJURIES. UNSUPPORTIVE SUPERV. CHANGES TO PROCESSES OR PROCEDURES THAT IS UNSAFE OR WILL NOT WORK.</p> |
| <p>staff treatment; constant overworking; getting to where it costs me more to work such as insurance getting that I can't afford it and have to go somewhere else to survive and have to work all this overtime and not have a life. non-trust by administration and bad treatment. they could do a lot to retain staff that they are not doing.</p> |
| <p>Stress from supervisors or management. Drastic changes in job requirements</p> |
| <p>Stress, some of which is preventable and some which is not. Too many people and not enough time.</p> |

Survey 1 Data

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| Q30: What is the most important factor that would cause you to leave the Department of Corrections? |
| That would be really difficult after this many years. I don't think this would ever happen....but if I was blatantly discriminated against, which I've never experienced here. I guess that would be my only determining factor. |
| THE ADMIN AND HOW THEY HANDLE STUFF |
| The environment The people I work with, if I lost that support from my supervisors or if I did not get along with the people I work with. If they had a huge pay cut, that would affect that would be huge. If something happened to my job, if I had to go back and work shift, I would have to consider how that would impact my family. |
| The hours. The hours that we are having to work have increased my job searches. I love my job - don't get me wrong. |
| The lack of monetary gain. Lack of raises. Making the same as a new hire. No reward for having seniority. |
| the lack of support from administration because it seems that things that are happening are coming from people and not asking the front line staff. |
| The negativity on the job. The poor morale |
| The pay |
| the pay and the communication between lower line staff and management. |
| the pay. |
| the state not prosecuting the inmate for a serious assault on me. equal pay closer to where I live. equal pay with less stress compared to the environment I am in now. |
| The stress level is getting greater and greater and there's no end in sight. The lack of recognition from the administration. Sometimes you feel like you're being treated as a number. That you're dispensable. All that comes from the upper level, the higher ranking people. |
| there isn't any |
| Total dissatisfaction with my work. |
| undecided |
| UNDERPAID UNDER APPRECIATED |
| unfair treatment; burn out from excessive overtime and pressure from supervisors/administration; |
| unfairness of how employees are treated, the wrongful things that may happen and he should not have to worry about that. |
| unless benefits are taken away...or sometime drastic |

Survey 1 Data

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| Q30: What is the most important factor that would cause you to leave the Department of Corrections? |
| Voluntary Retirement - Really started to mess with me and jerk me around. |
| WE DO NOT GET PAID ENOUGH. |
| We'd have to get a pay cut and mandatoried three or four days a week to make me want to go to Burger King. I'm already planning on leaving, but to advance myself in a different field |
| when can't handle anymore; sometimes inmates push to breaking point |
| When my stress level finally cracks and I throw my badge on their desk. If I find a better job, better benefits, better pay. |
| winning the lottery |
| would take a lot; wants to stay in department to stay until retirement, would have to be something really bad, rub the wrong way, something racial, abuse of power, or accuse of something bad |

Survey 1 Data

Q31: Would you describe the philosophy of the Department of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both? Why?

1 rehabilitation of inmates 2 punishment of inmates 3 a blend of both

already here for punishment; have education

Although while we do have a lot of programming to help with rehab there is not enough for everybody so there are always somebody that is outside the loop and they get upset with the system and create waves and with them it is about punishment rather than trying to help their situation. I think if there were more programs recidivism drop, but getting funding is almost impossible.

As far as punishment goes, the only punishment I have noticed is they can't run the streets with their friends. Other than that they have free food, medical, to. I guess if you have not ambition in life it would not be too bad. Some of these guys have told me they come to prison because they live better in prison than on the streets. They have no worries. Another guy who has medical says when he starts having medical issues he gets a sentence of about 1 -5 years and gets his medical all taken care of. A lot of these guys are not dumb, they are very intelligent.

doing things here are not cohesive to rehab. Screening process should be more intensive here; have complaints that inmates can't get into the program they want

At least I think their focus is rehabilitation.

Because of all the opps offered to the inmates. That way they can improve themselves and stay out of prison. Gain a more positive feeling about themselves.

because we are not here to punish; we are here to make sure they abide by the rules and make them a better person when they get out.

because we don'toverall attitudes of society.....type of people we have to hire do not have the maturity and skill level or character; if we were better prepared outlook of inmates would improve pushover for inmate but have to be strong and considerate; some staff see either one side or another; punish someone who is already in prison; must have a balance but seen treat them like shit. must hire a person with that ability

cater to inmates too much; her role is security aspect. Rehab here - have to hold accountable; rehab has to work. It's not working; they get out and are right back. Sell people a line; ride the ride and don't do anything else.

cause inmates do not get held accountable for the things that they do within corrections.

critical time now; different programs coming; will grow by leaps and bounds. wants to make inmates be next door neighbor.

Depends on what level you are talking. Line staff punishment/Director's rehab. The staff has the attitude that they get what is coming to them because of their behavior and crimes. That is not good, but the more contact you have with inmates the more you lean toward punishment. Hug-A-Thug is a disrespectful thing to be called in corrections. I know they are people, and if we can help them we should.

Survey 1 Data

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| <p>Q31: Would you describe the philosophy of the Department of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both? Why?</p> |
| <p>1 rehabilitation of inmates 2 punishment of inmates 3 a blend of both</p> |
| <p>doc enables the inmates too much to call it 100% of rehabilitation and when staff doesn't like an inmate they target the inmate to keep them locked in the room or get them to go back to the prison.</p> |
| <p>doesn't think it is any of those. thinks that it is more of them babysitting the inmates. the inmates themselves decide if they want to change or not.</p> |
| <p>doesn't think it is either. thinks that the dept warehouses the inmates. heard that in the 80s inmates could learn a variety of trades, but now there is less funding. inmates are able to take a few college classes. but an inmate is not going to find a job because they took a class called "alternatives to anger". inmates need sometime to be fully rehabbed. they have some behavior/mental changers, but there is nothing to help an inmate change his or her lifestyle. so they go back to crimes.</p> |
| <p>don't think it is a punishment. A lot of inmates aren't getting a lot of rehab. We are turning into a mental health facility so we really can't do anything with them; can put them in segregation and only so long; not much punishment here.</p> |
| <p>Due to personnel. It depends on who is on duty whether it is rehab or punishment.</p> |
| <p>For a lot of inmates the amount of time they are in prison is going to hinder any kind of rehab I regularly hear complaints about their access to the programs they need to complete I also feel like rehab isn't being approached they way it should be to be effective. if that is the true intent of the dept. too many inmates are completing the programs out of requirement and necessity and while you cant force someone to change there might be different forms of learning that aren't being employed often enough.</p> |
| <p>For as long as I have been in this dept I have only seen inmates come to serve out their sentence. Without job opportunity, and vocational training, lack of mental health services there is no rehab. No classes to help rehab.</p> |
| <p>For me it is about rehabilitation. In preservice we were told that the time they do in prison is there punishment. We are here to help them become better people and that stuck with me. The may have something to do with my view.</p> |
| <p>give the benefits to the lesser troubled inmates and punish the other ones by sticking them down in SMU; rehab by giving them more jobs and freedoms</p> |
| <p>got inmates on death row, and life and that's the punishment of it. others in for shorter amount of time and programming directed to helping them become productive when released.</p> |
| <p>has to be a blend of both. some inmates won't be rehabilitated and some will be. the dept is leaning towards more rehab instead of just locking people up. back in the 90s it was more geared towards building more prisons and it wasn't a solution to making things better. now there is a lot of overcrowding and they are trying to deal with the overcrowding and how to help inmates and keeping them from coming back and making better decisions.</p> |

Survey 1 Data

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| <p>Q31: Would you describe the philosophy of the Department of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both? Why?</p> |
| <p>1 rehabilitation of inmates 2 punishment of inmates 3 a blend of both</p> |
| <p>have mission statement/vision points, aren't really practiced, at least from what it's heard from inmates, work release, transportation, policies are different - i.e., job sponsor vs. work release - inconsistent; programming isn't based on them being rehabilitated - 1) revenue 2) liability; if serious - drug or alcohol is basis</p> |
| <p>have programs that help before they get out; seems like person can go through all penalty without rehab and just come back.</p> |
| <p>Here at the camp we offer different programs to rehabilitate themselves. Prairie Gold Homes, Road Crew, Substance Abuse programs. I have had inmates leave and call or write me and thank me for letting them learn skills that they could take and get a job on the streets.</p> |
| <p>that is their job, they are at the last leg as inmates are here, set them up on a good path, can see the hope; no hope there; gets to see hope daily</p> |
| <p>How we are doing it now. There is not rehab. There are not enough programs. They learn to manipulate the system in here and continue their criminal activity in here.</p> |
| <p>hug a thug. feel inmates are coddles; no responsibility is given to them. inmates will say it's the easiest time in Nebraska. we give them everything. wouldn't have such high crowding if it were harder for them. Feel really soft with the inmates.</p> |
| <p>I am not here to punish inmates. They are being punished by the state of NE. I am here to enforce the rules of the Department of Corrections. As far as I can see there is no rehabilitation here.</p> |
| <p>I believe the current policy and what is enforced only makes for better manipulators and better criminals. The inmates are just going through the process and it is not changing them. I do not think that it punishes or rehabs.</p> |
| <p>I do not think they are doing either. I think it is more warehousing. Accommodating them and making it easy. We are neither helping nor hurting them.</p> |
| <p>I don't agree with any of these answer options; we are more of a storage facility</p> |
| <p>I don't feel that there is enough programming at this institution specifically to help the inmates to rehabilitate. Some of the inmates, all they do is lay around all day doing nothing. To me doing nothing is not rehabilitating them.</p> |
| <p>I don't like the word punishment but I would say a blend of both.</p> |
| <p>I don't see any type of punishment Whatever the inmates want, they get. We are just trying to react and make the inmates happy.</p> |
| <p>I DONT THINK WE ARE HERE TO PUNISH BUT I DO NOT THINK WE ARE REHAB INMATES. THERE IS A LOT OF IDLENESS THE PROG ARE HARD TO GET INTO, LONG WAITING LINES, THEN THEY GET DONE AND SIT AROUND. MAKE THE GOALS ATTAINABLE.</p> |

Survey 1 Data

Q31: Would you describe the philosophy of the Department of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both? Why?

1 rehabilitation of inmates 2 punishment of inmates 3 a blend of both

I don't think we're punishing them. They think of it as punishment when we send them to restricted housing. If anything I think we treat them way too good down there. I think if anything the inmates are treated way too well. Probably better than staff.

I feel it is geared to rehabilitation but I don't think the inmates take advantage of it.

I know rehab is supposed to be a major factor but I don't see a lot they do for rehab. just doesn't seem to have a lot of programs.

I think corrections overall is a combination of punishment and rehabilitation because you have been sentenced to prison time. The rehabilitation has to be decided my the individual inmate to decide if they are going to benefit from them, that they are ready to make that change. Seems they really push the inmates to programming and are so resistant to programming and then become disruptive. Best example, we have 3 inmates in one of the units who are suppose to being taking programming and they go out of their way to be disruptive. One of them have no intention of changing but they don't push it to the point of being removed This goes back to what we don't have here. We need to have seg or holding to deal with the guys that are being disruptive. Part of their behavior is that the inmates know we don't have that resource available. Time on units argue with staff, run their mouths during programming.

I think mostly rehabilitation. I don't see any punishment.

I think NE is going more toward rehabilitation. I like that we are going to the rehab route. A lot of the inmates do not know anything other than it is a family tradition that they will end up in prison.

I think over the I have seen less rules and regulations that we hold inmates accountable for.

I think that they feel it is rehabilitation, it is what they truly believe. But when they allow certain people to work here, it goes the other way. You can tell that some of the people they hire, they do whatever they can to make the inmates lives difficult. That has gone on for years.

I think the goal is rehabilitation but I don't know that we achieve our goal. We have a low recidivism rate but I-80 runs to NE so a lot of these guys go to prison, just not here. I don't think our recidivism rate is accurate. Based off the criteria we use our recidivism is low. I am an idealist. I want to believe we can rehabilitate these guys but I know programming costs money.

I think the overall feeling I try to get to the inmates is that they need to follow the rules, even the little rules. Inmates think in a totally different way. SAU (substance abuse unit) does a great job and so does Mental Health. MH does what they can.

I think there are corrective actions which I see as punishment. We have rehab prog that could be more effective, but it is up to the inmate to get what they want out of the programs.

I think they need to do more helping inmates that have been locked up over 10 years because so much has changed. They need to teach more life skills for the inmates getting out.

Survey 1 Data

Q31: Would you describe the philosophy of the Department of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both? Why?

1 rehabilitation of inmates 2 punishment of inmates 3 a blend of both

I would hope it is rehab, but I know that there is a lot of bullying by staff. I guess you could call that punishment. Staff write false reports to give inmate an misconduct report.

I would not say either. At this place, we fail the inmates on two levels. Short stay for some of them, it is not scaring them to stay away. They can do and say whatever they want here. They play all day. It does not prepare them for the big boy jail. will eat these guys alive. They act like a bunch of little boys. They could not handle it in the bigger facility. They have it very good here. We don't discipline, we should be doing classes with them. How to tie a tie, or write a resume. We let them just play. A lot of non-gang members come in here and then leave a gang member. they get tattoos of gangs and it will get them killed in a big boy jail. I don't rehabilitate, I don't punish, I am a mentor here, but mostly a baby sitter. they cannot, but I tell them other things they could do.

I'm here to assist inmates into moving forward and living better. I want that guy to be able to live down the street from me without any problems. I know some day they're getting out. Sometimes people let personal issues get in the way. They may do things to punish the inmate.

I'm not really for sure.

In corr there is always going to be some punishment. That is all some understand. Some act because they want to be punished.

In my capacity get inmates back into the community is release planning and rehab so that inmates can get back into the community and not come back to prison

individual co's treat them differently ; 52 guys you have to babysit or some treat them as what they did and are hear for.

It cant just be rehab because there are not enough opportunities for the inmates. It is a six month rehab and then it is just idle time.

It depends on which people you're talking about. Everyone treats inmates differently. Also, different inmates take things more seriously than other. There are some inmates you just despise and others don't stand out at all. There are two or three staff members here who stand out to me as firm, fair and consistent. And that's it. You get made fun of if you do things correctly or follow the rules.

It doesn't seem like there are many services available...I constantly have guys telling me they need something but it's not offered here. There are a lot of things that used to be here that aren't here any more.

IT IS GOING TOWARD REHAB - THERE IS NOT REALLY A PUNISHMENT FOR THEM - IT USED TO BE A PUNISHMENT YEARS AGO BUT NOW IT IS REHAB - MOVING THEM TOWARD GEN POP AND THE COMMUNITY. THEY CAN HAVE WHATEVER THEY WANT IN HERE. THEY GET FOOD, HOUSING AND MEDICAL. THEIR JOBS ARE NOT HARD. THEY GET TO SEE FAMILY AND FRIENDS. THEY CAN CALL OR WRITE THEM.

Survey 1 Data

Q31: Would you describe the philosophy of the Department of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both? Why?

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It is like a revolving door, but it is up to them. Maybe 60% rehab but 40% reviolates and they are getting younger and younger. They have a daddy daycare and a dayroom. This is like a country club here and they do not see what they did wrong. It should be more like a prison and more punishment. I see a lot of mentally ill inmates. I feel like a therapist. It is mentally draining. We need to move more to punishment. They get written up for serious offenses, but the punishments are minimal. It has to start with the courts and then go to corrections. is a privilege and if they reviolates they should go somewhere else.

It is not a form of punishment, it is supposed to be rehab. Some of these guys I do not see much rehab. They are here one day, out, then back out the next week. I would not call it rehab.

IT IS NOT A PUNISHMENT. I THINK THE GOAL IS TO PREPARE THEM SO THEY DO NOT RETURN. WITH THE LIMITED RESOURCES STRUCTURALLY WE DO NOT HAVE THE ABILITY TO PLACE INMATES IN PROG OR HIRE STAFF TO HELP THE INMATE CHANGE. HOW THEY CLASSIFY THE INMATES. WE DO NOT HAVE ENOUGH JOBS. WE MIX OLDER INMATES AND YOUNGER INMATES WHO ONLY WANT TO HANG WITH THE GANGS AND CAUSE PROBLEMS. THE YOUNG MAKE FOR A LESS PIECEFUL ENVIRONMENT.

IT MORE LIKE THEY ARE PUNISHING US. ALL THE RESTRICTIONS THAT WE HAVE ON US. I DON'T SEE WHERE THEY ARE PUNISHING THEM AND I DO NOT SEE WHERE THEY ARE DOING ANYTHING TO KEEP THEM OUT OF HERE. THEY ARE NOT REHABING THEM. I SEE THE PEOPLE COMING THROUGH OVER AND OVER. IT IS PRETTY HIGH. I WISH THEM THE BEST.

IT PROB MORE REHAB. THE OPP FOR INMATES ARE THERE, BUT A LOT SCREW IT UP FOR THEMSELVES AND BLAME IT ON THE DEPT. THEY GET IN FIGHTS, TALK BACK AND VIO RULES. I DONT UNDERSTAND THEIR PERSPECTIVE. YOU HAVE LIMITED RESOURCES SO WHO DO YOU PUT IN THE PROGRAM THE GUY WITH 3 YEARS OR 30 YEARS? THE LONG TERM PEOPLE ARE FRUSTRATED.

It seems that we do extra punishment rather than more programming.

It should be both - here because they did something stupid - need to learn to be a part of society - learn to stop doing stupid stuff.

IT USED TO BE PUNISHMENT. NOW IT IS SO ANTI-PUNISHMENT YOU "HELP THEM NOT TO DO IT AGAIN"

It's not punishment

Its not punishment. The inmates get anything that they want within reason. All the ice cream, candy, TV, and free medical care regardless of preexistence.

Survey 1 Data

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| <p>Q31: Would you describe the philosophy of the Department of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both? Why?</p> |
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| <p>lack of both - not as many programs as used to be. Not enough programming, then be habilitated to be rehabilitated; a lot more for men than the women population. not enough here to train on life skills when they get back. Rehab part not near enough; punishment - by them being here. If don't do what supposed to; don't believe in time out-here it's extra duty or time restriction. Don't have the right type of punishment; can't send to segregation b/c it's full. need counseling and training; short on MH counselors; go somewhere to learn another skill. sometimes not punished enough for what they do.</p> |
| <p>leaning more toward rehabilitation. use to be a revolving door. it has come a long way. not on the yard anymore so doesn't know what's going on there but from what he has seen and hear they are trying to go in the right direction.</p> |
| <p>main goal is rehab. but some inmates do not want to have anything to do with programming or changing their lifestyle. if there is no way of them paroling it is likely to get them to change. some inmates have a mindset that they will only be out a couple years and will be back. won't change behaviors because it is all they know.</p> |
| <p>mandated with doing rehabilitation and doing the best they can with what they got. don't think they are so much into punish as they are with keeping inmates safe and keeping inmates safe. into housing, protecting.</p> |
| <p>more education but a blend of both. doc does have classes to make them more productive people but if they don't want to be then there is nothing that can be done. and if they want to assault or each other then they should not be around other staff or inmates.</p> |
| <p>moved towards more programming and cut special management unit.</p> |
| <p>n/a</p> |
| <p>n/a</p> |
| <p>neither, not rehabilitating them and not punishing them. we are preparing them, by running through treatment programs. inmates need job skills so when they got out they could get a job. and southeast community college use to offer these classes, and no longer. there is nothing to take from this incarceration to make their life afterwards better.</p> |
| <p>Neither. The rehab is too late. There are programs, but it is too late. They need to do rehab at youth facility. You can not rehab adults. We call it corrections because we should be teaching them the right way. Correct behavior. Discipline is not consistent. Discipline is too week. It is not sufficient to deter repeat behavior. There should be more accountability. Failures at start at . We need to hold them responsible for bad behavior. The has to put them in the community and has to get them ready to be in the community.</p> |
| <p>New blood, a new generation of staff believe in change and rehabilitation. The older generation believes in punishment. I also think the good old boy system that still exists believes in punishment and is unwilling to change. It varies from institution to institution. I see the different cultures in each facility.</p> |
| <p>Neither, depends on the facility. We set them up for failure here. We baby these guys. No clocks to wake them up in the morning. There are to be timeframes for stuff, but they do not follow it. Mgmt. allows them to break procedures.</p> |

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| <p>Q31: Would you describe the philosophy of the Department of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both? Why?</p> |
| <p>1 rehabilitation of inmates 2 punishment of inmates 3 a blend of both</p> |
| <p>no comment</p> |
| <p>no opinion</p> |
| <p>no rehab at this facility; inmates ask if certain things are offered elsewhere. basically a dorm room until the next place. supposed to be 30 - 90 days here. Doesn't get to see the rehab piece.</p> |
| <p>NONE OF THE ABOVE. I DO NOT THINK WE REHAB ANYONE. THEY THINK IF THEY WHINE PEOPLE WILL GIVE THEM STUFF. THEY HAVE FREE MEDICAL AND THIINK THEY ALL SHOULD BE FIRST IN LINE. THEY COMPLAIN ABOUT THE FOOD IF IT IS NOT TO THEIR LIKING. THEY BLAME US FOR A TV CHANNEL CHANGING ITS FORMAT. WE JUST GIVE THEM A BIG HUG AND SEND THEM BACK OUT INTO THE PUBLIC. IT IS WORSE SINCE THE RIOT.</p> |
| <p>None of the above. I would say that we are a warehouse. How are we rehabilitating inmates when we don't have jobs for inmates. We don't spend enough time on reintegration or reentry. We give them \$100 and tell them good luck. We assume they know how to work. we don't teach them to work. If we are a programming facility then let's program.</p> |
| <p>none of the above. It's a warehousing, does not operate on restorative justice as said in mission statement. understaffed and under programmed.</p> |
| <p>None of the three. They don't hold inmates accountable for their actions. There are some inmates we could release to the streets and they would not be an issue to society. And there are other inmates that are STG (security threat group) or gang related and they should be held in a higher restricted area for the staff's and other inmate's safety.</p> |
| <p>none of these options should be marked this is a tough one because the philosophy....whole aspect of our job isn't for inmate rehab; I am supposed to keep the rules/maintain ordinance ; my job isn't to rehabilitate and wasn't trained to do that; they were put in an institution because they did something wrong. 99% of the inmates aren't going to change anything because of what I do.</p> |
| <p>none of those options: has the mind set of rehabilitation but there are no rehabilitation programs but doesn't see it as a punishment either.</p> |
| <p>NONE OF THOSE. IT IS CUT THE GRASS, PLANT THE FLOWERS, AND CLEAN THE FLOORS. IGNORE THE REAL PROBLEMS OF THE FACILITY. IT IS ADULT DAY CARE. THEY WHINE TO THEIR MOMMY BECAUSE THE FOOD WAS NOT HOT ENOUGH.</p> |
| <p>NONE OF THOSE. WE HAVE A NURSERY. IT IS NOT REHAB AND IT IS NOT PUNISHMENT. AT TECUMSEH THEY SAID THAT THE MORE THEY GAVE THE INMATES THE MORE VIOLENT THEY GOT. HOUSEDON CAME AND SCREWED IT ALL UP. NO ONE KNOWS WHAT THE GOAL IS.</p> |
| <p>None.</p> |
| <p>None. It's a warehouse. Unless you're in the RTC program, it's a joke. It's not rehabilitation.</p> |

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| <p>Q31: Would you describe the philosophy of the Department of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both? Why?</p> |
| <p>1 rehabilitation of inmates 2 punishment of inmates 3 a blend of both</p> |
| <p>not about punishment and don't see inmates getting punished. It's correcting behavior and try to teach them the right way. They may see it as punishment with the mentality they have.</p> |
| <p>not all inmates are given opp to rehabilitate. life sentences - not offered anger management, they wont be released, so negative energy is balled up. depends on the unit, etc.</p> |
| <p>not any of them; what I see now is that they are giving the inmates all they want and inmates laugh now because there in no punishment for violations; get them in the door and back out the door.</p> |
| <p>not everyone can be helped, they have to want that for themselves. if they want help there is help. can't force someone to stop or change behavior.</p> |
| <p>not here to punish inmates. them being incarcerated is their punishment. programming is offered but many do not take advantage of it.</p> |
| <p>Not really any of those. It is not punishment and they don't take classes unless they are forced to take a class.</p> |
| <p>Obviously you do want to rehabilitate them and that is offered through programming. It is punishment because you are taking away their freedom and putting them in a structured environment which is not necessarily to their wants and needs. But some of them do need to be in a structured environment. In talking to the inmates, it is the small things they loose out on, such as going to have a cup of coffee outside or just wanting to change the to.</p> |
| <p>our institution is so different than it was in the day = I don't know if we do enough - we are not an abusive place - yet everybody else do we have programs to make inmates succeed - we have a lot of mental health and sex offender resources.</p> |
| <p>our job is not to punish; their punishment is them being here; a lot of effort is put into hearing their grievances, providing the best of care...medical, dental, vision....complete medical care, therapy, surgical procedures at no cost to the inmate.</p> |
| <p>punishment is being here; rehab provides really good programs interpreters helps the inmates because if they have a serious problem or question it can help make things better.</p> |
| <p>recently a blend of both because of recent issues offenders getting out and committing crimes as well as things that happened in the dept with individuals; they try to rehab but punish more.</p> |
| <p>Recently a lot of programs added for mental health counseling and substance abuse. I would like to see another institution that addresses drug and alcohol and mental health issues separate from the hard core criminals like murderers and sex offenders. I think that would help a lot.</p> |
| <p>recidivism rate is too high; heard RTC program success rating is under 10%</p> |

Survey 1 Data

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| <p>Rehab happens from within the inmate. we do not have the resources that we once had to help them. We used to have voc rehab, computer ed, we had college. those are all gone. We are here to keep them off the street and protect the public. It is not rehab or punishment. Only a small portion do what is needed to get out. Drug rehab is a joke and the inmates know it is a joke. The length of drug rehab has went from 18 months to 3 months.</p> |
| <p>Rehab is the goal, maybe with our new director he'll have different ways to bring that to light. I think you have to actually work in corrections to understand why we do things the way we do. Some people may see things as punishment when its actually discipline, part of the process of rehabilitation.</p> |
| <p>rehab is the stated philosophy; the intended is the punishment; words and actions don't always line up</p> |
| <p>rehab of inmate with lack of concern for staff.</p> |
| <p>rehab process that got out of hand; getting to where corrections doesn't run a prison mental health does but MH has no idea about the correctional operations; never been punishment but corrections wants to rehab; hands tied public opinion Niko Jenkins. we are a correctional facility not a mental health institution; incarcerate inmates who have been sentences - protect them and rehab them; mentally insane people need to be in a mental hospital. get real help not a school book psych - can't get well in prison.</p> |
| <p>Rehab is their mission statement - those are the programs they provide - GED - College courses - working with people to get jobs when they get out.</p> |
| <p>Seeing that in practice</p> |
| <p>seen people when they don't like someone they go after them...some staff holds grudges on inmates and will do something to trip them up.</p> |
| <p>SOME INMATES GET DISCIP FOR NO REASON OTHER INMATES GET NO DISCIP. SOME INMATES GET TREATED POORLY SOME DO NOT.</p> |
| <p>some instances it a blend; its a punishment, lots of freedoms here, free to do a lot, like a day camp; SAU (Substance Abuse Unit); objective is back out on the street; some follow the rules - some still using 7 habits of highly effective people - younger inmates have looked up to these guys; get into 12 week program; need to offer more, MRT - watered down 7 habits; workbook; cheaper; but lesser quality</p> |
| <p>Some of the other officers here don't talk very professionally to the inmates. They're very rude to them. Some people take their power of the badge to an extreme that they don't need to.</p> |
| <p>SOME OF THE STAFF ARE HERE TO HELP. OTHERS ARE HERE FOR A JOB AND HAVE NO PERSONAL INVESTMENT IN THE GOAL TO OF HELPING THE INMATES</p> |

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| <p>some people care, some are just out there to get them in trouble; do care about getting them out and productive</p> |
| <p>STAFF GET FRUSTRATED BECAUSE INMATE GETS IN A FIGHT AND GETS SENT BACK TO SEGREGATION. THERE SHOULD BE A CONSEQUENCE FOR ISSUES. IT IS HARD TO DISCIPLIN UNLESS IT IS ON TAPE. WE HAVE A LOT OF PROGRAMS, BUT WE NEED MORE CLASSES. WE NEED TO KEEP THEM BUSY ALL DAY TO GET THEIR BUTTS OUT OF BED.</p> |
| <p>STA-told there that it's not our job to punish; by being here is punishment and to be a part of the rehab process.</p> |
| <p>That is a hard question because you look at the rehab and so many of them reoffend and come back. I don't know if it should be call punishment so much. I don't feel it is punishment but the inmates perceive it as punishment.</p> |
| <p>that is all they are worried about...public opinion....they might make an inmate cry that would be terrible because they are more important that staff "sarcasm/my opinion"</p> |
| <p>The courts see it as punishment. I don't see a lot of rehabilitation. I really don't think we are doing what we are meant to do here.</p> |
| <p>The department continually lowers their standards of who they hire. People don't know how to be positive role models. It should be rehab, but we aren't trained on how to do that. Trained in CICR but told only SGTs and LTs will be using it. Punishment is the easy go to for people who don't understand rehabilitation.</p> |
| <p>the deterrent to crime is being here. Rehab/providing programs to make better choices and attempt to be productive. some staff think they need to be punished; no they are separated from society.</p> |
| <p>the discipline is the consequence of incarceration</p> |
| <p>The inmates that want help and want to change can get help. The ones that do not want help are going to reoffend.</p> |
| <p>The philosophy and the goal is rehab, but there are still a lot of staff who have been here for 20 years who don't want to make that change. There are some that are changing too.</p> |
| <p>The prog that we offer. That is the primary purpose of prison. With discipline. It is rehab minded.</p> |
| <p>the programs that are offered; everything is based on a behavior scale. If an inmate acts a certain way, should be dealt with. Punishment is their time away from society.</p> |
| <p>The punishment isn't extreme. We could have more programming as far as treatment goes. They all typically come back in the winter. It would be nice to keep them more busy so they would be less busy with each others' drama.</p> |
| <p>The punishment of inmates happens when somebody is not doing there job correctly or someone is mistreating inmates. The norm of the policies and procedures centers around rehab.</p> |

Survey 1 Data

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1 rehabilitation of inmates 2 punishment of inmates 3 a blend of both

THE PURPOSE OF OUR CORRECTIVE APPROACH IS TO HELP PEOPLE MAKE BETTER CHOICES.

The underlying purpose is to separate prisoners from society. Next mission is to rehabilitate so they don't reoffend. We don't really punish them. The courts did that. We just hold them.

the unfairness that he has seen from some of the staff with the inmates and also the rehabilitation is good, with the schooling and the mental health aspect of things. sometimes sees staff treat inmates unfairly. especially when it comes to medication that is needed. and taking it away from inmates that need the inmates. inmates don't get the help they need to help their pain.

The way I see it when I come in first or second shift they are out more - we are just baby sitting - the inmates are mouthy but we give them two verbal warnings and nothing else happens.

Their punishment is being here and I feel that we don't punish them any further. We try to make sure they don't come back to us. We provide the rehabilitation.

There is no level of punishment. The good environment that the inmates are in - it is almost a college campus. I have to buy aspirin but the inmates get it free. I go to the doctor I have a copay the inmate have nothing. They have taken punishment out of it. We can't even call it a prison. It is a corr facility

THERE IS NOT A LOT OF PROG FOR REHAB. OUTSIDE OF GED THERE IS NOTHING ELSE THAT WE DO FOR THEM AT THERE ARE SOME PROG BUT THAT IS A JOKE. SOME INMATES GO THROUGH DRUG REHAB TWO OR THREE TIMES. IT IS A CHECK THE BOX RUBBER STAMP. IT IS GOOD THAT THEY DO THE PROG/REHAB BUT WHAT GOOD IT DOES IS QUESTIONABLE. THERE IS NO WORK REHAB. THEY COME BACK BECAUSE THEY HAVE NOTHING ELSE TO DO ONCE THEY ARE RELEASED.

There is not enough programs. It is a punishment to have to wait and suffer to get into drug rehab. we have program but they are so overloaded that it takes a long time to get into them.

THERE IS SOME REHAB IN CORR. THEY OFFER SOME COURSE WORK AND PROG IF THE INMATE CHOOSE AND TAKE PART. THERE IS PUNISHMENT IN BEING HERE. THEY CANNOT LEAVE AND THEY DO NOT GET ALL THE THINGS THEY WANT. THEY ARE LIMITED, MAYBE NOT WHAT I WOULD LIMIT THEM TO.

THESE GUYS COME IN FOR DRUG OFF AND TO KEEP THEM CALM WE PUT THEM ON DRUGS. HOW DOES THIS HELP. THEY GUYS THAT DESERVE PUNISHMENT THEY GET PUNISHED. THE INMATES GET EVERYTHING THING THAT THEY WANT EVEN IF THEY BREAK THE RULES.

They are here to rehab as a dept we do try, but if they decide they want to beat another inmate we have to send them to restrictive housing unit, but from there we still try to rehab them.

they are here to rehabilitate but if the do something wrong there are misconduct reports involved

Survey 1 Data

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| <p>they are serving a sentence for a crime, but they are here to be rehabilitated so they don't come back</p> |
| <p>THEY JUST COME HERE FOR THE STAY. THEY DO NOT GET REHAB'ED. SOME DO BUT YOU SEE A LOT OF THEM COME BACK. DAYS, MONTHS, YEARS THEY COME BACK. THEY LIVE HERE CARE FREE AND CANNOT TAKE IT IN THE YEAR WORLD. YOU HAVE LIFERS AND 50 YEAR INMATES AND THE SHORTTERM PEOPLE ARE LEARNING FROM THEM. PEOPLE HERE FOR A YEAR THINK THEY CAN DO WHAT THEY WANT SINCE THEY WILL NOT BE HERE LONG.</p> |
| <p>They really do not punish inmates as much as they should. If they are going to flood their cell repeatedly, throw feces on officers or spit on officers there should be some punishment.</p> |
| <p>THEY TRY TO REHAB, BUT I DO NOT THINK WE HAVE THE STRUCTURE OR ENOUGH KNOWLEDGABLE PEOPLE TO REHAB INMATES. I HAVE SEEN A FEW INMATES THAT HAVE TURNED THEMSELVES AROUND, BUT I WOULE LIKE TO SEE MORE. WE JUST DO NOT HAVE THE STAFF TO DO IT.</p> |
| <p>they're sent here for a punishment and have rules to follow while in prison for their actions. but at the same time they are offered a good amount of programing. however, inmates have to put themselves in a good position to be qualified to receive programming. just because someone is a lifer does not mean that he should be continuously put to the bottom of the list.</p> |
| <p>think they get too much, then have to take things away. Yard and court time was given and had to be taken away. The west side is going to GP; trying new things to see what works.</p> |
| <p>treatment program doesn't necessarily help a lot of people because we wouldn't have habitual criminal like we do; the title that some employees have makes them feel superior so that they can punish the inmates as they see fit instead of how we are supposed to.</p> |
| <p>try to promote rehab; don't think our services are that great, we could do more; after the riot a lot of inmates were unjustly punished for the actions of the 100. the people on the front yard in general population had to be in lockdown, but inmates involved with the riot that went to SMU got yard time and showers vs GP inmates.</p> |
| <p>try to rehab; we don't punish tem; they were punished by court; we hold them; we give them 3 meals a day, cable TV, a gym. I have told this is a vacation for them. I don't feel there is a low recidivism rate as I have seen in two years, inmates returned. We do not offer a rehabilitation program here; recently started MRT but don't know what that is.</p> |
| <p>try to rehabilitate and give inmates programming and schooling and jobs to help them return to society as successful adults. not here to punished.</p> |
| <p>trying to be rehab; good programs in place</p> |
| <p>very friendly to inmates; trying to be rehab or restorative justice; pie in the sky fiction is rehab.; dismiss almost every misconduct you write; more of a benevolent organization</p> |

Survey 1 Data

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warden done an excellent job to create programs, if an inmate decides not to participate, if they get into trouble, discipline actions occur

We are definitely leaning toward rehab with educ. You still need restrictive housing, misconduct reports, and rules.

WE ARE NOT REHABING ANYONE. WE ARE NOT PUNISHING ANYONE HERE. WE WOULD HAVE TO GO OUT ON THE YARD AND DO THE PUNISHMENT. THEY ARE STARTING COLLEGE CLASSES IN JAN, BUT THERE HAVE BEEN MORE PROGRAM CUTS SINCE I GOT HERE, BUT THEY ARE MAKING MORE STRIDES RECENTLY TOWARD REHAB

We are the step between prison and getting them out the door to work release. We talk to the inmates and try to help them.

We are trying to get inmates rehabbed through mental health, change their attitudes toward employment and other situations, reprogramming their attitudes.

We are trying to offer programming and opportunities so that when they leave we cut back on the recidivism. We are holding them accountable while they are here but their punishment is actually being incarcerated.

We definitely are there to help them and as long as they are not causing trouble we are there to help. If they do something wrong we have to hold them accountable. We are not here to add more punishment if they are doing okay.

WE DO HAVE A FEW PROGRAMS. THE SEVEN HABITS IN SAU. IN THE SEG UNIT THE INMATES LOSE THEIR PROPERTY AND HAVE TO EARN THEIR PROPERTY BACK.

we do not offer near the services that are needed to help keep inmates from coming back; services provided come in the last 6 months of sentence after being here a decade; setting them up to come right back.

We do punish them by taking them out of the general public. I feel there is not enough rehab for these guys. There should be an initiative to improve the amount of programming they get. It is a miniscule amount. Going to the public with a GED does not mean much. We need to do a better job preparing them to go back into the general public. I feel passionate about trying to find a way to assist them in so that they don't go back out and cause more problems for the public and themselves.

we got to great lengths to rehabilitate, you have to be a good role model, these are the first role models they've seen, inspiring, for caseworkers try to get things get things done, have things have to get done before leave; inmates yelling at, rehab but not resources, staff or time to get done some punishment, courts, SAG, we try rehab

WE HAVE PROGRAMS. SUBSTANCE ABUSE PROG THAT IS NOW A JOKE. WE LEFT INMATES IN THE PROG THAT SHOULD NOT HAVE BEEN IN THE PROGRAM. THAT IS ALL WE REALLY HAVE HERE. WE DO PUNISH MORE. WHAT DO WE HAVE TO OFFER THEM. RECREATION AND JOB AND WOODSHOP POSITIONS. INMATES NEED SOMETHING TO WORK TOWARD.

Survey 1 Data

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WE HAVE SO MANY PROGRAMS TO EDUCATE, FURTHER JOB SKILLS, MENTAL HEALTH TREATMENT. WE HAVE A LOT MORE THAN OTHER STATES. BEING IN PRISON IS A PUNISHMENT. CONTROLLING THE INMATES IS THROUGH PUNISHMENT. SEGREGATION AND TAKING PRIVILEGES.

We need to put them in society as productive citizens so they can lead their lives as normal human beings.

we offer a lot of programs and inmates are not punished here.

We try to give them both and don't always succeed especially in the rehabilitation part because of lack of resources and funding.

we want to rehab inmates; some of them the attitudes have not changed in 10 years; prison has to be a form of punishment in order to make them change before they go back to their family/lives; consequences for what they have done.

We're here to help them transition back into society but it's hard to do that when you have a guy with a life sentence that doesn't care...

We're not here to punish them. We're here to help them get ready to go out and be productive. But there are some people here who go out of their way to be mean. And I'm thinking why would you do that? I don't know if it's a power thing? Power struggles with co-workers who want inmates to suffer.

WHILE THERE ARE CHANGES BEING MADE WITH THE NEW DIR I HAVE NOT SEEN THE REHAB THAT IS PROMISED. I HAVE JUST SEEN WAREHOUSING. GETTING THEM TO RELEASE OR PAROLE AND GET THEM OUT OF HERE.

work here at youth facility, goal to send back into society as better people, majority are in gangs, hard to change mentality, that's the only thing they know, hard to get through that that's not the right way of life, when they grow older, where they live, intercity youth, hard to get through to them, for us if we can get someone to change their ways, get an education, get a job, requirement they go to school, if chem dep, go to that, go to anger management; if they don't finish here, try to get through their classes before they get out, try to get help they need

work in housing units; some guys have been here as long as him, some change, some don't want to change. any amount of rehab wouldn't make a difference for those select few.

working here at this institution we are more of a warehouse; don't do much of rehab.

Survey 1 Data

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would like to say other - what he sees feels like a joke, not anywhere near punishment, guys come in here pleasurable, not a displeasuring experience, get paid to go to HS, get jobs and don't do a lot, pay them a lot, how many going to see back in the system, don't see it as a bad place; joke to them; missing structure - not rehabilitative, you need to know rules, ethics, integrity, society; when I jam, I jam - if not in our system, another system 22-25% recidivism; probably 60% recidivism; mentality of that I'll be back out When deal with offenders, going to jam out of here; then we are paid extended babysitters Need to change a lot at facility - change NDCS policies implemented also of inmates placed out from SMU put at IS; inmates are gutsy - no repercussion need to retain people, if we can hold them by own rules, other society - ids, drivers license, release, prepare them for failure

wouldn't say it is rehab or punishment. it is neither. inmate was starting to lose is mind on the yard and he was sent to mental health hospital and now he is highly medicated. and that was answer for him was to overmedicate him. doesn't believe doc is rehabilitating an inmate when they work 10 mins a day, because there is no where in the real work were they would work 10 mins a day. they need to find out what life is really about. if it was more punishment then maybe the inmates would not want to come back.

You can't rehab people who don't want rehab. You can try and have the best of intentions but it doesn't always work out.

You have to have both. I think it is a good blend of both. I believe that rehabilitation has to have a component of consequences or else change will not happen.

you have to rehabilitate the inmates in order to send them back into the public but there has to be a punishment for the crime they have done; in some cases the dept could implement more punishment for minor infractions while they are in prison. I feel that this would help the rehabilitation part of the process.

Survey 1 Data

Q32: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for NDCS as a whole?

as a whole, needs to consider the pay - come up with some sort of communication between lower line staff and upper management so there is not an us verse them mentality

daycare services - pay increase - offering weekends off or rotating weekends off - more color throughout the facility - if an inmate reports that a title is broken in the inmate area, they get fixed. however, if there are repairs to be made in staff areas those issues do not get fixed.

do not like it when people bring their weekend activities to works, i.e. talking in common areas about how drunk they got and who they hung out with.

need to bring back schooling/job training for the inmates. -

no .

protecting the staff more. Plexiglas of where staff sits. a year ago a staff got injured badly from one of the inmates. because inmates can come in and out of their cells to use the bathrooms. there's only one staff in each unit. - communication improvement. there is a lack of communication with the facility. i.e. he called a couple of days ago to see if he needed to go to the hospital or at the facility. and asked which room to go to but they did not know which room the inmate was in. and when he spoke to the supervisor the supervisor stated that the inmate was a particular room but it turned out that it was wrong and the supervisor had to call to get the right number. - lack of giving them the time off that they need. and most of the time it is denied. it is unfair because if there is something important that the day needs to be taken off it puts employee in a bad situation. i.e. to take care of kids, to move. - pay. not comparable to other facilities. needs to be \$19/20 hour and even possibly more because of how the economy is. it is hard living paycheck to paycheck. - there is a lot of favoritism upon employees. these staff members get away with things that they should not get away with. i.e. getting the days off that they want to. every weekend off.

relook at the nicams systems, has passes since 2010 which just slows down system - listen to staff more. - coat hooks in the chow hall. there is no where to put coats in the winter. he brought this suggestion up and was told no because it was a security risk so staff put coats anywhere. -

staff problems, previous director was wrong when he said we do not have a pay or morale problem. and everyone was upset that he said that. that attitude caused a loss of a lot of experience staff. - IT problems, we overload new staff with new staff, they have to have too many passwords, then have difficulty getting access to those passwords. - sick leave, currently there is no incentive for new employees not to use sick leave especially ones that are going to be with the dept less than 5 years. because of that they tend to use sick leave a lot and they are young kids so they should be sick. - violent offenders, dept of corrections needs to pursue offenders that are violent towards staff. if someone was about to be released, and assaults a staff member the inmate will just be housed and then released. but the inmate should be charged and have to do time for the crime against staff.

upper admin change facilities

1. inmates: trade classes to help stability in changing lifestyle after release 2. inmates: misconduct reports should count more when it is time for inmates to consider for patrol or their release date. 3. raises and/or a pension. to help raise staff morale. 4. education and experience should take account for the pay that staff receives. 5. management should learn how to be more effective towards staff and not deficient. dept seems like they are running efficiently because they are cutting cost but they are missing the opportunities to build relationships with staff, there is no personal contact, even though on the shift doesn't know who the upper level admin is or much about them. 6. would like to see staff have some sort of team building activity or event, such as Christmas party to allow people to cut loose and get to know each other better.

Survey 1 Data

Q32: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for NDCS as a whole?

A lot more staff. We are highly understaffed here. To a point where when you have an intoxicated inmate it takes every staff member you have to control that person and everyone else can be unsupervised.

A lot needs to be done with medical. Looking into some of their procedures. Situations where an inmate is obviously very sick and nurse won't see inmate unless procedure is followed when sometimes they can't. I know the medical has games played with them, but it's too bad they can't see the times when someone really needs help. Times when medical don't really listen to staff about concerns. Mental health...I don't know why they're sending them here? We do a mental health referral and they send them back here. Clearly they're not OK, but they say "are you a nurse, are you a therapist?"

A training seminar on staff communication. Conflict resolution. A lot of times that happens in front of inmates which affects the entire unit for the rest of the day. Would help supervisors. There's so much conflict because no one knows how to communicate with each other.

As a whole needs more pay = improve quality of new hires = more cross training with other facilities so that it does not get so mundane = even if only a couple of days they could see how other fac works = more pay is the big thing = they can keep preservice full but more money would bring quality AND THEY COULD RAISE STANDARDS.

Aside from what I have already stated - No

at management level more education on the concept of biases and being able to identify own and be less affected by them. Diversity course perhaps; the one at STA is not up to par. Top down perspective - make it something that is done and not just said. Email for each employee.

At my facility I would very much like to see a holding cell. I think it is very much needed here.

At this facility I would like a little more transparency between administration and front line staff, better line of communication. At this facility it seems like there is a lot of us and them. Seems a lot of information is with held from lower level staff. Better training across the board.

at this facility, would like to see a porta potty on the perimeter. they do 4 hours shifts and it is hard to get people to come and relieve you. - need raises - need a new union - could try harder to lower the cost of benefits. her payment when down other \$100 starting in July because insurance went up. - administration should have to rotate too. i.e. their positions. people stay in one position too long and become blind to what is going on around them.

Be more keen to what line staff suggest and not just take it with a grain of salt. We work with inmates day in and day out. Admin lost touch with what we do with the inmates. More acknowledgment of our achievements

Q32: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for NDCS as a whole?

better communication and more money are what comes to mind. Training needs a lot of work. I am not a trainer, and the academy is already long, but they need to do a lot more.

better management ; don't know about other facilities; help if management were truly appreciative of what lower staff does; a lot of trust needs to be built at this facility; it would be nice to get better pay and some way to resolve the mandatory overtime which demoralizes a lot of people.

better pay for people who put in time... cost of living raises; cheaper health insurance; a little better training; willing of admin to listen and be open to suggestions; work with everybody to fix problems. If listen to people that actually do work, might fix problem. Admin come in and work side by side with line officer to see problem for themselves; need to put in ghost that works all 3 shifts at a facility and report back the problems they have seen.

better pay, raises, and for policy and decision makers to listen to and gather input from line staff prior to implementing new policies and procedures.

Better pay, that's something everybody wants. Not just better pay, but they want to know that their employer values them, cares about them, wants them to come to work. More opportunities to advance in the department. A lot of people have been here many, many years and are in the same positions with the same days off working the same shift. But then again, if they don't like it, they could leave. People get stuck in ruts and have terrible attitudes. It's the people like that who corrupt the staff members who have good attitudes. If they don't like it they need to leave. I think you should ask people if they have applied for other jobs in the last 3-6 months or stuff like that. Luckily is a good place to be. But the entire NDCS environment is toxic.

better work with our image; more appreciation through appropriate compensation; free coffee with all the overtime we work and costs little to the large agency.

Biggest improvement would be management do their job and get more staffing. So we can do a better job with less stress on the people staying at corrections.

BRING BACK TO WHAT IT WAS. 20 YEARS TO LIFE INMATES NOT INTERMIXED WITH YOUNG GANG BANGERS WHO CAUSE PROBLEMS ALL OVER THE PRISON. THE INTERMIXING OF YOUNG AND OLD IS A DISASTER. INCENTIVE BASED UNIT WHERE LONG TERM CAN HAVE SOME PIECE. HOUSING AND CLASSIFICATION. CRIME AND AGE. KEEP EXTERNAL OPERATIONS SEPARATE FOR THE MAXIMUM SIDE. SEPARATE THE MAXIMUM FROM THE MINIMUM. LET THEM IN THE YARD SEPARATELY. MORE STAFF ON YARD EXTERNAL AND INTERNAL. SEARCH TEAMS ASSIGNED TO DO CELL SEARCHES.

bringing on staff....be wary

Do more regular staff searches; two employees recently got fired for bringing in personal cell phones. Had K2 problems and after these two employees gone, no more K2 problems. I have been shift

Survey 1 Data

Q32: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for NDCS as a whole?

can't think of anything. working here seen a lot... I can relate to those SS inmates who have no clue, it makes me feel better as a person; civilians visiting I would change - the pass clerk should be bilingual or have someone available - they change the clothing ruling and so often. the phone to communicate with the visitor....written out statements or speaking Spanish - the inmates excited for visits but the visitors are shut out. Volleyball tournaments, BBQ, continue to keep morale up so should look at those programs continuing. Some shifts do their own things.

change from top-down. New Director has been selling lines ever since got here. Still doing OT; figure out how to make it work; can talk till face falls off. people are not buying. stop micro-managing; some has happened here. better communication from top / down. In service and pre service need to change to this day and type of the inmate. What is being taught in in-service doesn't apply. trainers need to come into the facility and work at least one day a month. See what day-to-day is here. Observe if anything. they ask for information at training - don't have any input then because they are the trainers; we don't need to give them material. get rid of mandatory OT - three years; hot and heavy in the last year. Don't go to 4 10's or 3 12's.

changing schedule to the 4 day work schedule. that would help cut down on sick leave and the overtime. and implement raises for staff.

Dept. needs to stop and look at why some people have left When you lose an awesome trainer you need to ask yourself why. They need to put their employees first and our safety first because I can guarantee that we feel that admin does not give a crap about us, our safety, we're not appreciated. We're just Doritos and they can make more. Longevity is not appreciated.

DO NOT GET RID OF SEC MANAGEMENT UNIT THEY DOUBLE BUNKED HALF IN GEN POP WHICH THE STAFF ARE MAD ABOUT GIVE INCENTIVES TO COME TO A LOT OF STAFF ARE FROM OMAHA AND LINCOLN BRING BACK RAISE TO REWARD LONGEVITY - IT IS NOT FAIR THAT NEW PEOPLE MAKE THE SAME AS SOMEONE WHO HAS BEEN HERE FOR TEN YEARS.

every year or two take an inmate cell and turn into an office; not sure other prisons do that because more MH and putting more MH; used to be a penalty; we are now putting 2 inmates per cell but we basically tell 1 person to stand at the back of the cell - need to hook up both inmates before we open the door; put offices underneath hallway where blank space is. Rather than use cells as office; need hospital to care for inmates with dementia for diapers/sheets; talking about not trying to put people in segregation but some have to be their for the rest of their lives - realize this! we are over indulging of health benefits to inmates. between 5-7 inmates; doctors here send every stomach ache to get MRI and costly - knee replacements \$75,000/knee had 2 that week....costly to taxpayer; give a cane and let them treat when they are released. Almost always 1-2 inmates at the hospital at any time and then a correctional officer on mandatory overtime to guard them 1:1 ratio for CO/inmate and sometimes 2:1. If we have doctors why aren't some things done in house. CO being hurt on regular basis; inmate being charged with crime, let inmate & CO know what the conviction was so that they hear there are repercussions are serious....announce sentence inmate received; forced cell - bites/punches/hits....cannot assault because it is a crime. forced cell moves need to have a Taser option to avoid officer being hurt. 1 1/2 year ago got rubber bullets, none of the pepper spray worked for the inmate but CO coughing. used rubber bullets worked and no officer hurt. Good thing if necessary need options...not need to have 20 employees as they are not available.

Survey 1 Data

Q32: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for NDCS as a whole?

extra custody staff in housing unit; have less sleep - not safe picking up new inmates; pay, mandatory OT, expectations around that

females need to be more separated than they are now. there are a lot of issues with that now.

follow the NAPE labor contract on overtime; first pages of the contract talks about voluntary overtime will be assigned based on seniority and a rotating basis. Not relevant to DCS because of appendix M does not say rotating basis. They are not following the appendix. Not following the contract on open bids (appendix M) once a position is open it will be posted within 5 working days and cannot grieve if you are not a member of the union and costs a lot of money; someone did grieve and it went to arbitration Do not follow progressive discipline or follow it to an absurd level.

For dept of corr I would like to see the pay scale fixed. Wage compression. Fix the cost of health insurance. Health insurance is taking the raise. raises. Fix rate when they hire and base raises on evals.

for this facility, this isn't an actually a prison it's "summer camp"; more structure, more responsibilities, more jobs, need more things to keep hands/minds occupied, try to get vocational speakers; would more beneficial to practice here

gather more opinions from the staff that these new policies and procedures are affecting rather than the opinions from people who are in offices all day.

Get rid of the union; representative looks like a convicted felon; how could we get a union that can do things for us; if we knew how to get rid of union; get better pay Take people from other facility; do secretly shopper at STA - especially here, if we can enforce simple stuff like IDs, simply because they don't want to, bigger issues just because issues More evaluating facilities from lower levels, this audit is coming, start doing procedures, as soon as audit done, stop Told our control centers are supposed to be enclosed, for max;

support 2) realistic job preview 3) inmates push boundaries

4) feels like she is the one in prison

turnover 1)

THE WAY THAT PEOPLE ARE ASSIGNED DUTIES, MRT FACILITATOR OR GET ON COMMITTEES, IS VERY INTERNALIZED. THE WARDEN PICKS AND CHOOSES. THEY ARE NOT ANNOUNCED. THEY DID NOTG ANNOUNCE THE VICTIM ADVOCATE POSITION. THEY ARE FILLED WITH PEOPLE NOT QUAL TO DO THE POSITION. THERE ARE NOT EQUAL OPPORTUNITIES TO ADVANCE CAREERS. GET FAR MORE OPTIONS THAN THE MEN. BUT NOW GET TO SEE INMATES. WARDEN OVERRIDES CORP AND CPT ABOUT VISITATION.

higher pay scale. move facility to Hastings, Kearney, grand island area because they have a larger population to staff prison.

Higher pay, lower cost benefits would help keep senior staff, help create stronger, safer department

Survey 1 Data

Q32: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for NDCS as a whole?

HIGHER WAGES. RAISES. PEOPLE HAVE TO BE REWARDED FOR TIME IN SERVICE. STA HAS BEEN DESTROYED. HOUSTON DESTROYED IT. EVERYONE CAME TO STA AND THERE WAS NO INDIVIDUAL FACILITY TRAINING. WE USED TO COME TOGETHER AND LEARN FROM EACH OTHER, BUT THAT IS ALL GONE. PEOPLE LOOKED FORWARD TO THE TRAINING AND NOW PEOPLE GO THROUGH THE MOTIONS. IN-SERVICE TRAINING IS A JOKE. I REALLY LIKE MY JOB AND I REALLY LOOKED FORWARD TO IN-SERVICE.

hiring standards could be better and physical fitness tests. Try raising hire standards; have to raise pay too. County pays more/losing qualified people to them. would help with retention.

I believe our classification system should be more detailed.

admin at has forgot where they came from and what it is like. they should address that without retaliations. It is a click or boys club.

I think better pay and benefits would lead to better candidates.

There should be more discipline options. Six months segregation and loss of two years good time is not enough. there should be another prison.

I DON'T KNOW WHAT ELSE THEY COULD DO. TREAT THE HELP BETTER SO THEY WILL STAY AND DO THEIR JOB. A LOT COME HERE AND SPEND A LITTLE TIME AND LEAVE. IT COSTS A LOT OF MONEY TO TRAIN PEOPLE AND THEN HAVE THEM LEAVE. I HAVE NO ANSWERS.

I hit up on some of this above. Have better outside life training instead of play time. They have some classes and anger mgmt. things, but some of these people are 12 and we should teach them to drive a car, prepare the short timers for life. We need some anti gang things here also. We need to help them get out of the gang if they are in one. They are easily manipulated and they follow. We cannot save them all, but we can try. we had one just get out and now he is right back here. If we helped them get out of gang life, maybe he would not be back.

I really don't. I do support my leaders and I feel more confident with my leadership this year than in years past.

I think administration needs to be more people oriented, instead of such a strong military structure.

I think better pay would be a huge factor in keeping people on board and making them want to work here. I also think implementing more educational programs for these guys, not just to the state but in these guys lives, give them a purpose.

I think my main one would be honestly the availability of 12 hour shifts. Also go back to the raises as well. You have corporals like me that stay where I am because I like what I do but you have a new hire coming on the floor at the same pay rate as what you make. I think the raises would improve morale and keep qualified people in the Department.

Survey 1 Data

Q32: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for NDCS as a whole?

I think that inmates need to be treated as human beings and not looked down upon. They get a \$1.30 (?) and are expected to bust their butts. I like the idea that the Dept creates jobs for the inmates, but the jobs are demeaning or humiliating.

I think the most important one, the Director sent out his vision plan and I would like to see each facility and each department within that facility have their own vision that correlates with the bigger vision. I think the facility visions should be open and shared with everybody and anybody. Every directive or change that is made should in some way relate to that vision. So we all understand what our purpose is what or direction and we can all work mindfully toward a common goal. The last one I gave is the most important one.

I think the most important thing is the staffing issue and raises.

I think they should have minimum physical standards. It is sad when you have staff that cannot even bend over to perform a pat search. They did have them but they did away with them. I think the union got rid of them.

I would like for them to know what is going on and not let people get away with what they get away with...not right and not fair. People who actually want to work and beconsistency and fair. I want people to know what is going on. Examples 3 counts of workplace harassment and 2 sexual harassment and nothing happened. Not giving people chances because of who they are. They were already investigated with our lead investigator. Coworker reported those instances and I did not and nothing was done as I understand it.

I WOULD LIKE THE DEPT TO FOCUS ON RECRUITING AND RETENTION. THEY HAVE FORGOTTEN ABOUT RETENTION. BOTH ARE IMPORTANT, BUT THEY ARE FOCUSED ON HIRING. COMMON NEEDS TO BE BETTER. NEED TO FOLLOW THE CONTRACT WHICH WOULD CUT DOWN ON STRESS AND ISSUES.

I WOULD LIKE TO SEE A DAYCARE FOR PEOPLE HAVE PROBLEMS WITH BABYSITTERS. FITNESS ROOM FOR STAFF - DOWN HERE THERE IS NOTHING

I would like to see a shift in the dept to better rehab the offender population. More of a focus on staff. Time off and better pay. Dept stand up for themselves and no be submissive to the state senators. Would like dept to open doors to public and not try to hide problems. Dept should shed light on good things this dept does.

I would like to see front line staff treated with more respect from higher superv = they could achieve that by being more aware of addressing people by their position and title which they have earned = starting a pension program as opposed to a 401B = increasing hourly wage and longevity increases as well - Finding a way to give people that are working here a feeling that higher ups support them through their goals, what they say, and what they are doing = more affordable health insurance -

separate

employee parking lot - I believe the dept needs to do team building functions -

Survey 1 Data

Q32: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for NDCS as a whole?

I would like to see if there is some way There are 400 inmates in this facility they are supposed to get some yard time no way to know where they all are on one side or two side Name and unit number on the back of their shirt so you know if they are supposed to be on the yard or not. Color code the units. Make it easier to do our job. Canadian prison use different colored IDs - shops would have green colored ID for them so you are know they are in the shops. Having some sort of FM radio in the tower to avoid boredom. Preset volume. Go insane with nothing for 18 hours.

I would like to see more organization when I am working as inmate workers being brought over. Right now they are being brought over one at a time, because they don't need escorts anymore. It is hard to open the door for each inmate instead of for a large group. I would like to see more supervision on case workers on how they enforce the rules in the day room. Case workers don't enforce those rules as they are set up so inmates get conflicting messages. The discrepancies in how the day room is run, creates a hectic situation in the control center and the gallery. Inmates get upset when their is inconsistency about the rules between case workers.

I would like to see more staff on shift.

I would like to see our staff better compensated. I would like to see higher security measures to protect our staff. Anything that increases staff safety, whether it is more staff or equipment, anything that makes our staff safer. I feel this is an unsafe environment and it has been since I started. It will increase the percentage of safety if they would address those things.

I would like to see the administration work with us more and understand what we do. The verbal and sometimes physical abuse that we tolerate on a daily basis. All they say is "we must treat the inmates professionally." There's a huge sense of entitlement running around the inmate population at this time. They think we're here to serve them and we're not. Administration has forgotten what our job is.

I would like to see the schedule issue tackled -- 4, 10 hour days or 3, 12 hour days. Get people the opportunity to have more weekends. Be creative with the scheduling.

I would like to see come up with something more for the inmates to do. We have a Rec specialist but he does not have much space or budget to do things for the inmates. There is not much here for them to do. Inmates comes from a facility where they have a gym or rec room and there is nothing here. Even offer religious things, they just gather in the dining room now.

I would like to see them more strict with the inmate population but at the same time have more programming, and more incentives for positive behavior.

I WOULD LIKE TO SEE THEM SLOW DOWN ON CHANGES. STAFF CANNOT KEEP UP WITH THE CHANGES. CHANGES LIKE SMU IMPACTS STAFF AND INMATES AND THE CHANGE CAN LEAD TO MORE AND BIGGER PROBLEMS

Survey 1 Data

Q32: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for NDCS as a whole?

I would love to see a 20 or 25 and out retirement plan to keep some of the better staff that we lose.

If I had any good ideas, I would be making more money than I am now.

If it was a perfect world, I would like to see much, much better communication and more of a realization that if you are in programming or security, we are on the same team. Just would be nice to see us work more cohesively as a team.

If there is going to be treatment for drugs or sex assault they should be segregated. Statements in group therapy are shared with gen population. More work release. Use facilities at Norfolk and Beatrice. Create a step program and spread out the population at other facilities based on steps. We are way under staffed. Have supervisors do what they are supposed to do and be on the unit more than 10% of the time. Limit expansion of duties. We have poor superv. They were good line people, but not good superv. No superv training. Superv is a different skill set. Policy is used inconsistently and is used to achieve a personal agenda. They play favorites. People promoted early, others not even considered, and some removed to avoid consideration.

If there was a way to make the retirement benefits better. Making wages at least competitive with Lancaster or Douglas County. Allow staff more training opportunities which would increase morale and make staff feel important and like the department made an investment in them. Less of a separation between front line staff and administrative staff. Specially over the last year, this institution particular that has been a problem. I have shaken this new directors hand more times in the short time he has been here than the other warden who was here much longer. That was a big part of the problem, people making rules for the institution who don't seem to know what we do or don't care what we do.

Implement raises. I would like to see the alternative 12 hours shifts available.

improve the quality of the hires; increase the hiring standards. Make better ethical, accountability standards. FTO input needs to be listened to if an employee is not trained properly. Realize the post has to be watched; but if not trained properly could end up worse. Rumor is two staff at STA quit because they were told to pass employees who were not yet ready to be "certified"

Inconsistency in discipline is very obvious. The administration needs to look at the supervisors who are creating a lot of stress and issues and problems and set those people aside. Instead of helping the department's mission statement, they're creating more problems. That's why people are quitting.

increase in staffing; need to pay more-lancaster county pays better and get raises; need to compete. drive time incentives are idiotic. incentives to keep senior staff and other seniority perks. need a medium security facility; increased programs. direct line of communication between line staff and the Director. Not looked at as not part or knowing the bigger picture. increased Mental health program - here has led to a sense of apathy.

Q32: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for NDCS as a whole?

Increased pay. General morale. Administration giving more recognition to those who are on the front lines. Seeing administration more often. Hearing from them more often. Just a thank you. That would be nice.

Inmates pay for some of the services that they get and the things that are provided to them for free. That would help out the budget. I think they could go to a video procedure for parole hearings rather than the board travel to the fac - Do non-contact visitation by video or through a partition.

INMATES PAY FOR THIER OWN TOILET PAPER. PAY FOR THERE OWN OTC DRUGS. BETTER PAY.
HIRING STANDARDS FOR CO. CAN'T GET INMATES TO LISTEN TO 10 -20 CORRECTIONAL OFFICERS TOO YOUNG.

inmates should pay some for medical; not given toilet paper, and paper towels; kites, used for other not related things. toilet paper is used to throw crap; don't have to pay for it.

So much is wasted-everywhere. looking at making them pay after so many rolls - scratched because it wasn't facility-wide. costs could be brought down if all wasn't given to them.

Involve staff in significant changes. Not proactive to change; only react when something happens. management is not problem solving - it wasn't their idea so it doesn't matter. Supervisors should be leaders; management doesn't hold that theory. no follow-up when a task is given out; should check in and ask how progress is going. Seems that the work is done and when it's done, management takes the credit. Hiring: want to hire 7's and get them to 10's. The bar is much lower today than before. Don't want the 1's and 2's. They move up and don't improve. Need to find a way to fix things here; don't use cost as an excuse. (lighting for example) Retention: what is being done? Need to conduct exit interviews. Mentality is will get someone else to do the work. Recognize the good work that is done; efficiency in moving a FTE from Helped with the OT; did some other deeds that don't get recognized. The dress code here needs to be changed; too relaxed. Women dress horribly; low cut blouses; spandex; etc. Wouldn't be allowed in the Visiting area, let alone working here.

It would be nice to go back to raises. Your evaluation could impact wages. Longevity could impact wages. This survey is a good step to give the people who do not see admin a voice. More staff to help CO and inmates. There are long wait lists for classes. Larger segregation - inmates get away with stuff do to limited facility = having a pension would be great to reward long term emp = better wages and pensions would attract and keep better employees.

job help, cooking program, offer like a TACH program, need to change mentality or increase recidivism; revolving door things that will help them - learn construction skills; better their life - teach a trade; not everyone gets opp to do trade

KEEP ON THE PROGRAMING. I LIVE IN A SMALL DOWN OF LESS THAN 5000 WITH FOUR FORMER INMATES. THE BIG CITIES HAVE MANY MORE. I WANT THEM TO HAVE AN EDUCATION AND UNDERSTAND WHAT THEY NEED TO DO TO BE PRODUCTIVE AND STOP THERE CRIMINAL BEHAVIOR. THE COLL PROGRAM WILL BE GEN ED SO THAT THEY HAVE THE BASIC CORE COLLEGE CLASSES DONE, BUT I HOPE THEY GONE BEYOND AND DO SOME CLASSES THAT COUNT TOWARD A MAJOR.

learning opportunities for every staff to advance; supervisors take it upon their job to advance, add more to the table for advancement, development

Survey 1 Data

Q32: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for NDCS as a whole?

Managers get more management training geared to duties, jobs and personnel. Handling priorities. Update IT and programs to avoid duplication. Syncing programs. Pay raises for all staff. Need a financial incentive. More consideration for the human needs of the staff. Understand that staff has a life outside work. Have mental health days/floating holiday.

Maybe through training. You get used to working with inmates and forget you are dealing with people. Remind new people that they are working with people and not to fall into the trap of forgetting that they are people

mental health needs to be way more important for the inmates; also the rehab program needs to be put more heavily on them; this study is a good step in the right direction. There is a lot of upset with the amount of money paid for medical treatment of inmates \$3million for HepC cure and we get a \$.06/hr salary increase.

mentality that women are the victims. Not until younger generation of males will see a change. Why leave? 3 meals; clothing;

MORE CLASS. MORE ACTIVITY. WE ARE STARTING COLLEGE CLASSES, BUT CAN THEY GET A JOB. IT MAY ONLY BE FOR \$8 AN HOUR. IT BOILS DOWN TO THEM MAKING CHOICES.

More classes for inmates to take. Classes that req skills. Not just college courses. Welding carpentry job skills. Certificates nutritionist personal trainer. They just do their hustle. Revolving door. One guy was out less than two months and was back in.

more employees; better balance of staff. Seems like they are hiring very younger staff employees. numbers are good when it comes to staffing.

MORE FEMALE STAFF AT FACILITY. RETAIN THE STAFF. PEOPLE LEAVE DUE TO THE MAND OT. THERE NEEDS TO BE CONSISTENCY IN APPLY THE POST ORDERS. "THEY DID NOT MAKE ME DO THAT YESTERDAY"

More improvement on food - a lot of inmates complain - I don't eat it because it does not look good - inmate don't eat their food.

more job trainings for the inmates;

more of a stronger support for corrections. when people go to a restaurant and they can get a discount because it is seen as a public service job. and corrections is not seen as a public service job.

more pay and less overtime; people want raises.

Survey 1 Data

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| <p>Q32: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for NDCS as a whole?</p> |
| <p>MORE PROGRAMMING THEY NEED TO CURB INMATE IDLENESS. THEY NEED SOMETHING TO DO. HOBBY PROGRAMS. IF COST IS AN ISSUE HAVE THE INMATES PAY FOR IT. THEY JUST SIT IN THE HOUSING UNITS. IDLENESS IS TROUBLE. BETTER EQUIPMENT. NOTHING WORSE THAN TRYING TO FIND A CHAIR THAT WORKS.</p> |
| <p>More resources...more staff, that is so crucial. In order for employees to do their jobs you have to have the proper amount of staff. Inmate population has doubled but staff hasn't. More work. Starting pay is a good attracting but as you gain experience it gets discouraging...after a while you don't feel appreciated and you either decide to leave and do something else or you're not a productive employee. Benefit or pay raise for those who have been here. Also gives the new people something to strive for. There should be outside agencies that come in to review situations to make sure people are being treated fairly. There's some bias when things are handled internally. People would be held accountable if there was bias internally.</p> |
| <p>More staff. I don't know what it would take to fix the whole thing. From the standpoint of an CO there are too many occasions where there is not enough staff to monitor inmates in the yard. It also makes it difficult to get time off that we have earned and should have access to. I understand we cannot always get the days off that we want. but staffing would also make it less stressful at work when we feel like we have to abandon one area because there are too many things going on at once and not enough people to cover.</p> |
| <p>MORE TRAINING FOR NEW STAFF</p> |
| <p>more training for supervisors on how they interact with employees; they are "above everybody" better leadership training, self-awareness, some really need coaching, college degree isn't all</p> |
| <p>More training. Use the FTO as a training tool. Having superv know what a CPL job is and how to do the tasks that a CPL does not assume everyone knows. More leadership skills for superv.</p> |
| <p>Move people around. Some inmates cannot deal with other inmates and some staff cannot deal with other staff. Just move people for 6 months and let other people see how other institutions are run.</p> |
| <p>n/a</p> |
| <p>n/a</p> |
| <p>Need to do a boot camp style here. They call it structure, but they have issues with authority. they are not consistent. We have segregation, they go to the hole for speaking out to an Admin, but if they cuss us out, no big deal.</p> |
| <p>No</p> |
| <p>no</p> |
| <p>no</p> |
| <p>No</p> |

Survey 1 Data

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| <p>Q32: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for NDCS as a whole?</p> |
| <p>no</p> |
| <p>None that I can think of.</p> |
| <p>not optimistic about change; it's government. Privatize is worse than government run. Looking at changing something that goes way beyond any department.</p> |
| <p>offer more classes for the inmates; more sophisticated program if an addict - rather than sit around; some sessions are inmate led; narcotics anonymous and alcohol anonymous here.</p> |
| <p>On the job training is important and I think they're doing a better job. They could improve the FTOs by making sure they're a positive influence and steer people in the right direction. Make a way so families could come and see what we do so that could improve family support for some. Female staff here get overworked because of the nature of this facility. Females get burned out quicker.</p> |
| <p>One of the things I would like to see, the training here is pathetic or nonexistent. Everything changed after the riot. For weeks after the riot, we had no computers, no desks, no paper work. We fed them and it was two weeks before they could shower. Now we are back into a routine, but nobody is training the staff. The training academy is about 90% training for custody staff and maybe 10% for case manager. They need to have somebody with case worker experience to train the case workers once they get to their institution. Currently they have custody staff training case workers. Case workers responsibilities is to insure the safety of the inmate and the staff. Make sure there is no violence, take care of the inmates needs. We have case workers that don't make the inmates do anything and then when another case worker asks them to follow the rules there is push back from the inmates. This is where the consistency of training comes in. Some of the case worker are scared, some just don't care, some are lazy, racial issues. He gets involved with that African American inmates, doesn't require anything of them. Inmates will tell us, if you guys would just be consistent, we would know what to do.</p> |
| <p>opening up another facility to make room; count is better than what it was; we are only to have 32 per unit and currently around 40.</p> |
| <p>PAY IS A BIG THING REIMBURSE TIME FOR TRAVEL MORE STAFF REWARDS/INCENTIVES FOR STAFF SOMEONE OTHER THAN IMMEDIATE SUPERV TO TAKE ISSUES TO.</p> |
| <p>pay raises and more staff would significantly help staff do a better job and there would be less burn out on current staff.</p> |
| <p>Pay raises but I know that is a long shot. Other than that I have no idea at this point.</p> |
| <p>pay raises for longevity hold inmates accountable for assaults on staff need a maintenance staff on duty on site 24 hours a day 7 days a week fixing things. There are things to do such as night lights, electrical, snow removal, toilets, management of SMU is making it a GP unit with a very high risk of staff being assaulted or killed; small confined area; 40 inmates with 1 staff in a 1000 sq ft area. Too much staff/inmate contact in small area with highly violent inmates. Staff have no ability to exit the area if needed and not monitored by other staff effectively.</p> |

Survey 1 Data

Q32: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for NDCS as a whole?

pay raises; keep staff and raise morale. give something to work for. more respect so not all are treated under the same classification. No value for experience. promotions - have an outside agency come in. now they are made up of peers. ex; a supervisor has a friend to promote; it is fair to stay him to help study for the exam that he will admin? Is it fair to coach when on paid overtime; against the law too. taking taxpayers dollars. give everyone the opportunity. Give it to outside hands, someone from downtown who doesn't know the staff. they are just going to promote friends. 10 interview questions have been left on a copy machine on day and interviews were the next day. Rules get bent here because of the gray areas.

PHYSICAL FITNESS FACILITY ONSITE FOR STAFF/ GYM/LOCKER ROOM MORE VOC REHAB FOR INMATES EDUCATION CHANGE TO STAFFING POLICY - ALT SHIFTS SEPARATION OF CUSTODY STAFF FROM MANAGEMENT STAFF - DO CASE MANAGEMENT NOT SECURITY - THERE ARE A FEW HIGHER LEVEL JOBS THAN WHAT SECURITY DOES, BUT IT IS STILL MOSTLY SECURITY - CASE MANAGEMENT IS SECONDARY - PULL CASE MANAGER OFF SECURITY.

program - lot of outside resources coming into shop, metro, have GED, more community based resources; have access to inmate population....need programming that relates to outside - community based, cohesively fit into public; no lap or gap

Programming, more jobs for inmates, we have to have things for inmates to do. We have a bunch of inmates sitting idle and that does not make for good corrections. As far as the department we need to utilize more equipment, we have stun shields, stun cuffs for transport has been authorized. We need to add tasers for our first responders, (first on site).

Prosecution of inmates that assault staff. 90% if the time they do not pursue prosecution. at County they do it immediately. Better emp eval system.

Provide programming to help people succeed when they get out. They need to update their basic living skills prior to getting out.

raise pay to help staff morale.

raise pay; 2.5% isn't enough

RECOGNIZE LONGEVITY. THAT IS THE MOST IMPORTANT THING TO PEOPLE THAT HAVE BEEN HERE LET US DO OUR JOB. DO NOT MICROMANAGE OUR JOB. THE REDUNDANCY IN SUPERV IS RIDICULOUS. STAFF SUGGESTION BOX JUST SEEMS TO GET SHOT DOWN. EXPLAIN WHY A SUGGESTION IS REJECTED OR PUT IN PLACE. HOLD EVERYBODY ACCOUNTABLE TO THE SAME LEVEL. THE HIGHER YOU ARE IN THE SYSTEM THE MORE YOU ARE PROTECTED. STOP BOWING DOWN TO THE INMATES. THE INMATES KNOW THE MORE THEY COMPLAIN THE MORE FAVORABLE RESPONSE THEY WILL GET. ADMIN IS MORE WILLING TO GIVE IN THAN TRY TO DEFEND THEIR ACTIONS IN THE PRESS/PUBLIC. TAKE A LOOK AT THE DIFFERENCE BETWEEN RECOG OF GOOD WORK AND POOR PERFORMANCE. THERE ARE FAR MORE NEG RECOGNITION AND PAPERWORK THAN FOR EXCEPTIONAL BEHAVIOR AND GOOD WORK.

Retirement offerings 20 and out raises. When I was a Cpl I could be in that job for five years and the new people were making as much as I was. Why put in the longevity if there is no benefit to it. You see that a lot. People say that if I stay I don't get anything out of it so they hope to something else.

Survey 1 Data

Q32: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for NDCS as a whole?

review how holiday, sick and comp time is paid. has found discrepancies in sick leave time; look at Kronos. example: Thanksgiving and day after are holidays - only get paid for 8 hours each when working 12 hour days. safety of staff needs to be reviewed. Some things more recent make for an unsafe environment. Training: staff safety is priority - doesn't feel like that. Have an outside company come in and look at how staffing happens on shift. Breakdown of the reality of what's going on in the segregation area. Changes are made without AR or OM to follow. Nothing to fall back on; no policy, inmate can make allegations without any protection. Poor way to operate.

Security and safety should be the main priority. Inmates and staff. Consider the impact that extended shifts has on safety because people get tired, you want people to come and do their job and not be zombies at work

see males and females segregated; can intermingle; always a threat at work, dealing with gang members
additional staff to do more security; pat searches when they come back

should be a transitional facility; higher screening here. There are inmates who have done a lot of time and ready to move on and others are not wanting to make the move. inconsistent: recent class on 7 habits - inmates took the same class and was longer than his training. expand the RFP program - out in the public on own and check in - make sure UA is clean. be teaching them more on how to transition.

SOME ARE ALREADY BEING MADE. NEW PROGRAMS AND COLLEGE COURSES. THE PERCEPTION THAT INMATES ARE BELOW US NEEDS TO BE ADDRESSED IN STA. WE NEED TO TEACH THAT A HAND UP WILL GO A LOT FURTHER.

some kind of incentive to keep senior experienced staff to stay whether it is raises reinforce hiring standards.....physical requirement; two guys 400# and 500# and come in from outside with heat exhaustion and can't do his own pat down; how will I trust him as back up to a staff assault and run across the yard to help me; eliminating standards put the staff as risk.

something to correct the overpopulation - that would help a lot. more funding for entire Department.

MERIT RAISES - REASON TO STAY - REASON TO GET AND DO BETTER REORGANIZE THE CASEWORKER SYSTEM

PLAN ACCOUNTABILITY FOR THE SUPERV - THEY JUST WANT TO DO THEIR PAPERWORK - THEY DO NOT HELP OR OBSERVE OUR WORK - THE EVALS ARE POINTLESS AND THEY DO NOT COUNT TOWARD ANYTHING.

System that's sort of like longevity pay...where every two years you get a little extra bump so someone who's been working here 20 years is making more than someone who just started. I've heard a lot of people say it's discouraging the way it is now. Sometimes management listens but doesn't react or do anything with what they hear. Staff feels like nothing is being done. Follow-up communication would be helpful.

Survey 1 Data

Q32: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for NDCS as a whole?

Teaching all employees how the brain works and why certain offenders do certain things. More training on the psychological aspects of behavior might lead to more of a rehab focus than a blended focus.

the biggest improvement that should take place is raises. to keep experienced staff with doc.

The biggest thing for me is that we are suppose to be role models for inmates. It is obvious that there are people who are here for the paycheck and don't always set the best example. If staff your live up to being better role models that would make this facility and the Department better.

The dept could do a better job, and for lack of a better word, PR. Since we are so neg portrayed by the public and media the dept could promote more the good we do for the community. It really takes a community and more resource and buy into the rehab of inmates.

the dept needs to follow their own rules; for example - right now when an inmate gets put on room restriction they are not doing any room restriction time.....room restriction only causes them not to get paid. treat employees better by communicating with themquit trying to get people in trouble rather than helping them get through an issue; quit being quick to find fault and slow to recognize the contributions employees give

THE GOOD OLD BOY SYSTEM NEEDS TO GO AWAY. COMPETENT PEOPLE NEED TO BE PROMOTED. THE WARDEN NEEDS TO GET OUT MORE. I WANT MORALE TO IMPROVE. IT CAN'T BE THIS PLACE SUCKS FOREVER. WE NEED TO LEAD FROM THE FRONT, NOT FROM THE BACK. WE NEED TO ACCEPT CHANGE THE DIR HAS BEEN HERE MORE THAN THE PRIOR DIR.

The importance of teamwork. We have it here, but at other facilities it's not so strong. There's less of us than inmates and we all need to stick together to achieve that goal.

Training of staff needs to be better and a way for them to practice more frequently what they are taught at the Training Academy. Training more often than once a year. Address wages, insurance and benefits. Quality of newly hired staff. For example we hired 5 case workers and they were all dirty, bringing in contraband. This was before the May 10 issue. Lower quality staff makes it more dangerous for all staff and even the inmates. Staff doesn't trust administration. Period. No communication. Staff write reports and asking questions and the answer is "Because that is what we are going to do". There needs to be a distinction between new hires and senior staff. Give experienced staff a reason to stay. Provide mental health support for staff on site. Reconfigure how SMU is ran (specific to this institution) change the inmate level program to where the inmates movement is more restricted. Fewer inmates moving is easier for staff to control. For the purpose of staff being covered under workman's comp, corrections needs to be added (by legislation if necessary) Staff morale is horrible, people have made suggestions but at this point I don't even know if it is a winnable battle. Implement some safety standards, create exit strategies and emergency preparedness exit plan. They said that this could never happen here and it has. Issue more safety equipment and the additional staff to support it. Last budget

Survey 1 Data

Q32: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for NDCS as a whole?

The number one problem custody has is Getting OT according to contract was an issue. They were doing OT contrary to contract. did not get in trouble. threatened to cut off his shifts OT. got his complaint but acted like he did not understand and did nothing. that after an officer was assaulted it took three months for to do major incident report. He said he had better things to worry about than staff assaults. I talked with went through hell because of him. has incident reports that were not turned in that is willing to provide dealing with staff issues. Demeaning staff. I know LTs could never get anywhere with the if there was problem. Lts cannot push stuff since they have no union protections. Lost LTs due to the If he doesn't leave we will never see change. He does not like custody staff. It is not the face to face it is behind the scenes. Changing post orders without publishing them. CO would get in trouble for violating post orders unless admits his verbal change. Duties are passed down to . Our tries to predict shortage so people can get a day off. There was an incident with an inmate being sprayed that was restrained by which was a violation of the use of force. Nothing has happened and it has stopped at . Why did it not go up. First travel orders. Dept is horrible about passing the word about transports with contagious people. Why doesn't admin work out sec procedures hospitals. Custody needs to help with that PROCESS. Breakroom is a closet which as a frig and computer. Not big enough to have lunch with anyone. It is by office and you cannot relax. Our January approved leave for the year is done by seniority but it is one time only so if you cannot get the date you cannot go back an try to get new dates. There is a lot of issues with want to change policies toward we are not max security - if it is not broke do not fix it. Tellstaff needs to be streamlined. You have to punch in your hours and signing up for a couple of months can take hours. It does not do notifications. A lot of people have been complaining about bereavement leave. CO vs Admin is different. WE should have a as a lead one in the yard. Behind the units should be an shelter where CO can sit to observe inmates in safety. If staff could park separate from the visitors. Concealed carry should be permitted for CO in parking lot and parking lot visibility is a unsafe place for CO. Misconduct system should be chaired by one person to get consistency. Staff should be able to be present as witness at misconduct hearing. When they run drills they should let us know it is a drill. People run to drills and could be injured. People are shocked when a real incident happens. Cried wolf. With the MRs and the inmates have requested video the video is denied and the MR is dropped. We could us an updated automated fuel pump. had written up a threw the report away. Monarck oil used to release smoke and releases a gas that you can only smell but I do not know what the health issue is - need a monitor. Don't use the closed circuit TV system to monitor staff. They ban entire staff section from a facility for one employees screw up. is first leader I have ever had that is incompetent. He makes rules to make it look like he is doing something. We stripe search people coming in, but now we are doing it on the way out. Adding stuff for looks. Inmates have access to outside world. Make sense on paper but it makes more work. When yard closes you do a final sweep last but made the sweep first which is different between the shifts. Hand me down equipment. Admin gets new equipment and CO get old equipment which is often broken. When they strip search us coming in they do not search the admin staff. Preg admin female pumps breast milk in break room which denies access by staff that stores lunch in that room. Warden and admin staff do not make rounds on yard enough. Don't see warden, Maj and staff who remain in their offices. First thing did was switch his office with so now can not see yard. Spent most their first months hooking each other up.

The only pro from the union is if you are being fired but bargaining they are useless - raises/base pay - Retention is a problem due to no raises and county corrections pays more to start - The evals are useless because no body looks at them or cares - only way anything gets fixed if admin sees it or cares about it - admin area is modern but the rest of the building is dated - building is sinking in areas - last year a wall had a hole and snow was coming in. - only big issues and what admin can see gets action - Health insurance premiums keep going up - change retirement program to a defined benefit program -

the pay is a huge thing.....not compensated for the time we spend here. A corporal here 6 months is same as I make for 8 years. incentivize if we can't hire quality people, train and educate them to a higher level take 7 habits and bring the Covey people in here....to really bring change to this culture

The powers to be it such a big scale it is not how do we market ourselves to make ourselves better we need to keep our senior staff and find a way to keep enough people here to avoid mand OT so they can get days off. Unless you have vacation time planned you cannot put in a short notice request for time off. Put management in place that we are missing get the line staff in place that we are missing so people can get time off to get away from corrections = I don't work OT but I see the stress in people I work with = turn over rate is too high

THE STAFF DISCIPLINE APPROACH HAVE A GOAL OF IMPROVEMENT AND ACCOUNTABILITY AND ALSO TO GIVE MORE CONSIDERATION TO CIRCUMSTANCES THAT ARE BEYOND THE CONTROL OF THE EMPLOYEE. CONSIDER THE RESPON OF MANAGEMENT. I WOULD LIKE TO SEE DECISIONS MADE BASED ON SAFETY AND THE RIGHT DECISIONS WITHOUT BUDGET BE THE DOMINATING FACTOR. I WOULD LIKE TO SEE IMPROVEMENT IN ACCOUNTABILITY OF SUPERV WHEN THEY ARE IN VIOLATION OF THE CONTRACT AND THEIR ATTITUDE OF BEING ABOVE REPROACH

Survey 1 Data

Q32: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for NDCS as a whole?

There has to be a blend. We have to do something other than warehouse. Punishment and rehab do not work, but we need to hold them accountable for what they did while they are here.

There have been a lot of people who have said get rid of our administration and start over from scratch. I would like to see them address the staff on staff bullying through the workplace harassment which is an administration regulation. I think that the rank, Lt.'s should be peers and role models instead of talking down to us. They have run a lot of good staff off that they will never get back. I know one person that is trying to transfer out because of the way some of the existing staff acts and also because of the performance of the new hires.

There should be a physical requirement that's tested. Agility, stand for so many hours. Similar to the military. Interview people a little more. A body isn't just a body.

there should not be max security inmates walking around a minimum level facility and they should not be in a medium level facility. a lot institutions need to be updated with technology and updates. staff to inmate ratios need to be looked at. and a plan of action of having designed emergency responders during those times would be helpful in terms of safety.

they need to have interview physical standard reinstated rather than anyone who walks in the door and not fit for the job - physical standards for hiring pay plan for experienced staff.....new hires should not make the same salary as long term experiences staff - some differentiation.

They need to take a look at how they supervise and who they hire to supervise.

They need to take care of their employees better in the winter time. They make us stand outside when it's way below zero and the wind's blowing even when the yard is closed and the inmates are all inside. There's no call for that. I don't understand it.

this facility, would like to see a higher staff to inmate ratio. often times one staff for 40 inmates. need more people for safety sake. need transportation to and from work, for example if there were a group of employees that wanted to work at tsci doc would fund a bus transportation system. nice to have a staff breakroom, gym, staff decompression area, that can be used after or before shift.

Tough question because it comes down to money. I want to see them keep the cognitive classes we have. We have some really good ones and I would like to see them offer more vocational stuff here. We do not have a social worker and I think could definitely use one who specializes in reentry, someone who could interact with Lincoln and Omaha where so many of our guys come from. I recognize we only have 200 inmates here and the other 4900 are at the other end of the state.

Survey 1 Data

Q32: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for NDCS as a whole?

Training - five weeks is too much. only need 2 weeks in Lincoln, then the rest onsite. dedicated staff to train the caseworkers at specific facility. one day to quit - 3 - 4 months to fill it. training is not strict enough - class clown, loud mouth, etc. gave a speech at training; talked about professionalism; team player. Need someone here to be part of the training; no training when first came; supervisor didn't teach/train; go to AR or OM to learn. progression from corporal to caseworker - have to actually talk to them rather than give orders. Train by having meetings; ensure consistency. No consistency here at all.

Training program is pathetic. After they graduate Week 1 is with an FTO. They just follow that person around and really don't do anything. Then they put you with someone on your shift who really may have been there for only a couple of months. Those two weeks could be used much better.

Unit Managers more involved in the housing unit...helping while paperwork can get done. Train unit staff as well as security staff is trained Work on structure to deter altercations

use cordless phones in the control positions; get yelled at to make a phone call from the control room. more weekend days off to bid on.

Veteran staff should get a little bit of an incentive for staying here and training the new staff. If the new guys come in making the same amount of money when you have been working 10=20 years there is no motivation to stay or train the new guys.

We are still in the honey moon phase with the new admin. Waiting to see where the new admin take the dept. Hiring more line staff. Better hiring processes and procedures. Getting good quality staff.

We need a new housing unit and an additional housing unit. Right now we have 182 inmates in a unit that is suppose to hold 100 max. We are holding inmates for longer sentences. Day rooms get very crowded. The dorms are cavernous. They have very high ceilings and it gets very loud. You have guys who come from 6 to 8 man cells now on a bay with 50 guys. The design of the facility is not to hold inmates. Walls in the dorm are dry wall. Needs to be a place to remove them from the population rather than transporting them to Holdrege. Can't hold them in because they are not PREA compliant. We have had massive contraband issues recently. I think the fence needs redone or a second fence that separates the public from the garden. It is very windy on the hill and very cold in winter, we could use a shack or observation deck to get a better view of the yard.

We need an administrative change at this facility. Since was escorted out, they brought in a guy for two weeks. Then moved in and I think got fired. The atmosphere changed drastically at that time. When you are talked down to, very condescending, the attitude of if you don't like something there is the down. We were told that we could be replaced. It went down hill when came in. We were not treated like we matter. Some were shown favoritism and some where chased out. Whenever there was a promotion board, we could tell who was going to get a job or position even before they interviewed. They were hand picked, even if they weren't qualified. Department wide they need to value their long term employees. I do think we have more problems now because we have inexperienced people running the show. They have never worked a housing until.

Survey 1 Data

Q32: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for NDCS as a whole?

We need more mental health, sex offenders, and dependency treatment. We need to double what is available. If we want them to change we have to offer the treatment.

We need to fix the Union. Corrections needs its own Union. That would fix the money problem and the benefits problem. That would really solve almost all the problems. We'd be able to hire better people and the professionalism would go up all over the agency.

We send too many people to the ER when we're paying doctors and medical people to provide services here. The on-call people don't even come in, they just send people to the ER because they're worried about lawsuits or liability. Also, all the money spent to send someone to a doctor's appt that takes 5 minutes that could be taken care of by the med staff here.

When you're locked in a facility for 12 hours you get no breaks. There needs to be something set up to allow staff to have some sort of break. It's never offered. Not healthy. There needs to be a 10-15 minute break at least once during the shift, even on the 8 hour shift.

Work out facilities. Rotating upper admin, like Lt. or Wardens.

would like to see more responsible use of funds. dept waste funds on things not needed. for example, the telecommunications monitor for training between Lincoln and satellite facilities. it is used rarely if at all. only really used for 6 months. prior to that used a lot of money used a lot of money to make satellite facilities self sufficient so they would not need to use training facility. parking lot an issue. fixed 1/3 of it. and the following year fixed another 1/3 and the last 1/3 still isn't fixed. need new laundry facilities and need raises to keep people here and better benefits (better medical and dental insurance).

Would like to see the pay and benefits increased to give some incentive to retain employees; bring up our experience level.

Yes, more programs and grant money to help individuals prior to coming to prison. Like, programs for being a better program, drug prevention programs or programs to help individual see there are other alternatives, there also need programs to help people who have made poor decisions turn their lives around. these programs need to be longer than 28 to 30 days. and often time the lack of programs or the short programs cause people to offend or reoffend.

yes, right now they are using SMU DEF side as GP and it is set up for segregation so it is very dangerous and that is where I am working. Not letting the inmates out too early like they did that caused the last riot which is happening again now. one person in control center watching 4 galleries not safe (128 inmates) 4 locations running opening doors/shutting doors also not just watching galleries. If you went down there you would not believe it....so dangerous. promoting people too fast who are not qualified because you have to promote someone.

Survey 1 Data

Q32: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for NDCS as a whole?

yes, see more input and impact from front line staff; more involvement in the decision-making process; our hiring practices draw out our staff to very low levels before we react to fill the vacancies; smaller classes at training academy but either feast or famine on numbers of employees; maintain balance of employees on different shifts and hours; part time and on-call employees. Like to get paid more; bring raises back.

You can't make people change. If I could change anything, it would be the negativity, the lack of caring. I would implement pay raises whether that is raises or performance raises. Personally I would clean house of upper management. I know they have started. I think we need fresh eyes and ears throughout all of upper management.

YOU HAVE TO GET RID OF THE ADMIN STAFF THAT HAVE BEEN HERE FOR 30-40 YEARS THAT HAVE THE IDEAS THAT IT WORKED IN THE PAST AT THE FACILITY GET RID OF THE GOOD OLD BOY SYSTEM AND PROMOTE THOSE THAT ARE DESERVING. MOVING PEOPLE INTO A POSITION BECAUSE YOUR KIDS PLAY SOCCER TOGETHER IS NOT LEGITIMATE. YOU PROMOTE FROM WITHIN. YOU DO NOT PROMOTE FRIENDS UNLESS THEY ARE THE MOST QUALIFIED. YOU DO NOT DO A PILOT PROGRAM AND PROMOTE SOMEONE THAT HAS NOT SECURITY QUALIFICATIONS INTO A UPPER SUPERV SECURITY POSTION. LISTEN TO THE LINE STAFF - COME OUT AND TALK TO THE LINE STAFF ABOUT HOW TO MAKE THINGS BETTER - DONT PUT PEOPLE ON COMMITTEES THAT CANT DO THE JOB - HAVING A CONVERSATION BETWEEN ADMIN AND LINE STAFF TO MAKE THINGS BETTER. REINSTATE THE INMATE COUNSEL - WHERE THE INMATES VOTED ON WHICH INMATE WOULD REPRESENT THE INMATES ON A HOUSING UNIT TO VOICE ISSUE TO ADMIN. THE FORMER WARDEN ELEMINTATED A LOT OF GOOD PROGRAMS AND ENCOURAGED THE GOOD OLD BOY SYSTEM

You need to get the old staff who've been here forever to stop being assholes and stop hiring babies who are just out of high school. But I don't think any of that stuff can happen because we need so many people. We definitely need to bring back a mental and a physical test. And don't hire people who are married to the prisoners.

Survey 1 Data

Q33: Is there anything you'd like to share that I haven't asked you already?

does like job so it is more than just a paycheck.

don't see warden unless there are important visitors. - they have system checks to check on staff like they don't believe what they are doing. they will watch the cameras to see who ate breakfast and did not use a meal ticket. - administration can be more support of staff, they let inmates do too much for example let them wear vets shirts and hats, and letting them have various hairstyles - the warden has come into staff meetings and asked staff to cut down on writing conduct reports to give inmates a break. - biggest fear is that doc has put money into the cultural study and is worried that hope is just being dangled in front of them so nothing. let's not put something out there that's not going to happen. don't set us up for failure. from the director on down it feels like we are out there alone. - still waiting on response from the director and is thinking on moving up to the ombudsman. - suggestion if surveys are done again. send them out in advance so that you know what areas to touch on when you go out to the facilities.

for the study overall, for lower line staff it would be nice to know that someone cares about you. it feels like that someone could quit today and they would replace you with a warm body and not even remember your name.

staff problems, previous director was wrong when he said we do not have a pay or morale problem. and everyone was upset that he said that. that attitude caused a loss of a lot of experience staff. need to reintroduce step raises to help retain staff. there is currently a structure in process, to bump up vacation and sick leave. shift, not supervisors fault, they have 5 sgt. down 2 and its about to be 3. from above they have asked people to step into those post for a period of 6 months or so as asking sgt. this is a band aid solution. and by agreeing to do that you loose your old post and your days off and it is a small pay increase. after that 6 months there are still no replacements because there are no decent people to fill those spots, because dept. has lost those qualified people. and if someone does get hired for the sgt position, then the temp sgt goes back to old job and the new sgt has to be trained. so there is training being done twice and dept should just fill the position. during promotions would be nice to see larger pay increase (bigger bump up for higher positions) this is in addition to raises. - IT problems, we overload new staff with new staff, they have to have too many passwords, then have difficulty getting access to those passwords. Lt. has to schedule annual training for staff ,that is a week long in Lincoln. someone suggested that staff start doing computer training. so you do your week of training offsite and then when you come back you have to do computer training. don't see how the computer training is beneficial. it is 8 hours. and there is pressure to get it done quickly but it is also important for your personnel file. then people don't have passwords, and then the computer screens are big or clear enough to use, or there are no speakers and staff has to find ear buds. why not just make offsite training an additional day longer. - sick leave, currently there is no incentive for new employees not to use sick leave especially ones that are going to be with the dept less than 5 years. because of that they tend to use sick leave a lot and they are young kids so they should be sick. wish that there was a % that people could cash out on their sick leave w/o being with dept. 20+ years. - violent offenders, dept of corrections needs to pursue offenders that are violent towards staff. if someone was about to be released, and assaults a staff member the inmate will just be housed and then released. but the inmate should be charged and have to do time for the crime against staff.

staff got a injury and went to the hospital. and the hospital initiated pressing charges on the staff. you would think this would be the role of the dept. not the hospital. when it comes to inmates charges the county attorney has to be the one to decide if there will be charges. this should be the depts. decision.

shift employees too new; not good. have the most senior staff on days/first.

A LOT OF STAFF HAVE CONFIDENCE IN NEW DIRECTOR. THEY ARE HOPING HE FOLLOWS THROUGH WITH THE PROMISES AND CHANGES THAT HE HAS TALKED ABOUT.

Survey 1 Data

| <p align="center">Q33: Is there anything you'd like to share that I haven't asked you already?</p> |
|--|
| <p>Agency as a whole - hold people accountable ; supervisors need to be made accountable for their job; do job right or consequences; for example sick leave abuse and it never changes. People need to be accountable and do job correctly. Dismiss issues with employees who have been here a long time "oh that is just the way they are" You are here to do a job, do it right.</p> |
| <p>all facilities need to work better together instead of being set in their own ways especially when transferring inmates, there is a gap and poor communication. think there are a lot of good workers in doc but get frustrated with the day to day issues that are mentally straining. some people enforce rules and some done. misconduct reports get dropped because people don't want to take the time to address them. more staff analysis studies need to be done more often to get a scope on how people are feeling about their job.</p> |
| <p>another thing is favoritism by supervisors to certain lower level staff</p> |
| <p>anything that can be done about family medical leave absence abuse....people who work here and whine about something....what would you do. Causes Overtime...big toe hurts today.</p> |
| <p>Being required to work out of class when there are other options that won't be considered. Forces him to work every Friday and Saturday; has over 280 hours vacation and may lose it. Management creates own boundaries w/o consideration of employee. Favoritism is shown; employee who treats co-workers bad behavior is not handled; supervisor above the employee turns away; not shared with the right people. Poor communication from top down; need more down to the line staff. No guidance in unattainable situations - told to think outside the box; you'll figure it out. No support from above. Seems like Department heads are here only 20 hours week. Even those that are salaried should swipe in their time. Promotions should be cross-facility; i.e. when promotions happen. Supervisors now that shouldn't be in that position. Different accountability between management and line staff. Management will get talked to; line staff are disciplined.</p> |
| <p>biggest thing...word around work....only things that need to change; people at top need to start relating to people at the lower level; teamwork means everyone....HR, janitor, etc.; learn to appreciate staff more and on a daily basis. As many times as we were mandatory OT, I never saw an HR or other administrative staff stay a few extra covering mandatorythey can't be mandatoried.... and they don't have to do that. 80 hours extra OT is not a relationship wants to have.</p> |
| <p align="center">need uniforms - polos and khakis</p> |
| <p>unit (segregation) but because of half was turned into offices result is they lose their room for 1 day rather than adequate time we have 2 inmates in a room,</p> <p>case workers feel it is not safe and will leave to work elsewhere</p> <p>we are way overcrowded and it is not safe ; 75% = # officers and have same # of officer and now at 160 % - 170% capacity but staffing still the same. high turnover, training officers during the day and throw too many items at them and they go to work....trained by a rookie and go to work with a rookie absent skilled officer. Need to pair up rookie will experienced officer....not enough skilled experienced officers to go around because of turnover and new people we have. new leader wants more training like at SCC and giving inmates higher education - as a Nebraska resident I can't afford to send my own kids to college and it would irritate me as a tax payer - job training is ok to a certain extent but college educations when citizens can't afford it themselves.</p> |

Q33: Is there anything you'd like to share that I haven't asked you already?

Culture of fear is a serious issue at this facility. If I had to tell someone that I was volunteering I would not have done it, but since I did it online I was okay. If you are seen as a boat rocker you are in trouble. People are afraid to speak up.

disconnect between segregation and general population. Nice if department had more positive publicity.

figure out why there is turnover here. here it's not the pay and benefits; the management doesn't care about their employees. Listen. medication distribution not done right way. Doesn't think it's taught right.

For me and when I first started here I instantly fell in love with what I did = I was part of a team - I felt the admin was supportive - however over the past several years that has changed - I can no longer say I love my job = I can no longer say admin is supportive = I guess I have struggling for a reason to stay and I see the decisions made by this dept in recent years has made me lose that hope that I am going to stay. It took a riot at Tecumseh for there even to be talks about staff and pay. Now that the publicity has died down there is no talk about staff retention and salary. Sorry, I feel bad, but I just can't do it anymore.

PATting DOWN FEMALES IS DONE BY FEMALES - STRIP SEARCHES ON HOUSING UNITS WHEN I HAVE 3/4 FEMALE STAFF MAKES NO SENSE -

CORRECTIONS WORKING GROUP IS WORKING ON THE ISSUE OF FEMALE OFFICERS IN OUR FACILITY, BUT THERE IS NOT A MALE WORKING GROUP.

Get rid of the union; in corrections - Lincoln "in glory" everything that's happening is in Lincoln, never seems like Omaha events, don't get the bone; location specific events; level of every facility is different front line staff, contact staff, vacation, hours, not quite there, once you get above that level, you can do that - what he sees; not not a rule, not favorite by position, but favoritism by level; nice to get to know deputy directors in facility, especially new ones come down, so you know them, lot of new people don't know them; more boots on the ground to boost morale; would like to see mandatory OT - can't get mandatoried on your Friday, sick leave/abuse - everyone gets sick, people have kids get sick, haven't used a sick hour/minute; doing at a year - where you get an incentive for not calling in sick, get vacation, reward people for extra annual leave; help a lot of new staff then can accrue faster; if they know they have something they want to; they can get that, would encourage you to not call in sick, gain annual leave

Goes back to staff retention, staff benefits. There is a perception of favoritism in terms of promotions, transfers to other departments internally within . Rewarding good performance should not only be considered in terms of a pat on the back or pot luck dinner or wearing jeans. Having listened to a number of staff from various department as well as my own experience, staff are not always given the opportunity to promote or receive additional training or other professional growth opportunity with in this facility. That in itself, in terms of retaining long terms employees is an issue here at WEC. As I have listened to people, I know that some of this is unfounded, their skill level, abilities and past work performance don't support the type of position in which they are interested. I have seen good employees pigeon holed in a department or passed over for promotion for other reasons.

Had to stand because chairs had arms.

Survey 1 Data

Q33: Is there anything you'd like to share that I haven't asked you already?

I am not and never will be a union member. Union people always showed up drunk when I was a new employee in training at the building. People need to know what we do and that would help hire people. Prior people didn't keep the place up and spent the money someplace else. Too much inconsistencies because new employees are training new employees; don't care about training just the status of being a trainer. Need to improve FTO by being consistent.

I can only speak for myself, like to see the union that we have be split up into different departments so that one group can focus on one group rather than the entire state - this would assist in corrections employees being addressed.

I CANT THINK OF ANYTHING ELSE.

I don't think so.

I have become more disgusted with the dept in the last 6 month

Affects me as coworker because I am afraid the dept is not going to stand behind me if I were in a similar situation. Getting more pay for longevity and length of service because I train newly hired employees who making the same salary as I do with years of employment. I feel that a raise in a year would be a good idea and help differentiate between the new hires and experienced staff.

I HEAR THAT SUPERV ARE VINDICTIVE AND PLAY FAVORITES. ESPECIALLY FOR PROM TO SGT. PEOPLE KNOW IN ADVANCE WHO IS GOING TO MAKE SGT NOT BECAUSE OF PERFORMANCE BUT BECAUSE OF WHO IS LIKED. NEW STAFF AND SENIOR STAFF DO NOT GET ALONG. SENIOR STAFF KNOW MOST NEW STAFF WON'T BE AROUND IN SIX MONTHS. THE POST RIOT END-STATE IS UNKNOWN AND STILL UP IN THE AIR. IT IS UNCERTAIN WHERE THINGS ARE GOING.

I hit it all I think.

I hope that the Director hasn't forgotten about us and that there will be changes in the right direction. I am being told by supervisors that things will get better; I came in at the darkest hour and hope that it is true that it will improve.

I hope there is a change to keep the good employees here; too many good employees have left and if too many more leave this place is going to fall apart. they leave for county, railroad....very few people I see leave pursue corrections except county which has better pay/benefits. Majority of people leave just to leave.

Survey 1 Data

Q33: Is there anything you'd like to share that I haven't asked you already?

I think if is a pretty accurate survey = covered a lot of different things - if I had the answers I would be making more = my colleagues want more money, but that is not everything = I would like more money too but I know that my longevity keeps me here as a realist - Hope change is coming = hire people = get the staffing up so people are happier = see they are on the Mand OT list a couple down so they call in sick which causes a chain reaction. I think it all comes back to staffing. Need to hire and retain people. If it is going to mean more pay and better benefits need to keep people here more than a few months - I "I don't get paid enough to stay here and clean up this stuff:" More positive reinforcement from management. There is no incentives for promotion = the headaches are worth more than 5% = the amount that you add for each promotion is progressively more = past LT the promotion opportunity is limited to 1 or 2 positions = Lt are staying 3 or 4 hours later and losing money - Bigger raise would get people to promote - bidding also limits promotion = staff at lower position to maintain days off.

I think management uses fear and intimidation as much as and considers us to be inmates. They do not treat us as team. I am a little paranoid. I have hardly ever been written up and I was written up twice in one week. The state broke the union and there are still consequences. The contracts separated the union members through different levels of benefits. I am in the union to protect me from admin.

I think that our supervisors need more training on being supervisors and what to do when their reports come to them. and they should have an understanding of what fraud is. I had turned in a report where the supervisor took information off my report before sending it off to where it needed to go.
supervisors need to know what fraud is and the policy on what will happen if they commit fraud.

I think the job in general has gotten better within the last 6 months as far as them understanding staff and understanding the staff disapproval of the way they have been treated.

I think we have covered it pretty well. Overall staff here go in waves in how much support we get from command staff. Just trying to sort things out personally.
When we are understaffed taking time off is a very big deal.

I think we need to change our union to something that is more oriented to law enforcement like FOP which would be a better fit. NAPE has a disclaimer that say that management has rights so we really do not have any protection. We need something better geared to law enforcement and less politically driven.

I think we pretty much covered it. State has done a good job with benefits but not with compensation. I think our hands are tied with benefits.

I want to keep working here so I hope they do something to make this institution into what it has the potential to be. Some of the things that need to change are specific.

Q33: Is there anything you'd like to share that I haven't asked you already?

I wish everybody would be open to change. They say they are but they are not. I wish we could change the mindset of NDCS that we could be fully about rehabilitation. I wish we could make people care about what they are doing. I wish all the negativity....the negativity is so bad, it makes you want to quit. I wish there was a way to change that. I think staff should trust each other more. Supervisors should get off there high horse and if they want things done a certain way, they should show you instead of screaming at you. Staff stabbing each other in the back, supervisors stabbing their lower lever staff in the back. Supervisors are in their position to supervise, they are not in their position to make friends and gossip about their lower level staff with other lower level staff. Get rid of all the work place drama.

I WISH THEY WOULD WORRY ABOUT STAFF AS MUCH AS THEY WORRY ABOUT THE INMATES. THERE IS A LOT OF GOOD STAFF HERE. I DO NOT MIND WORKING A JOB FOR LESSER PAY IF I LIKE THE WORK.

I WOULD LIKE TO SEE MANAGEMENT SPEND LESS MONEY AT CENTRAL OFFICE. TOO MANY LAYERS OF MANAGEMENT AT THE CENTRAL OFFICE WHERE THAT MONEY COULD BE USED AT THE FACILITIES. THERE IS MORE MONEY ISSUES FOCUSED ON INMATES THAT WE DO NOT GET A FAIR WAGE. INMATES GET EVERYTHING THAT THEY WANT AND THE STAFF IS IGNORED. DO YOUR JOB OR LEAVE. THE DEPT SHOULD PAY FOR THE EMP TO HAVE MEMBERSHIP AT A GYM. ENCOURAGE STAFF TO WORK OUT. APPEARANCE AND HEALTH. APPEARANCE IS EMBARASSING. IMAGE ISSUE. THEY NEED TO TEAR DOWN THE SIGN OUTSIDE THE FACILITY ABOUT RECRUITING.

I would like to see raises brought back. I hear it from staff that our evals are pointless because it does not matter if we have a good eval or a paid one. We get paid the same. I think it would be beneficial to the Dept. to reward staff for good performance. I would like to see a change in insurance.

I would like to see the department change and succeed. I don't really want to have to look for a new job. I would like for my job to mean something. I'd like to be able to promote. I'd like to be able to be promoted based on their merit, not just their education. They don't always promote the most qualified people with the most experience. A degree doesn't always mean you're qualified. Dynamics are different in every area.

If there is going to be a lot of OT maybe they could have a dormitory nearby. Another state has a dormitory that can be used to rest so they can do OT.

Is max facility? or not; if something helps, can't respond; with not enough people; inmates most familiar to warden put out a letter about restroom breaks; lack of consistency Hears different info from shift supervisor about what's going to happen Security facility - staff facility isn't at the top priority; inmates don't want to listen to women STA - kind of a joke 533 went through 500 graduated; 2 incidents 1 person cheated on test, mentality of staff getting through, too easy to get through no pride of sense of getting through training/no rigor, if replicate state patrol (work as a unit); few people people have scenarios, staff freeze up; never mentally prepared to handle need teamwork/cohesion; training for riots; how to take out people instigating Selection needs to weed people out - before they get to training Standards are so low - feeding the cycle 1) need to adjust staffing, 2) team building in training, 3) falling behind (where do we want to be - minimum), Lot of potential, lot to be corrected; look at like Columbine changed for looked at active shooter; how do we use to prevent future riots; use it as learning event; a lot of what could have been prevented; not to that training level; issues are still prevalent Police train on traffic ticket daily through 18 weeks, because needs to be engrained in head; needs to be engrained (need to be riot ready) Corrections will get into more physical altercations than police

Survey 1 Data

| Q33: Is there anything you'd like to share that I haven't asked you already? |
|--|
| <p>It seems like there is a lot of favoritism towards women in programming department. Another reason they told me I did not get promoted was they did not want to loose me from the custody line staff. Goal is to just promote up through the system.</p> |
| <p>it's positive the survey is being conducted; hopeful something will be done to improve.</p> |
| <p>management - a lot are salary and not working overtime management makes decisions without knowing how it is going to affect their staff management is not visible to us....wardens on down. management at times is more worried about golf tournament or highway cleanup rather than managing the institution. trying to make things better, putting in extra time and care about the staff. We don't get that from anybody else.</p> |
| <p>more belief in the staff here and the good work that is done.</p> |
| <p>MY BIGGEST COMPLAINT IS HOW THEY ARE HANDLING THE SITUATION WITH NICKO JENKINS. HE SHOULD BE TREATED LIKE ANYOTHER INMATE. HE IS NOT EVEN A PRISON INMATE. HE IS A COUNTY 'SAFE KEEP' WE GET THOSE FOR A FEW DAYS OR WEEK, NOT YEARS. THE HOOPS STAFF JUMP THROUGH TO BE AROUND HIM ARE BAD. THEY PREACH DIVERSITY AND DON'T KNOW WHAT THE DEPT THINKS DIVERSITY IS BUT WHEN WE HAVE AN IDEA THE DEPT JUST SAYS THAT IS THE WAY IT HAS ALWAYS BEEN. THE NEW DIR IS TRYING TO BREAK UP THE GOOD OLD BOY SYSTEM, BUT THAT HAS FAILED. THE PROMOTIONS ARE STILL BY FAVORITES. STILL PROMOTES FRIENDS. APPOINTED A MAJ THAT HAS NO OR LITTLE CUSTODY EXPERIENCE AND THEY WILL BE RUNNING A FACILITY'S CUSTODY PROGRAM. END THE EMPTY PROMISES. I HAVE BEEN THROUGH 4 DIR AND NOTHING CHANGES. TELL ME WHAT YOU CAN DO NOT WHAT YOU WANT TO DO. I AM NOT GOING TO STAY ON A SINKING SHIP FOR YEARS. PRETTY SOON I AM GOING TO GET IN THE LIFE BOAT AND HEAD FOR SHORE. THEY NEED IN A HIGHER PAY RATE OR PLAN AND BETTER BENEFITS WE ARE GOING TO KEEP LOSING STAFF. THE UNION PROPOSALS ARE NOT ANY BETTER. THE INMATES ARE NOT THE HARD ONES TO DEAL WITH IT IS THE ADMIN. WE CANNOT GET GOOD PAY WHEN THEY GIVE THE NEW DIR \$70k. THEY TAKE AWAY ALL OF OUR BARGAININIG POWER BY KILLING OUR SUGGESTIONS AND THEN WE HAVE NOTHING TO BARGAIN FOR BETTER PAY. THEY HAVE REMOVED THE POWER OF THE CO TO DEAL WITH THE INMATES. SHORT OF ASSAULT WE CANNOT GET INMATES IN SEGREGATION. LIMITING PUNISHMENTS GIVES INMATES THE ABILITY TO THREATEN CO AND THAT IS ESCALATING TO ASSAULTS. COMM EVERYTHING IS DONE BY EMAIL. THEY HAVE TAKEN AWAY THE EMAILS ACCESS FROM THE CO AND CORP. EVEN THOUGH THE GOV MANDATED THAT ALL EMP HAVE EMAIL. UNLESS THE LT TELLS US WE CANNOT GET BENEFITS OR NOTICES OF CHANGES, OR OPPORTUNITIES THAT OTHER EMPLOYEES HAVE. HOW DOES THAT APPEAR TO US. WE ARE NOT WORTHY.</p> |
| <p>talks about switching back over to Blue Cross and Blue shield - rates go up but the coverage goes down. Most other jobs like law enforcement or hospitals have rotating days off so you would get some weekend days off.</p> |
| <p>n/a</p> |
| <p>n/a</p> |
| <p>n/a</p> |
| <p>n/a</p> |

Survey 1 Data

| Q33: Is there anything you'd like to share that I haven't asked you already? |
|---|
| n/a |
| n/a |
| n/a |
| n/a |
| n/a |
| n/a |
| n/a |
| n/a |
| n/a |
| n/a |
| nah |
| Nebraska is looked at as soft. Given meds whenever they want - make them pay will eliminate the inmate always going to get the things for free. |
| need a pension plan - 25 years and leave. State patrol gets better plan. they can pick up people; drop them off and walk away. Not here, are stuck with working with the inmates. raises; 6 cents for every 5 years worked. Corrections has no value in Nebraska; has always been that way. Always on the back burner; union always caves; it's horrible. |
| need to improve credibility. Do something about pay and the value of employees. something. raises or longevity pay. |
| No |
| No |
| No |
| NO |
| NO |
| NO |
| no |
| no |
| no |
| No |
| no |
| NO |
| NO |

Survey 1 Data

| Q33: Is there anything you'd like to share that I haven't asked you already? |
|--|
| No |
| No |
| No |
| No |
| no |
| no |
| No comment. |
| no more. |
| No other comments. |
| No the retention program is the big problem - bring back raises. |
| No, just more consistency. To many people doing their own thing and it makes for an unruly population. |
| no, you covered it all |
| No. |
| no. |
| No. |
| No. |
| No. |
| No. |
| No. |
| No. |
| No. |
| no. |
| None |
| None |
| None. |
| None. |
| None. |

Survey 1 Data

| Q33: Is there anything you'd like to share that I haven't asked you already? |
|--|
| None. |
| None. |
| none. |
| none. |
| none. |
| nope |
| Not that I can think of |
| Not that I can think of. |
| Not that I can think of. |
| Nothing |
| nothing |
| nothing - not a whole lot is going to change. |
| nothing else |
| nothing more |
| nothing more to add |
| nothing more to add |
| nothing more. |
| Nothing. |
| Nothing. |
| NSTA - give information to 2nd & 3rd shift staff about child care available at 11 pm; help overtime; help staff to have alternatives. Eliminate the attitude of you signed up for this job, child care is your problem; if an employee is a single parent and could not work overtime because they had no child care....refusing OT affects staff morale who are unhappy they are stuck with the overtime because the other person didn't have child care. |
| Our job descript is very different than my actual job. Superv inmates is the only thing in my job descript that I do as a . = The disconnect between the top and bottom is very evident. = incentives for people to stay pay/ raises/bonuses = something to differentiate between three days and thirty years. |
| push for education to help ALL staff advance; no one wants to help him advance; his supervisor's approach to help him advance is "read this manual" |
| said anything |

Survey 1 Data

Q33: Is there anything you'd like to share that I haven't asked you already?

segregation topic - who is housed there; not meant to be in general population, bad idea to blend them.

Something needs to be done but I don't know what. There is more violence toward staff and now every couple weeks it happens now. Everybody should have the opportunity to leave here safe every night.

ten items: 1) inmate discipline never came out in media...inmate threw the first punch and had 6 mo of disciplinary seg on books but put him back in general population. That inmate should have been in segregation and had multiple misconduct (150 days) after only 30 days from the time those sanctions issued and the day of the riot he had only served 30 days. 2) promoted

has a lot of use of forces

That job was never advertised. There was a female Captain their and more qualified.

Needed to find a more qualified applicant 3)

example in the Lieutenants office and ask a

question...who was working at this post on this date and you give the answer; he calls and asks the exact same question to another person.

He called the office and asked the Sergeant how to put another Sergeant sick leave monitoring. He called at least 6-7 times to ask how to

do. They told him to read the AR to follow the process. A large number of employees have a high level of dissatisfaction because he is

incompetent. Other examples of repeated questions. 4) Lieutenant and a female Sergeant and caught in a sexual liaison by an inmate; can't

confirm or deny what happened because you cannot take an inmates word for discipline. The female has probably had sexual relations

with other staff members and christened every office in this facility and she still works here. when you have an allegations of sexual

harassment they investigate that like sherlock holmes. they have fired other males staff for minor indiscretions. Not fair or equal

treatment. The Lieutenant no longer works here but was given Supervisor of the year. You don't necessarily take inmates word but there

were other sexual issues with this female; blows any impression of professionalism.

Mr. Frakes needs to known

5) supervisor of the year

at was case manager

Lieutenants supervise 100 employees...even a shift Sergeant supervise 12 a

day. Absurd to have this recognition. #6) Need to have some male unit posts only such as the control unit or housing unit 4. Control unit

has Could have 2-3 female that will have to do all the strip search. The male inmate is showering and a female is

watching.....put that in reverse and a male watching a female inmate shower would not occur - inconsistent; Housing unit 7 and

they put 3 female staff out there. How will they do bathroom or shower checking. Need to make sure at least one male staff out there.

There are 3 staff assigned and regularly assign 3 female staff. #7) the way they run the yard, they issue passes each night

there is a small stack of passes to go to medical, activity. there are 10 times the amount of paper passes and the

Sergeants/Lieutenants have to go through them to ...need to be electronic cards. Used to be hourly doors and now it is passes at different

time is not orderly and not manageable. Go back to hourly doors and do away with passes. #8) do not follow progressive discipline or do it

to bend over to accommodate someone. I got disciplinary for a minor incident but I got a 5 day suspension and others who work here have

had numerous disciplines years and years stack of stuff and they hardly discipline; almost impossible to terminate some; I have a good file

I think a \$5 to \$10 an hour pay increase for line staff is justifiable for the risks they take to their personal safety everyday. Administration support staff should be adjusted accordingly. It was very hard to see an email go out giving IT a 19% pay increase, I am not saying they shouldn't have gotten it but it should have been handled differently. Anybody who has email got it and staff morale really took a dive after that.

Survey 1 Data

Q33: Is there anything you'd like to share that I haven't asked you already?

The director talks about everybody buying in, but at the facilities all we see is the central office charitable giving, picnics, BBQs, etc. they are the only ones that can go. Order food for everyone but they know people can't get off shift. People don't have money to pay the cost of food. Food left over and given away the next day. Show how much fun you are having in pictures to the staff that can't be there. What message does that send Women in restricted housing. Our staff assaults have increased.

One staff word against the inmate. Slow response if back is turned.

Staff women on posts that require males for stripe searches and urinalysis. Big gripe is male is doing more than women since men are involved. Women get less point for work done than men since they cannot do all the tasks. We are promoting individuals based on their willingness to work a shift that no one else will work. That eventually finds its way into a desirable shift with that bad employee being a supervisor. They have turned it into a micromanaged environment where they have taken any room for interpretation out of the factor. Exec staff you can see where it more about them following central offices wishes and maintaining their position rather than working about what is going on behind the secured doors. If exec staff follows central managements directions exec staff has plausible deniability

There is no one more disliked and more hypocritical in that office down there with no accountability. To many people working in one area. Too much fat on the hog (Central management) There are several departments that maintain too much staff, HR, one person that can do the work of three and could still leave early from work.

The physical stuff is the most important. I think half our staff would not be able to respond if something did happen.

There has always been a problem with the culture of correction with trust. Employees don't trust each other and sometime it is warranted but often times it is not. For example, a white people may look at a black employee as someone who should be locked up and thus treats that employee different. There seems to be a good old boy system. There is also an "I'm better than you approach". Case workers were navy blue and officers were gray. At the meetings you see all officers sitting together. Officers think case workers don't know their jobs or can't handle inmates. And thinks that case workers just babysit the inmates. its not true because the case workers work with inmates all day so they know how to better approach the inmates. but the officers just demand that certain things be done despite considering better practices or consulting the case workers on how to deal with certain inmates. an officer coming off the yard may not fully understand. crosses training is extremely valuable and would help understanding. Employees write other up all the time. Employees should be able to talk to each other and work out differs. Culture should be changed to encourage talking to each other.

There is a great difference in the staff. The young people today do not know what hard work is. you ask them to do something simple and they whine about it. When I was young you worked hard sometimes until your hands bleed.

THEY CHANGED OUR VISITING PROCESS. NOW WE HAVE TWO STAFF WHO ARE INCHARGE OF VISITING WHICH IS A GOOD IDEA. THE PROBLEM IS THAT IT WAS CHANGED TO TRY TO PREVENT OVERTIME. WE USED TO GET MAND OT TO COVER VISITATION. THEY WORK WHEN THERE IS VISITATION. IT HAS NOT CUT BACK ON OT. IT HAS NOT CUT OR PREVENTED OT. THE NEW PROCEDURES AND CLEANING HAVE NOT CUT OT. THE CLEANING AFTER VISITATION IS NOT COVERED BY VISITATION CPL SO OT GOES TO THE OTHER CO STAFF. LAST SUNDAY THEY WERE GOING TO MAND OT. VISITATION CPL SHOULD COVER THE CLEANUP. WHY NOT SCHEDULE VISITION CPL TO COVER THE CLEANUP. BURNS UP THE MAND OT LIST TO COVER SOMEONE ELSE'S DUTIES.

Survey 1 Data

Q33: Is there anything you'd like to share that I haven't asked you already?

They need to re-evaluate senior staff at all locations. If they're still here after 10 years and they're stuck in their old ways they're putting more people in jeopardy than helping. They riling up the inmates. Communication is the biggest thing. A breakdown of the daily shift. I like working here. My LTs and supervisors are pretty fricking awesome.

THEY TALK ABOUT STAFF SAFETY BUT WE RUN SMU SHORT STAFFED ALL THE TIME. THE 12 HOUR SHIFTS HAVE NOT FIXED THE SHORTAGE OF STAFF. THEY ELIMINATE LINE STAFF, BUT ADD MORE STAFF TO HELP THE LT. THEY ADD MORE INTELLIGENCE STAFF. THE JOBS ARE NOT POSTED THEY ARE HAND PICKED. SO THE LINE STAFF GETS SHORTER AND SHORTER.

think communication - front, line, shifts, need to keep doing better; if not working independently; nothing of concern

To help keep staff here, do some type of raise, or after 10 years insurance was paid in full or after 15 they up the retirement benefits. Also give us a real cost of living raise. This year after I got my raise, my net pay went down \$60.00 a month. They could also give raises for exceptional performance based on you annual evaluation.

Training people, spending a fortune, anti management, losing money, stay until vested

DUTIES BUT NOT GETTING PAID FOR IT. THERE IS A LOT OF BULLYING THERE IS A CPL THAT IS ACTING AS A CASEWORKER. HIRED AS A CPL AND WAS TOLD THAT HE WOULD FILL AS A CASEWORKER. IT HAS BEEN 4-5 MONTHS. HE IS MAKING LESS THAN A CASEWORKER AND THEY ARE NOT PAYING ACCORDING TO UNION CONTRACT. NO GRIEVANCE RIGHTS UNTIL OFF PROBATION. UNION REP IS AFRAID TO ACT AS IT MIGHT IMPACT THE NEW GUYS JOB. IS BULLYING NEW PERSONNEL. CASEWORKERS QUIT. THE CASEWORKER COMPLAINED ABOUT BULLY AND WAS FIRED SINCE THEY WERE ON PROBATION. MANAGEMENT IS NOT SEEING THE PROBLEM. THIS PERSON HAS RAN OFF 30 STAFF AT LEAST THEY TALK ABOUT RETENTION, BUT THEY ONLY TALK ABOUT HIRING. THE WORD RETENTION IS SEEN AS AN EMPTY COMMENT SINCE THERE ARE FEW BENEFITS FOR LOYALTY AND SENIORITY.

Survey 1 Data

Q33: Is there anything you'd like to share that I haven't asked you already?

JOB AS WELL - THAT IS WHY WE HAVE SUCH A HIGH TURNOVER RATE RETENTION IS A BUZZWORD ONLY - ADMIN IS TRYING TO ELIMINATE SENIORITY - HOUSTON WENT TO INSERVICE AND BARGAINING HE WOULD SAY THAT HE WAS TRY TO GET MORE MONEY FOR THE EMPLOYEES BUT HE LIED - THAT WOULD REALLY HURT - HE WOULD SAY MORE MONEY AT INSERVICE AND THEN NOT GET MORE MONEY AT BARGAINING PROMOTIONS IS BY BUDDY SYSTEM NOT QUALIFICATIONS. CONTRACT IS NOT BEING FOLLOWED FOR BIDDING SHIFTS AND PROMOTIONS. BUDDY SYSTEM BECAUSE OF THIS QUALITY PEOPLE HAVE QUIT. THE BUDDY SYSTEM IS WHY WE HAVE INCOMPETENT BOSS - THEY ARE NOT LEADERS. PAY IS NUMBER 1 ISSUE - IF THERE IS NOT FINANCIAL REWARD OR INCENTIVE THERE IS NO RETENTION. DEPT WILL SPEND THOUSANDS ON RECRUITMENT AND ZERO DOLLARS ON RETENTION WHY WOULD YOU STAY AT A JOB WHEN THE EMPLOYER WILLFULLY VIOLATES THE CONTRACT WHICH RESULTS IN THE EMPLOYER STEALING MONEY FROM YOU - ESPECIALLY ON VOL OVERTIME AT BARGAINING THE UNION MEMBERS ARE THREATENED WITH REPRISALS DURING HEARINGS BETWEEN MANAGEMENT AND LABOR LIES ARE TOLD = EVIDENCE IS NOT USED - MORE VALUE IS PLACED ON MANAGEMENT LIES THAN THE EVIDENCE PROVIDED - THERE WAS AN ALLEGATION THAT THERE WAS A CONTRACT BUT THERE WAS NOT AND MANAGEMENT ACCEPTED THE LIE IS AN ACCEPTED AND PROMOTED PRACTICE IN THE DEPT OF CORR = IF A CAN MAKE SOMEONE QUIT IT IS LOOKED ON FAVORIBLY - THE DIR SAYS THAT HE HATES BUT THEY ARE PROMOTED. THERE ARE FRONTLINE STAFF THAT HAVE A DOCTORS NOTE THAT SAYS THEY CANNOT DO OT = THOSE SAME PEOPLE SAY THEY CANNOT DO THEIR JOB = THEY DO NOT HAVE THEIR PASSWORD = OTHER PEOPLE HAVE TO DO THEIR JOB MANAGEMENT CREATES THE RULES POLICIES AND PROC AND THEN DOES NOT FOLLOW THEM.

FOLLOW THE DAMN RULES. THE DEPT NEED TO REALIZE THAT THERE ARE LEADERS AND THERE ARE BOSSES. THE WARDEN IS A LEADER THE REST ARE BOSSES. PROMOTION IS BASED ON THE BUDDY SYSTEM THE WARDEN WAS INVOLVED IN AN INCIDENT AND WAS NEVER RECOGNIZED FOR WHAT SHE DID. WE HAVE FEMALE ONLY POSTS AND MANAGEMENT IN LINCOLN SAYS THAT WOMEN HAVE NO VALUE - THEY WERE GOING TO TAKE THEIR BIDDING RIGHTS AWAY BUT THE UNION GOT THEM BACK. SUPERV SHOULD CLOCK IN AND CLOCK OUT SO THAT THEY CAN TRACK THEIR 30 HOUR WORK WEEK. SOME DO NOT EVEN PUT IN 30 HOURS. NEPOTIMS AND FAMILY WAS BANNED THAT HAS CHANGED. OUR LABOR POOL IS STRONGER FOR FAMILY TECUMSEH FAILED BECAUSE THERE WAS NO FAMILY WORKING THERE.

VERY CONCERNED ABOUT WHAT WE ARE DOING IN SMU WEST. I HAVE STAFF THAT IS UNCOMFORTABLE WORKING THERE. THE MEDICAL STAFF IS UNCOMFORTABLE WORKING THEIR. THE YOUNG STAFF IS IN THAT UNIT AND THEY ARE THE INMATES THAT RIOTED. THE INMATES HAVE ALREADY SAID THAT THEY ARE GOING AFTER STAFF NEXT TIME. STAFF IS DOING THEIR BEST. WE NEED SEG TO LOCK DOWN PROBLEM INMATES. WE NEED BEDS BUT THEY COULD USE HOUSING UNIT 4. NO ONE WANTS TO WORK HOUSING UNIT 2. SOMETHING NEEDS TO BE DONE TO MAKE PEOPLE FEEL SAFE WORKING IN THESE UNITS. IT IS NOT ABOUT PAY FOR ME. IT KEEPS PEOPLE HERE, BUT MY CONCERN IS SAFETY AND MORALE, WHICH WILL KEEP PEOPLE HERE ALSO.

Want more money based on seniority...management needs to follow the Union contract and be held accountable for following it.

We've had people in warden and asst. warden positions who have no business in those positions. People come in and try to change everything at once. I don't like change but it's not good to change everything at once. The days off change was just dirty, but they won't do anything to fix it. One more year and I'm out of here, I guess.

When someone calls in sick, supervisors will say why the person called in. Or if someone is having surgery, they will tell people or talk about it. There just needs to be less discussion about those types of things on the unit or with staff in general. Also discussions about people putting in notice. That's not something that should be openly discussed on the unit.

When we work 12's we do not get any breaks. If we are in the control center we just go warm up our food and go back. Isn't there some law about having a break.

Survey 1 Data

Q33: Is there anything you'd like to share that I haven't asked you already?

WITH ALL THE CHANGES THAT HAS INCURRED THE LAST COUPLE OF YEARS THE ONE BRIGHT SPOT WAS BRINGING I HAVE HAD MORE CONVERSATIONS WITH DILLS IN FIVE MONTHS THAN I DID WITH MY PRIOR SGT IN YEARS. HE CAME UP THROUGH THE RANKS AND IS WELL RESPECTED. IN MY OPINION THE ADMIN STAFF IS MOSTLY LYING USED CAR SALESMEN. MORALE IS THE LOWEST IT HAS BEEN. THERE IS A CASEWORKER DO 96 HOURS A WEEK AND IT STILL IS NOT ENOUGH.

You can tell is running things and not Frakes. And I feel bad for him because he's going to end up getting fired for her mistakes.

maybe not. Could be coincidence, but How does that happen?

You caught me in a good mode today. Normally I get mad. There are numerous admin staff that should not be in their job or moved. They are either stagnant or have lost touch with reality. Esp. at the admin staff there is a line between first line staff and admin staff. Admin does not take issues seriously or they tell you we cannot do that for you. One casework should not have 100+ inmates to work.

Survey 2 Data

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| <p>Q1: On a scale from one to five, how would you rate your understanding of the responsibilities of your position?</p> |
| <p>1 Little Understanding 2 Some Lack of Understanding 3 Neutral/No Opinion 4 Understand 5 Strong Understanding</p> |
| <p>Fluid. my role changes from day to day.</p> |
| <p>YEARS OF EXPERIENCE. IT DOES NOT CHANGE MUCH.</p> |
| <p>I know my job.</p> |
| <p>all of our roles, I'm not sure if I see progressive, don't see anything for advancement, told by colleagues to learn what they do; no extra classes/development; either know of your don't</p> |
| <p>it was a new position when I started and all the duties were not fully identified but as time has gone on they have become more clear.</p> |
| <p>At this facility, roles and expectations are lined out, and volunteer in other areas, know what is expected</p> |
| <p>understand what has to do, need to do</p> |
| <p>I have gone through everything with this position; I know where to begin to start fixing it.</p> |
| <p>Because I've been doing the same job for years</p> |
| <p>because of years of service and experience really counts</p> |
| <p>everything was paper now electronic; also doing project - warden gives clarity; managed by unit administration - not given JD, or descriptions of responsibilities in months he's been here</p> |
| <p>know duties, not uncertain in her job</p> |
| <p>been doing long enough that she knows what she is to be doing</p> |
| <p>been doing the job and reviewing the policies long enough that he has full competency.</p> |
| <p>been doing the job for a long time.</p> |
| <p>know based on experience from being here</p> |
| <p>and generally don't have questions that come up. knows job very well.</p> |
| <p>been in whole life, and has been with doc for and has given in autonomy</p> |
| <p>Been trained well and shows good initiative if doesn't understand.</p> |

Survey 2 Data

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| <p>Q1: On a scale from one to five, how would you rate your understanding of the responsibilities of your position?</p> |
| <p>1 Little Understanding 2 Some Lack of Understanding 3 Neutral/No Opinion 4 Understand 5 Strong Understanding</p> |
| <p>been with dept. and feels comfortable with what is supposed to</p> |
| <p>been working with DOC have worked same job</p> |
| <p>Black and white thinker. My supervisor gives expectations so I know what is expected of me. I do what I should be doing and I think I do very well.</p> |
| <p>Come in and do the same work everyday. Now rules are changing; tell you to come in and do this and then that.</p> |
| <p>constantly changing is a fixer. I know many positions and jobs. person quit and I took over her duties also.</p> |
| <p>Definitely know what my job is. Don't think my supervisor knows what it is which is problematic during evaluations.</p> |
| <p>Depending on who in upper admin you are working with the duties changes. No one in admin is on the same page.</p> |
| <p>doing the job long enough; Started out just arranging progressive knowledge of the job. Earlier this year; was dismissed; stepped in as another perspective of the job; knows admin and supervisory side. Supervisor position was eliminated.</p> |
| <p>Duties are outlined in AR; Well defined, which she likes.</p> |
| <p>Easy to understand what they expect from you.</p> |
| <p>even though not been her long, pretty quick at picking things up; been able to grasp job position fairly quickly</p> |
| <p>Every day I work with it. I know the rules I have to follow and what rules I have to tell people to follow.</p> |
| <p>Experience and knowledge of the job.</p> |
| <p>Feel confident in his abilities, and what he does in his job, his research, training he continues to do, feedback from fellow staff, and understanding of situations that come up on a daily basis</p> |
| <p>giving that rating, is a knows what she needs to do as a it's her role professionally</p> |
| <p>has strong admin support and they make their expectations clear. has had adequate training after being promoted.</p> |
| <p>all inclusive. I do it if it needs done. Don't need to be shown a whole lot. We have a system and my boss tells me how it is to be done. No gray area.</p> |

Survey 2 Data

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| <p>Q1: On a scale from one to five, how would you rate your understanding of the responsibilities of your position?</p> |
| <p>1 Little Understanding 2 Some Lack of Understanding 3 Neutral/No Opinion 4 Understand 5 Strong Understanding</p> |
| <p>Gave it a 4 because the mentorship is in the development stages. it is in the beginning stages but I have things to learn.</p> |
| <p>I been here a long time. I understand what my job is.</p> |
| <p>I did not have any training, it was baptism by fire.</p> |
| <p>I do a lot of things I could do driving going into the shop, interviews, kind of like a jack of all trades.</p> |
| <p>I don't know everything. I'm not a genius.</p> |
| <p>I don't know what I am doing everyday, it is a mystery. When I started this years ago, I had a set of duties. Since that day, they have added 30 or 40 to that I understand it is as directed, but I have no clue what or where I will be each day.</p> |
| <p>I feel I have been doing it long enough. I have met all that is expected of me</p> |
| <p>I feel that as far as my role, I understand where I need to give the administrative messages to line staff. And the teaching and working with line staff to grow in their job.</p> |
| <p>I have a strong understanding of what I was hired to do.</p> |
| <p>I have been doing my job for a long time and I feel that I am pretty good at it.</p> |
| <p>I know everything that is expected and no question as to what job duties are.</p> |
| <p>I KNOW EXACTING WHAT MY JOB TITLE IS, WHAT I AM ALLOWED TO DO AND WHAT I AM NOT ALLOWED TO DO AND WHAT SUPERVISION THAT I NEED TO DO MY JOB</p> |
| <p>I know exactly what our mission</p> |
| <p>I know my job and how to do my job. we have post orders that I follow. I have been there a long time and I know how to do everything that is expected of me.</p> |
| <p>I know my job. The superv make it so that if you do not understand we work together to work it out.</p> |
| <p>I know what I am suppose to do, been doing it for years, no surprises yet on expectations.</p> |
| <p>I know what I need to do</p> |

Survey 2 Data

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| <p>Q1: On a scale from one to five, how would you rate your understanding of the responsibilities of your position?</p> |
| <p>1 Little Understanding 2 Some Lack of Understanding 3 Neutral/No Opinion 4 Understand 5 Strong Understanding</p> |
| <p>I know what my job duties are being able to perform as a is different because they include my job in the staffing on the floor and I have to do cell searches, run the floor, only staff for 160 inmatestoday I am by myself and I don't have staff to help me; I have to put my duties on hold and doing duties of ; My job requires to interview inmates for udc hearing, classification, programming in my office; they run minimum staffing and have to cut corners to get things done.....not as thorough a job due to minimum staffing</p> |
| <p>I know what my job is but there are other tasks that I'm expected to do that I'm not sure of</p> |
| <p>I practice it everyday. There is a process that had to be learned when I started and I know exactly how the job is supposed to be done.</p> |
| <p>I think it is clear what we are suppose to do</p> |
| <p>I think it is unique to my position. I was a up until a couple years ago. I question if I can counsel an inmate,</p> |
| <p>I understand her job; never gives very</p> |
| <p>I'm a in the department</p> |
| <p>It changes and sometimes those changes aren't communicated</p> |
| <p>IT IS NOT THAT DIFF OF A JOB</p> |
| <p>It is part OF THE INTERVIEW PROCESS. YOU READ THE POST ORDERS AND FROM THE POST ORDERS YOU KNOW WHAT YOU ARE SUPPOSED TO DO AND THE DUTIES THAT YOU HAVE TO TAKE ON.</p> |
| <p>job changes frequently; expectation of supervisor changes at any given moment and not clearly communicated.</p> |
| <p>still learning job duties.</p> |
| <p>there are some things I can pick up quick. But it's a learning process to figure out the job itself. Sometimes policy changes occur and I don't get notified. More responsibilities are getting thrown at me.</p> |
| <p>know duties well</p> |
| <p>know role, know job, when she speaks about leadership not consistent; know what here to do kids, give kids opportunity to reentry</p> |
| <p>know what her role is as a know who report to, know how to work as a team</p> |
| <p>know what responsibilities are; do daily</p> |

Survey 2 Data

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| <p>Q1: On a scale from one to five, how would you rate your understanding of the responsibilities of your position?</p> |
| <p>1 Little Understanding 2 Some Lack of Understanding 3 Neutral/No Opinion 4 Understand 5 Strong Understanding</p> |
| <p>knows what is expected</p> |
| <p>laid out in the beginning; easy to understand</p> |
| <p>mostly because she got thrown into position as acting, interviewed, accepted, real big whirl win, other supervisor took 5 weeks off</p> |
| <p>My boss is extremely good at letting me know his expectation and what he needs done. I know what I need to do for my boss.</p> |
| <p>My job is pretty well laid out.</p> |
| <p>my job was easy and stuff I have done before</p> |
| <p>I have acquired numerous additional duties that take away some of my time from the main function.</p> |
| <p>need to know what I am doing, I find out what it expected of me</p> |
| <p>on the job experience</p> |
| <p>know most of it.</p> |
| <p>manager gives a good job description and he is a great leader.</p> |
| <p>our roles are changing and sometimes stuff is not filtered from the top to the field office. Day to day for each parolee is pretty cut and dry. The freedom to interact and approach is understood. I understand these things due to a past employee who gave me a lot of info. This did not come from training or from Lincoln. Thrown to the wolves and told to do my job. Half day of training is all I got. He left shortly after I got there, but he helped me understand.</p> |
| <p>Parts of job still learning; new duties are assigned; job does change.</p> |
| <p>Pretty clear cut, new stuff, they tell me what I need to do.</p> |
| <p>read policies regarding job</p> |
| <p>read policies when they come out, know what is expected of him, review all the communications, if have doubts ask questions</p> |
| <p>reminded daily what they want, they have certain timeframes on some documents.</p> |
| <p>required to do a lot of other jobs and does it everyday so as a routine you learn the ins and outs.</p> |

Survey 2 Data

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| <p>Q1: On a scale from one to five, how would you rate your understanding of the responsibilities of your position?</p> |
| <p>1 Little Understanding 2 Some Lack of Understanding 3 Neutral/No Opinion 4 Understand 5 Strong Understanding</p> |
| <p>seems like he knows what job is, constantly changing parameters of the job, by and large, to keep people from returning to prison, but not in the best interest of the public if we want to hold people accountable or pretend we are holding them accountable</p> |
| <p>learning new things</p> |
| <p>Since I started working here, we went thru the records my entire chain of command is gone. So my duties are not 100% clear. They change.</p> |
| <p>the dept. done good job of expectations as well as providing on the job training; pre service and continuing service training;</p> |
| <p>the role we serve for corrections is paramount to the success of individuals exiting the institutions. Reassimalation into the community. Acceptance, understanding, forgiveness by the public.</p> |
| <p>the team of people I work with are excellent and offer all the knowledge they have; answer all my questions; strong understanding of what job duties are</p> |
| <p>To the certain points, don't always agree with it, but understand what I have to do to be successful. In their best interest If you don't know your job, you should not be here. Always learning new things.</p> |
| <p>Training, job description, clear expectations from management.</p> |
| <p>understand duties</p> |
| <p>understand most of work, where they are at, what is true responsibility of their job; has been thrown out there; when people come here, not used to volume of calls, have lieutenants, some custody, not ranked, not perfectly explained to them, do best they can and move forward.</p> |
| <p>understand very well, explained extremely well when hired, supervisors was had at that time, asked those questions, not a 5 sometimes he questions the importance of the position in the facility; shake head of what other people think - what they can tell you what to do; people in the facility what you are going to do, give this person, do for that person, not knowing on protocol; gets directives from all over for the inmates; really bad at the beginning; cut that in 1/2</p> |
| <p>understand what's her boss wants of her, but not the facility</p> |
| <p>very unclear as what job responsibilities are; change on regular basis; reprimanded regularly for doing things outside of what the job is and very unclear on what I should do in those situations.</p> |
| <p>when got here, there wasn't a job description; was only told this will be your job. Training has been good, but hard to learn in the Correctional setting.</p> |

Survey 2 Data

Q1: On a scale from one to five, how would you rate your understanding of the responsibilities of your position?

1 Little Understanding 2 Some Lack of Understanding 3 Neutral/No Opinion 4 Understand 5 Strong Understanding

We have a lot of work to do but we have good team relationships in the wing

worked here for so long; but sometimes asked to do things beyond what her job is; but sometimes it changes;
people are not held accountable for doing their job, would get pushed over to her

years of experience. knows what is expected.

You can understand your job, the statute you work under. You cannot do anything about your agency not following the rules and statutes.

Survey 2 Data

| Q2: On a scale from one to five, how would you rate the difference between your job description and what are actually the demands of your job? | |
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| 1 No Difference 2 Not Much Difference 3 Some Difference 4 A lot of Difference 5 Completely Different | |
| wear a lot of hats during the day. Different role between the two. | |
| a lot of time have to redo work as officers, sometimes have to do room searches, give urinalysis treated like officers, not paid like | |
| A while ago we were helping out the library with assigning passes to the library. | |
| actually asking for an desk audit. More responsibilities than originally; than expected | More duties |
| added extra duties to the with no thought to staffing. do more; added duties; do those duties and I have to have staff. see answer in #1. how can you increase expectations without increasing staffing to make it possible to perform. | |
| Also do retention, hiring, recruitment on top of training duties | |
| anything can happen in medical, intakes, county housing Various and every day is different every hour. Understand duties and scope of practice | |
| wear lot of different hats, but expect that, don't see as negative, | play different roles |
| As the years progressed more duties were added. a lot more duties have been added to that job description have changed a lot. When someone would leave, those duties would get divided between other staff and they just stay with you even if you asked when the position would be filled. My focus was suppose to be strictly on inmate education | |
| because different situations that come up; job is never the same; new things added in or need to be fixed all the time; nature of the job and because it came up and under my realm of things to do. | |
| because of the fact that she's asked to do things that are out of her job class, that someone else is supposed to do, try to do team players, there are people constantly not doing their job, so it becomes assumed she will do; one of the things with this facilities have move - she collects a lot of different assignments; wear a lot of different hats | |
| Because you don't what your job description says but it also says in the job description "and any other duties as assigned" If you are given a directive you do it or you are written up for not following a directive. | |
| between some and a little difference. Did some functions in my area as well. If I just did the job I was hired to do, I would do no difference. | |
| come into the job, you either know or don't, learn from your colleagues, whether you are an equal colleague, manager or director everyone has their own difference, not structured/management style is different | |
| Common thing in our dept., we get added duties and responsibilities. Both good and bad. I took more duties about six months ago after a coworker left. I just received more duties a couple weeks ago. Just filled one of the positions, but the new person has not taken on yet my extra duties. Kind of a mess. | |
| Current is what was expected. was not the same - open ended on what position meant and did. | |

Survey 2 Data

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| <p>Q2: On a scale from one to five, how would you rate the difference between your job description and what are actually the demands of your job?</p> |
| <p>1 No Difference 2 Not Much Difference 3 Some Difference 4 A lot of Difference 5 Completely Different</p> |
| <p>day to day operations, not an average day. they think up crap for everything. they have a plan for every instance. but we do have something out of the blue. always something you cannot predict. unforeseen things.</p> |
| <p>dept. standard that's written is different, is different here and what the dept. has in general.</p> |
| <p>Description is pretty lengthy and we don't do those duties every day</p> |
| <p>Did not rate. Like I said I am a jack of all trades, it is real hard to put my job responsibilities and duties. Those job duties are figured state wide. You might have in another part of NDCS or the state but my duties do not match up to what they are doing. The job description for what we do here does not match for what we do here compared to the institutions.</p> |
| <p>Different with different supervisors; responsibilities and expectations</p> |
| <p>do some case workers duties in additional to regular job duties and does this on a regular basis.</p> |
| <p>don't know if I even remember what the jd was; know I was told duties I would be doing and know that I am not doing those and have not been instructed to do them.</p> |
| <p>don't know if there is a description of a job, there is not description</p> |
| <p>DOWN IN MY AREA IT IS PRETTY BLACK AND WHITE. THE POST ORDERS BREAKDOWN CLEARLY WHAT WE ARE DOING THROUGHOUT THE DAY. IT IS A TIME SENSITIVE AND DRIVEN AREA.</p> |
| <p>end up doing more that is more because of how the had been filled in the past; two girls left within 2 months of getting here; took forever to get hired; hired temps; trying to learn positions himself; had to do job and his job</p> |
| <p>Everything I was told that this position was supposed to be it is. Reentry is new but I am plugging along with that.</p> |
| <p>expectations are laid out; when working with people impossible to account for every situation; have to be flexible</p> |
| <p>there are so many variables that the description can't cover it all. and security on top of it all there are some things you can't train for.</p> |
| <p>follow same requirements at DHHS, description has nothing to do with supervising inmates, generically written; nothing to say supervising/control of inmates</p> |
| <p>from what it states case workers are more involved in the case load, but at this facility there are more jobs to do so they are not really connected to the inmate case load as the description says.</p> |
| <p>has not seen the latest one. the job description had it more like it would be a it is a administrative position, setting up programming, setting up time and space, researching inmates claims, stats upkeep.</p> |
| <p>Have a "other duties as assigned" description. I do a lot outside of what a would do. I like that.</p> |

Survey 2 Data

| Q2: On a scale from one to five, how would you rate the difference between your job description and what are actually the demands of your job? | |
|--|---|
| 1 No Difference 2 Not Much Difference 3 Some Difference 4 A lot of Difference 5 Completely Different | |
| Haven't received job duties or responsibilities; having him do lots of different things, those go back into the community, | to help |
| haven't seen a JD | |
| extra collateral jobs and role of duty officer | turnover not high |
| I DO A LOT OF SECURITY WORK. | |
| I am more involved in the day to day stuff than the other directors are. assignments. Help the managers to relieve their duties. More hands on. | make sure inmates are doing their |
| I did not expect to be doing management. Hiring, interviews, and managing employees. | |
| I don't even remember what my job description is. My main goal is to make sure everyone gets | |
| I don't remember the job description that well, but it is fairly accurate. | |
| I don't think it is that different. If you were going by my evaluation then it would be quite different. | |
| I know what it is, but who knows what is going to come up. | |
| I reviewed it and it is very much different. the physical description is very much off. The job description makes it seem like I have a secretarial job. It requires more strength, flexibility and endurance than the description. | |
| I think my job description is doing correspondence, doing research, assisting my boss and I am getting back to that. We had an employee retire from clothing issue so I had more work in that area. We have hired a new person so I am getting back to my original position. | |
| If I read the job description, the details are not that detailed. There is a lot more to my job than what is written. I could sit at my desk all day, but things would not run if I did that. | |
| I don't get paid for that and it's not on my job description. | |
| I'm doing a lot more of what supervisor would do. | management and stuff like that. I have 5 direct reports and one of the people who reports to me is a supervisor. I think the primary reason for that is we're so small. |
| I'm expected to do a lot more than the average person is expected to do because I'm very good at my job | |
| I'm not always in the | ...sometimes I have to come up and work on other things |

Survey 2 Data

| Q2: On a scale from one to five, how would you rate the difference between your job description and what are actually the demands of your job? |
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| 1 No Difference 2 Not Much Difference 3 Some Difference 4 A lot of Difference 5 Completely Different |
| in fine print says duties as assigned. only 1 - 2 days a week do main job; rest of the time is rest. Paperwork and classification, investigations, disciplinary stuff is regular duties, but most days on the floor giving out meds, moving inmates. Doesn't leave time for the duties supposed to be doing. |
| In general the JD is accurate because he reviews on occasion, saw posted recently, still accurate |
| In the beginning it is a little vague about how much security is involved with the job, the involvement with inmates was different than expected |
| It is not all Sometimes we are asked to help out with security. I did strip searches the other day. You have to watch your tools and your back. You perform security while you are doing |
| job description for the state is set on a generic situation but the doc has more specifics included in the job description. but it is close to the mark with the dynamics of the position. |
| job description on line was completely different. Has a new supervisor that wanted to see job description; didn't have one in her file; printed off the description from the website. Was able to give it to her; supervisor was concerned because of the difference. |
| job description was on point for the most part but there are always new things added to your job after you start that change a little, i.e. tech. |
| job in line with job description. been a long time since he has seen the job description. |
| job is very situational; a lot of hole punching when it comes to day to day. don't know how the situation is going to work out when it comes to |
| knew that he would be training and working with staff and paperwork that comes with it. |
| know when hired, wasn't told 10-12 hour days 7 days a week, not told of tremendous paperwork, some limitations, little behind the times for community of care standards |
| Leaps and bound different. I read the description and it is not at all what I do. |
| Making sure that I'm available 24/7 was not listed in the job description, but I feel that in order to be a good leader I feel that I need to be available. |
| more case management and less supervision required. you think you are going to supervising people or arresting people, more counseling and mentoring babysitting and things like that. Less busy work would help, more supervision. |
| My job classification has a very brief description. |
| none |
| none |

Survey 2 Data

| Q2: On a scale from one to five, how would you rate the difference between your job description and what are actually the demands of your job? |
|--|
| 1 No Difference 2 Not Much Difference 3 Some Difference 4 A lot of Difference 5 Completely Different |
| None |
| not different. |
| not much that he has encounter that he was not aware of prior to. |
| not sure of job description, what I was told when I put my application in and what it turned out to be was completely different. |
| nothing different |
| Other facilities have corporals that do pat searches and hand out utensils. We search visitors and have done strip searches of inmates when they are short staffed. I know we have to pass PPCT level 3, I am not sure other facilities have to do that. |
| we started off as disciplinary, now more hands on with the person. Help provide services now, before we sent them back to Progress them back into society. |
| Post riot I don't know if anyone is doing what they were hired to do. I know we aren't. |
| Recently in the last few years they have added duties, which is not a complaint |
| is pretty all over the board; I work in a specific department, my duties are a little different than other |
| Shortly after I came in I was given the file audit of the 6000 inmates and every year 2500 new inmates come in so potentially 8000 files that need to be reviewed. |
| It is purely due to the volume of work. If there was more time I could get back on sentence calculation. |
| Signed up to be a but I am used on the yard. I get paid less than a CO. I help the CO on the yard, but they do not help me when I need help. The job description did not mention being on the yard. |
| similar to #1 above. Lots of extra duties that don't fall into jd.... I haven't seen the jd for awhile |
| Some extra duties might come about. |
| Some of the things I should be doing I am not doing and some of the things I should not be doing I am doing. |
| sometimes dealing with the people they deal with they go over and beyond to help them, it's not that she doesn't want to but she deals with grown folks, either do it or you don't, got to be open and honest, go over and beyond coming from her |
| Spend the majority of my time filling in for subordinates Positions are open. |

Survey 2 Data

| Q2: On a scale from one to five, how would you rate the difference between your job description and what are actually the demands of your job? | |
|--|---|
| 1 No Difference 2 Not Much Difference 3 Some Difference 4 A lot of Difference 5 Completely Different | |
| Started as a | thought would have day shift and weekends off. Was feeding inmates, transporting, typical entry level. |
| position for week or so; wear a lot of hats because | is so small. Records IDC hearings, hand out meds. In current |
| supervisory job, I get pulled into more duties that take me away from supervising staff. Always a thing I have to go focus on | |
| That comes from the changes in the agency and the policies. used to monitor them, have them be in compliance or cuff them up. Now we are social workers and we have to help them reintegrate them into the community. We get them social support that we never were told to do in the beginning. That is why there is so much conflict with the changes, training is lacking in this area. | |
| The actual demands is loading and unloading trucks. They have add institutional and kitchen inventory that were never in my description. | |
| the duties we have here go far beyond the normal requirement...small facility more is dumped on us because we don't have a lot of other people in other classifications. | |
| The job description doesn't emphasize the little issues that come up every day. Spend more of my time putting out fires than doing paperwork. | |
| THE JOB DESCRP SAYS THAT I WILL WORK UNDER AN RN, DOC, OR MID-LEVEL PROVIDER, BUT SOMETIMES I WORK INDEPENDENTLY BUT NOT OUTSIDE THE SCOPE OF MY JOB. | |
| The job was created for 265 people and now we service 750 or more. There's not enough of me to go around. | |
| There are some duties that are outlined that I do over and above. | |
| There are things I'm tasked with that are in a job description higher than me. A handful. | |
| there is so much other stuff or that is expected to be done, that you can't focus on the post orders or what is written. | |
| They can't encompass everything in a paragraph. Weekly if not monthly they're adding additional things for us to do | |
| things done for the facility that are not in the job description. | that runs a program; which differs from the job description. |
| THINGS KEEP GETTING ADDED. JOB ASSIGNMENTS AND RESPONSIBILITIES | |
| gone I do their jobs. Again no training. Other than the departments formal description of my job there was no manual, no instructions for my job. | Right now I am doing both jobs, if any one of them are |
| title doesn't fit the job duties; | usually pumped up name title doesn't fit what he does |
| thought without job description in front of her. you learn along the way. | more duties something |

Survey 2 Data

| Q2: On a scale from one to five, how would you rate the difference between your job description and what are actually the demands of your job? |
|---|
| 1 No Difference 2 Not Much Difference 3 Some Difference 4 A lot of Difference 5 Completely Different |
| was not there when he first started, but it is a huge part of the . may be issue for failure of test. recently there was a job change for those supervisory duties, and now they get credit for those duties. |
| upper administration - not bosses in the facility - change stuff weekly, try something new, go back and forth, wishy washy, direction changes so many things, constantly |
| We all work together over here. Sometimes although I am if I am asked to help perform other tasks and assist the I volunteer to do so. is an organization that everyone works together to get the necessary task done and everybody is willing to give assistance wherever needed. |
| We've had so much more get piled on us over time, but it happened. |
| what is documented in policy sometimes does not mirror real world situations. the om's and the policies cannot articulate what discretions we must make. |
| What we do out here is different than in Lincoln and Omaha |
| was not part of it, it was added on which I gladly accepted. |
| when interviewed, job was described as slowly working that into position, when started, was giving people community services, |
| when put into writing, much more simplistic than what we really do |
| when start working here it was something different than what you expected to do. |
| when you read the JD, by book by policy (on website) a lot of what they do day to day is not described in the JD |
| When you take any kind of management role, you know things are going to come up. You look and see what needs to get done and you get it done |
| with think would have administration, when you are overseeing inmates, first duty safety security, good order of institution, fighting for budget, wearing 15 hats a day; typically do not have any other staff in with |
| with the last budget cuts some shortages were made in programming and more work is expected with less staff; additional duties are assigned beyond the scope of my job description; |
| written description can only tell you in the broadest terms what your job is supposed to be, f having to do motivational interviewing, but not knowing you are going to be recorded and graded on how you talk to people; micromanaging, asking questions, ask a lot of questions that make you double check everything, doesn't come through that everything has to be on point, no way to explain how to be fluid, there "policy" but not really - to fill out based on situation |
| You have to be able to adapt and overcome the situation. I thought I'd have a lot less computer work to do. |

Survey 2 Data

Q2: On a scale from one to five, how would you rate the difference between your job description and what are actually the demands of your job?

1 No Difference 2 Not Much Difference 3 Some Difference 4 A lot of Difference 5 Completely Different

you have your JD, when you get in the job, other details, work added, other things; in this environment, understand some of it, other times don't

You pitch in with whatever is needed

Survey 2 Data

| Q3: On a scale from one to five, how would you rate your satisfaction with the leadership at your facility? |
|---|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| a good leader helps employee, not fair, not consistent, depending on who you are, don't treat people the seem, a real leader would pull up their sleeves and help |
| a lot of changes in our dept. and do not really have a supervisor in our department right now |
| a lot of responsibility and unrealistic expectations; "we were informed that we could work as many hours as we wanted to get the job done however we don't get paid for any of those hours".....a quote from administration |
| all staff here work together, mostly fair when it comes to work |
| At no point are you left on your own. There is always support. There is a team atmosphere. The decision are logical and cogent. |
| At times. It goes up and down. It can be positive and it can be negative. |
| At upper level, a lot of decisions regarding staff and inmates family - posting a form on the website; the decision is not being made. Make the decision to post it - would save money for the family and inmates. Small decisions that could be made are not. Bigger decisions are being made that don't agree with. |
| is very open and honest; everyone in the chain of command has an open door policy and will explain anything to you if you ask |
| because sometimes action isn't taken that needs to be, that attitude that it will work itself out, sometimes leaders are non confrontational and don't address problems, reactive vs. proactive one things; some people aren't able to have the qualities to be a successful leader, narsastic behaviors, some my way of the highway, don't take into account others opinions |
| but don't have any experience in corrections |
| admin staff I'm satisfied with....if they have comments we talk it out. their leadership is great. It's such a small facility. They really do care about the staff members over there. my immediate supervisor is cool and understanding. The upper administration has their days where it seems like they really don't care about the shift staff and the people who are lower than them. Sometimes you can just walk around and feel the tension. |
| certain things go on that they don't follow the policy or they bend the policy to make it fit. biggest issue is that people who have been with the dept. for a long time forget where they came from and there are certain people who influence the leadership and it gets put back down |
| communication should be improved; professionalism should be improved; less micromanagement would be helpful our warden has great ideas; eager to make changes; sometimes we go too fast and don't think things through; appreciate willingness to make changes and enthusiasm. |
| current administration - I believe warden and asst warden are supportive, professional, openly communicate; if I had an issue I could easily address it with anyone in our admin. I have found that every facility in DCS that I have worked with admin extremely supportive and professional. |
| current past leadership was a great leader, knew what he was doing. looked at everything in every way and easy to talk to |
| days when I can and then days I cannot respect them. Heads up their ass, think different then we do. they don't share information. You are told to do this, no reason why. |
| depends on who you are looking at - some people are good, some bad leaders Deputy Warden - highly dissatisfied when he was supervisor, not ok with his behaviors |

Survey 2 Data

| Q3: On a scale from one to five, how would you rate your satisfaction with the leadership at your facility? | |
|---|--------|
| dilemma | highly |
| dissatisfied, during transition warden - highly dissatisfied, wasn't getting his needs met, surprised as the way things have gone down | |
| doesn't seem like they are always on the same page. there is a lot of inconsistency between supervisors and the supervisor themselves. | |
| don't have the chance to meet leadership; seem to be doing a good job; the charitable giving went overboard - every day something new; silent auction; bake sale; got tired of looking at emails - too much. | |
| don't see a lot of outward leadership from admin, frequently ready to reprimand and slow to recognize. involvement is when things go wrong; communication could be better. Information trickles down and not all across as it should | |
| SUPERV I DO NOT HAVE A STRONG CONNECTION WITH I DO NOT SEE THEM ON A DAY TO DAY BASIS | |
| Feel that our administration enjoys micro management to the point of stepping over the line rather than looking into case loads as a whole, that should be her job to address those issues, lack of communication between administrator and asst administrator get same message but opposite; causes a lot of confusion | |
| Feel that the facility leadership does not treat as an important part of the facility; feel that the leadership does not know what they do in detail, therefore doesn't give us the support we need with the inmates, seldom see leadership in the building where is unless they are given a tour, invited them to visit doesn't happen, when approached leadership about problems with inmates and asked them to come and see what's going on, told by warden that he shouldn't have to hold our hands | |
| gotten better with new Director. Room for improvement with new leadership. | |
| has been recent turnover among supervisors, so current supervisor 4-5 months, has been ok, nothing greater or super ok, nothing exciting | |
| have no problem with admin, they listen. no issues with communication. | |
| he has worked taken numerous supervisor/leadership courses, with current management, not style he's ever said, they don't know, free for all, most of the wardens who have been in their position so long don't know how to change, stuck in 1970s in 2015 now | |
| he listens to concerns, gives his input. may not agree with admin and tells you he does not agree, but we have to do it anyway. I respect that, at least he does not lie to me that he agrees with the directive when he does not. | |
| I am satisfied with the warden and asst. warden. | |
| I believe that satisfaction starts with your immediate supervisor in the leadership position. The supervisor sets the tone for the part that the individual plays in his part of the agency. | |
| I did not go high since there is a lot of cliché. If you are not in the in group you have to keep your head down. If you are not in the in group and you speak your mind you are in trouble. | |
| I don't have any issues or disciplinary issues, but I see a lot of wasted time and things that should be dealt with by administration. | |
| I don't look at them as leaders. They lack communicative skills. Not all of them, just the ones charge. They do not take line staff's ideas. Like and architect. I can draw it and do it that way, might be good or bad. No leadership at all. | |

Survey 2 Data

| <p>Q3: On a scale from one to five, how would you rate your satisfaction with the leadership at your facility?</p> |
|--|
| <p>I feel like most people in administrative positions are approachable. They've been accommodating.</p> |
| <p>I feel that our upper management, administration is completely out of touch with the actual duties that a _____ is responsible for. I can only speak for myself, I have witnessed this different times. There is too much micro managing. I feel decisions are made on that level based on what would look good for them. I don't feel that administration listens to field staff on their needs.</p> |
| <p>I feel that the micro managing and trust is not at the level it should be. Things I have dealt with before, simple things, that come up again, I am reminded step by step how to do it. This is from the administrator.</p> |
| <p>I have a good working relationship with the warden and _____ has the best interests of this facility in mind at all times He spends a lot of time helping me out. Very available. Also a good training officer. Anyone would help.</p> |
| <p>I have mixed feelings. _____ doesn't include the wardens. Sometimes I have people who aren't in my line of supervision telling me how to do my job even though they have no training and they aren't my supervisors. Sometimes I feel in a bind because I'm not going to tell them "you're not my supervisor," but they're trying to tell me how to prioritize my work when they have no idea what my job duties entail. And that's not their responsibility. This is a newer problem - not feeling supported by administration. The further up you go outside the facility the worse it gets.</p> |
| <p>I have moved a lot I have had a lot of jobs. I have had some horrible bosses. This is not as bad as people think it is. I am happy and I enjoy it. Things happen for reasons I cannot share and because they are directed from above. There are safety and mitigating circumstance for the things that are done that upset the staff but can't be shared with the staff.</p> |
| <p>I have not really had to do a lot with administration. I am affected by what they do but only on a broad scale. I don't envy what they have to do.</p> |
| <p>I have to attend a lot of meetings. I get told one thing during meetings and then something different comes out in memos. I feel like administration is pitting line staff against inmates right now. Blaming decisions on "what staff want" when they're the ones who made the decision. I think admin is making staff think they're listening to their ideas and then going on and doing what they want anyway.</p> |
| <p>I know what is expected of me and my supervisor knows that as well. they agree with my decisions</p> |
| <p>I like our warden and our exec. staff.</p> |
| <p>I remember what it was like to not be "in the know" and be involved in decision making. Now I am, so it's better, but I understand feeling left out of the loop like a lot of people do.</p> |
| <p>I think it runs pretty good. Overall, satisfactory institution.</p> |
| <p>_____ good leaders. They have good knowledge of where they want this business to go. Gives us the opportunity to make decisions and trust that I am making the right decisions.</p> |
| <p>I think part of it is the change in the legislature has caused them not to be as open with us as they should be. I know it is a process, but it seems hidden and not open to the staff. the board asked the people in the community what would make it better, they would get more specific details about needs. The past few months with acting directors, they sometimes spoke without thinking out the process. Very reactive, no investigation into the question. They did not look really intelligent. Did not get them much respect with the staff. A lot of people in mgmt. may have worked the job long ago, but it has changed a lot since they were in the field. The rural areas work a whole lot differently than they do in the city. Windshield time is different. They know it is there, but they don't realize the details of driving from NP to Valentine. Time changes have to be considered also. Oma and LNK have different ways of doing things.</p> |

Survey 2 Data

| Q3: On a scale from one to five, how would you rate your satisfaction with the leadership at your facility? |
|---|
| I think there is always room for improvement. I am satisfied with the ways things are running. |
| I think they do great. The leaders of the facility make good role models, even in the community. |
| I think we get properly funded. I understand a lot of that has to do with the budget. I'm not sure who does what with the requests. I'm not sure it's any one person. |
| I was a 2 but I am getting ready to go to a 1. Our agency has turned into I know we are way over budget. I have identified multiple over expenditures especially in the medical area and you are dismissed. And if you bring it up more than once you are written up as an obstacle. And I am a tax payer. They choose to not utilize contracts established and utilize a PPO model that is costing the agency with one PPO provider \$31,000 could have been saved in 3 months. The medical COO does not like the contract process because he does not have time to review 50 to 60 bills a month so he wants everything under BC/BS so he does not have to take the time to review it although it is costing us hundreds of thousands and it was in our audit report. But it is not my business, not my area. But I am a tax payer. We have a fiduciary responsibility to review billing against medical charts for fraudulent activity. And DAS has told us that medical contracts are the highest risk for fraud. |
| immediate is very good. it's the next level; not informed on decisions that are made. Reports to Purchase of death penalty drugs; never came through Didn't go through DAS either; over \$10k has to go through state purchasing. had to hand in PFC to make a payment, which is not encouraged; done outside of DAS and State Statute - wrong decision. allowed to sign PPO agreements; outside his permission/scope; still allowed it to continue. When the County Jail agreement was drafted; purchasing was excluded. Again against State Statute. discussions bet DCS admin and DCS accounting were held Agreement - equals contract; control of all contracts whether it be DCS or DAS. has to have specific language to protect the State. In agreements contacted DAS has access to the State Legal and has their own legal rep. Boilerplates have been modified to protect the State, competitive bid process is protected; and that it is the best bid for the product the State makes. Some question about which is against the law. Concerns were expressed; but got stopped at not sure what is telling the Director. Are things being interpreted correctly? possible excluded DCS purchasing when they've told them the right way. Feel that Direct Inmate Care covers a lot, only covers services not not commodities. |
| In my position, they have been good to deal with and good to work with. |
| In this area, the supervisor does what he can. As far as administration, admin seem lost. They do not seem to know what is going on. They sit and read notes, no real hands on work so they seem lost to what we do in the field. Lincoln has providers, we do not have those out here. Lincoln and Omaha get all the focus. |
| most organized facility out of the entire department. it might have to do with the few number of staff and inmates. |
| It could be better. I think if you are truthful everyone is a little dissatisfied with their supervisor. I don't know what their jobs all entail. I am happy with some people and not happy with some people. I makes a difference in my job satisfaction. Satisfied to a point. |
| IT IS ALL BASED ON WHO YOU ARE AND WHAT YOU HAVE DONE IN THE PAST. THEY HOLD GRUDGES. I HAVE ALWAYS BEEN ON THE GOOD SIDE. IF YOU GET ON THE BAD SIDE IT IS MISERABLE. |
| It is inconsistent. If the supervisors are inconsistent you can't expect the staff to act consistently. Lowers morale and increases stress. |
| It just seems like there's no accountability for anything. We're just there. They don't even know we even exist. They told us to go back to three hot meals and they don't give us an idea how that's supposed to happen. No guidance. |

Survey 2 Data

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|--|
| <p>Q3: On a scale from one to five, how would you rate your satisfaction with the leadership at your facility?</p> |
| <p>It would be beneficial to have more communication from both Central Office administration and this facilities' administration. The information needs to more down through the chain of command.</p> |
| <p>Just until the last few weeks we finally had a warden because there was so much going on with the new administration.</p> |
| <p>lack of communication skills with how line staff gets information put out to them, and how they are treated sometimes.</p> |
| <p>lack of communication. lack of stake holder involvement. usually not asked "this is what we are thing" just told that things are changing and going to be done a certain way.</p> |
| <p>Leadership being warden and asst warden highly dissatisfied, complete disconnect between and the facility in terms of understanding what being in tune with what goes on in understanding the youth and their needs for in terms of discipline, it seems a lot of the times, it seems that these guys aren't even in prison, what they are allowed to do in is different than what you would have in a seems to be an animosity with warden not on same page; talked to them about it - no result, talked to both warden and assistant warden</p> |
| <p>leadership is fine with the small things, big picture and practices we fall short. Leadership in general, leading a team, communication styles differ.</p> |
| <p>love the supervisor here, when go to parole administration, I think they do things that don't make any sense, constantly changing what they want done, use evidence based practice, use a statistic to put a plan together a recommendation, doesn't work at ground level, do anyway, if not proactive the parole board is more in line; administration is not; comes down to one person when it comes down to it administration looks at like to high level - one person in administration should not be deciding; - disconnect with office</p> |
| <p>main thing is communication; some communication, not good communication, seems like power/control thing when someone responds to you depending on the position, could be a lot better communication; feel like in the back corner of the facility; on a need to know basis with everything</p> |
| <p>mixed bag, some in leadership that are great; some that just function in that position, may not be the best spot for them. a few that tare really bad, but those are far in between.</p> |
| <p>does a great job as a supervisor but there are some areas that he doesn't know if they are in his control, but there are some issues with that have affected it negativity. however, he is sure that he has voice his concerns to higher management, but has had some push back that has prevented the changed wanted from occurring. he has done a lot for improving at the facility.</p> |
| <p>My boss is very good about helping him when he needs it. Explains what needs and I understand. If I have issues I can go to them to get some help.</p> |
| <p>my supervision is done long distance, not micromanaged, the time he has to see what I do are in documentation I give him. There is an advantage to having a supervisor on sight.</p> |
| <p>MY SUPERVISOR IS DICTATED BY HER SUPERVISOR AND I THINK MY SUPERVISOR'S HANDS ARE TIED BY HER SUPERV.</p> |
| <p>neutral; has blind faith based on what has been read.</p> |
| <p>new staff change over and they are trying to learn what we do here.</p> |
| <p>no leadership. being here this long has gotten worse. Don't see the leadership</p> |

Survey 2 Data

| Q3: On a scale from one to five, how would you rate your satisfaction with the leadership at your facility? |
|---|
| not dissatisfied, every where you go you will have issues, not have any more issues than any other job |
| <p>not much leadership here. they can't make a decision on their own. they have to call another person, and then that person has to call another person. when we go in to talk to them about stuff, their opinions don't count. but if someone in admin comes up with the same idea, then all of a sudden it becomes a good idea.</p> <p>I am working 2 galleries by myself. instead of all the unit managers standing up further staff along with the Lt. and the Captains, right now they are having in services that ACA says we have to have, but they won't stand up and say that they are short of help and that they can't have an in-service right now. Right now we are in an emergency situation. people are being mandatoried and have to beg and scrap people to come to work. and most of the people that work here don't want to go to the in-service because it is the same information being repeated from years prior.</p> |
| Now I would say it is a 4 and previously it was probably a 2 just because we were between wardens. We don't see eye to eye on what should be done as it is specific to the |
| only because there are times that decisions are made without asking the opinion of the right people being involved. |
| <p>The nurses handle all of the difficult issues. professional staff, provider, Psych, etc. have no confidence No respect towards at all. is retaliatory in nature. Very mean and goes after people. enjoys doing NOA, terminating them, catching people in lies. not familiar with Corrections. Very proactive approach. He wants to move us ahead in managing, but he does not know how government works. Very restricted in implementing. Leadership team has their little "meetings" behind closed doors. Having been in a few, they can be very ugly. They talk about people behind their backs. Everyone knows what they are doing, secret meetings are bad.</p> |
| overall facility wide, satisfied with direction department is going; give inmates plenty of opportunity to improve, education falls into it; never been told - no we can't do this program, always open to suggestions to rehabilitate inmates |
| personal supervisor is fantastic. |
| responsive, can get ahold of him if I need too. will find out the answer if he does not know. gives good answers. not a micromanager |
| Satisfied with supervisors in local office; great supervisors - ask questions No confidence in supervision above them |
| Security and medical are not always on the same page. We want what is best for the patient and they want what is best for the inmate. |
| <p>seems like there are exceptions to rules and policies; example Director wanted everyone to wear ID/badge; go upstairs and not all of the admin staff is not wearing them. Do as I say, not as I do. They are not any different than the staff. seems disrespectful if make it known and is not followed by all. try to enforce procedures, don't get the backing from upstairs. \$5M deficit - when someone gets promotion, get new furniture - not everyone gets new furniture; go to federal surplus to get for their staff.</p> |
| seems like there have been a number of changes in leadership, and things change quite a bit. there have been 4 or 5 wardens in the last years. |

Survey 2 Data

Q3: On a scale from one to five, how would you rate your satisfaction with the leadership at your facility?

seems like when the warden puts out new rules, most of the people don't follow them, no way to correct it, what he says, he isn't confrontational, when done wrong, swept under the rug overlooked

sending e-mail and questions to supervisors and some of them won't respond and others will give you a vague answer; when you give a suggestion for change, they blow you off, they switch things around and take credit for your ideas; promotions come from fear and intimidation from old Director. They are the reason we are in this trouble. You can't have open communication and comments without repercussions....they label you and call you trouble maker. It is a culture of fear; staff won't speak out because they know. want overtime; want a day off.....no. On the back side of suggestions quick to deny, labeled, form of retaliation but not direct. does not like me because I have gone over his head for policy violations and problems; he is quick to pull my staff and other forms of impact and I know where it is coming from. staff have filed complaints and grievances and it gets swept under the rug.

Several reasons 1 - major issue he has is indecisiveness, lot of decisions being put off, don't get done, for one reason for another, promulgates the inability to move forward, 2 - direction, need it or we are lost (example - contract manual for purchasing - encompassed from start contract to completion, put together a year ago, presented to supervisors, been well over a year and not put into place; if don't have specifics to do job - issue with direct supervisor) presented numerous ideas/suggestions - satellite tracking of people; want vendor to bill parolee, we pay corrections, his issue unethical, forego payment, we end of payment, going around rule/law that we need to make our payments, pushed it, that's what they did, opinion is that we present factual evidence, not something viewed as a good thing by a vendor or public; stance is the way decides, based on what wants to do; doesn't want to have payments, push things off, finagle things, make things look "ok" when not); worked with director on a couple of things - staff member that works for him sits right above where smokers, made a complaint - went all the way to director, put out email, said email not to let smoke come in window, violating rule to not smoke on DOC, wasn't on state property, supposed to be about wellness, not showing a leader example, knee jerk reaction, doesn't research, doesn't look into; with money - tasked with pricing out restraint desk chair combos, one was from Missouri and it was \$150; instead director went to Washington, ok'd to get desk chairs, 3-4K ; understand alma matter, can get something that works; terrible, works leadership he's ever seen; when first came aboard, came to his meeting, didn't hardly say anything, no updates on what is going on, no PAT teams, don't know what's going on, not part of the solution; decisions are make by director and DDs; bad environment to make decisions that way

Some of my leaders have too much on their plate and therefore do not have the time to focus their attention on what I think needs attention.

sometimes feels leadership does not listen to what they have to say. the staff is the experts at the facility and when they see problems, the leadership doesn't depend on the expertise but instead decide on their own.

Sometimes I am highly satisfied and sometimes I am not. Sometimes in leadership roles people have a hard time thinking outside the box and are tunnel vision.

Sometimes, our decisions are not supported very well. They are out of touch with what we do day to day. And their decision making is reflective of that.

at times don't know what direction we are heading, inconsistency with decision making, i.e.. passes and furloughs, don't know if coming from "our" leadership vs. central office;
not sure on same page, haven't had meeting 4-6 years since met with other correctional facility, hash things out, be a lot better

Survey 2 Data

| Q3: On a scale from one to five, how would you rate your satisfaction with the leadership at your facility? |
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| <p>the biggest problem is communication. they make a lot of discussions that I don't agree with. but without knowing why they came to that discussion you can't really agree. need to know reasons behind decision. since the riot some things have changed does not seem to be in the best direction, however if it is the best decision for the information they have then it may be okay. but a lot of it has to do with the lack of not knowing why decisions are made.</p> |
| <p>The choices that leadership here are forced to make come from outside of these walls - Central Office, politicians, the media. They have little control over what actually happens it seems. So I don't blame them.</p> |
| <p>The head of our particular dept., personality wise she is kind of hard to deal with. She can be friendly and talkative one day and the next she would just walk by. I think it is just her personality. Not too affected by people outside of I do not have too much interaction with the rest of the dept.</p> |
| <p>the inability to make a decision by my supervisor or warden and dep. warden. They are dealing with so many issues they cannot deal with my issues, goes more to my daily duties. My supervisor does take time to listen, drops everything to deal with my concerns.</p> |
| <p>The leadership changes that have come lately have been very abrasive. They're watching staff for what they're doing wrong and going after them. It's dividing the team model we have going on in the department.</p> |
| <p>The management styles have changed over the years. In the past employees were included in the decision making process. It's not so much that way now. There have just been a lot of changes in the department. Part of the decision making has to do with the increase in the population and the fact that it's higher risk. Right now staff don't feel their input is heard.</p> |
| <p>There are a lot of things they do we don't know about...it's hard to get mad when they have all 400 acres of the facility to take care of. It's unfair to expect that it's going to be perfect all the time in all areas.</p> |
| <p>there are different workings here than at other facilities. at this facility we report to many different people. so there's a lot of communication that does happen.</p> |
| <p>there have been pluses and minuses. I have had 9 different leaders in my chain of command in the last year. One thing that is worrisome is it seems like there is a disconnect between leaders higher up in the chain and people That have hands on lower down in the chain. To me it seems like to many decisions are being made higher up without seeking opinions from staff that actually know what is going on.</p> <p style="text-align: right;">because there many things I appreciate</p> <p>about my leadership line.</p> |
| <p>There's been 2 or 3 changes...I'm OK with it. It doesn't make a whole lot of difference.</p> |
| <p>There's no communication between line staff and upper management. There's no discussion on why we do things.</p> |
| <p>There's no leadership, there's no direction. Communication through email. No visiting job sites. Only a few are receiving information. It's just not good.</p> |

Survey 2 Data

Q3: On a scale from one to five, how would you rate your satisfaction with the leadership at your facility?

They are thinking of getting rid of our _____ positions and there have been no questions asked directly of us. It doesn't appear all information is given to the director before decisions are made
_____ was managed by fear and filed numerous complaints. Nothing was done until I joined the union. That entire area is managed by fear and unethical practices. That information was not getting to Houston
It seemed to stop once they found out. Culture now has been awesome since I got into

They seem to know what is going on. They have a fair and consistent approach. They listen to all sides and consider what is being said.

They try to do a fair job. When anything really serious come up they do a fair job and assign the right people to the right structure.

THINGS CHANGE ON A DAILY BASIS. IT IS NOT THE SAME EVERYDAY. NOT A LOT OF COMMONALITY AND I DO NOT UNDERSTAND WHY THEY MAKE THE DECISIONS THAT THEY MAKE.

think it's a difficult environment, administration does what they can do, working with what they can work with; had had some concerns with prior supervisor, behavior concerns, not current supervisor; up until a career had great supervisors

think that there is a lot offered for parolees to want to make a change; do pretty good at that part; lot of opportunity if they want to take it

This place is very broke. There is no leadership. The only consistency _____ is inconsistency. What I do on Tuesday may not fly on Wednesday. As an employee that's very frustrating. I want to know what to do and how to do it. When I raise questions or concerns I get a lot of smoke blown up my...they pat you on the head and send you on your way. There are a lot of issues I have tried to address and they just seem to fall to the wayside. Nobody in this place wants to take responsibility for their actions. I was always raised that you take responsibility for your actions and that's not how things work here. How do you resolve issues when no one is willing to accept responsibility. There's a very serious lack of communication. When we do send out communication, it lasts for about 3-4 days and then things go back to the lax ways and no one does anything about it. There's no follow through.

is the _____ institution he has worked at with DCS. and by far the admin is much more support than any other place.

Survey 2 Data

Q3: On a scale from one to five, how would you rate your satisfaction with the leadership at your facility?

Warden - 5; great leader, helps people to know what direction going; talks and communicate on where is going Other staff - 3s 4s no description, kind of a mix, doesn't know what warden wants to do, maybe needs clarification Everyone accepting of coming in, was the outsider coming in; when left other facility, warden wouldn't communicate over the last 10-12; worked for 3 wardens at current warden - don't communicate to staff, allow leadership team to use "racial" remarks said "slave social worker" - no one said anything to talked to said needed to take action, said you come from different environment; asked if wanted him to do a internal complaint or file harassment have given brunt; known as person who shakes things up, came to came to incident review; said " I want to be like you when I grow up, I want to be like you - break people down': felt like he was a focus of a "hunt"; went to another facility and promoted great relief; disparity of discipline; if tell truth, retaliation said reduces the trust had; targeted for next two years; had a list of people who have been targeted by came back from Washington, when came to talked candidly - wanted out of facility; central office said "central office to pull trigger on and GED test; Houston was giving % raises to do it; said going to pull 3% - he signed a contract; going to continue to work for the year

Warden relatively responsive but instances where the implementation of the provision of treatment and care of mental health to inmates have been circumvented despite my protests nor was I included in the decision; I was a key player and should have been included more that anyone involved in the decisions. is spread thin and not able to on site to manage day to day issues. leadership was volatile and a bully and highly reactive and unprofessional in verbalizing her opinions in a loud and offensive manner ; promoted her own agenda without including the pertinent parties; forceful in promoting her own opinions. This has improved with a change in personnel.

Warden.....not a lot of interaction with higher ups so guess I am satisfied

we are in a state of change, new vision with a new director. I like the direction we are going. The people we work with on a daily basis get their issues moved to the back burner. No forward movement, feel like we are on an island and not moving ahead with some issues. There has been an improvement, but there are some individuals who have not adjusted and maybe are fearful of being let go. They stay out of sight, out of mind.

We have a leadership team that likes to tout transparency however, this team has a weekly meeting, however, this information is never shared. Our leadership team is just We feel they go behind closed doors and they are very secretive. Like when they were going to change offices and they just tell people. Don't share information. I am very dissatisfied team, there is no leadership. A leader should be someone you can go to with a problem and they will help you solve things. If you go to he turns your concerns in a story about when he was a If you go to the he turns it into a list of here is a list of all the things that I have to deal with and ends by saying I don't know what to tell you. And my immediate supervisor is probably the best at trying to help you problem solve if it is within control but you have to remember to stay on the good side of and to kind of play little games, because if you do something to get a target on your back you will be gone.

We have so many new ones...I'm trying to be very fair on both sides

Survey 2 Data

Q3: On a scale from one to five, how would you rate your satisfaction with the leadership at your facility?

When I came to corrections, I had a very good supervisor and had a lot of respect for the warden and assoc. warden. They knew my name and treated me with respect and I had a lot of respect for them. I felt proud of their leadership and proud of my facility. I really had an extraordinary supervisor which I did not fully appreciate when I came here. He was not Mr. Warmth but he always supported me and always answered my questions. He knew what the job entailed. When he left and I asked him about his successor, he said "I am sure you will be able to whip him into shape". I thought he was joking but it turned out not to be so much of a joke.

Survey 2 Data

| Q4: On a scale from one to five, how would you rate your satisfaction with the management that you receive from your immediate supervisor? |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No opinion 4 Satisfied 5 Highly Satisfied |
| always open for conversation, ideas, dialogue, gives constructive feedback, there is not "boss to subordinate" relationship - both working as a team |
| your job, understands your job, discussed it, he wanted to know his job when he got here, explained to him, not micromanager |
| As far as time management. Does not call and question everything you do. You have to police yourself. If he calls, he has a reason for the call. He does what he can for us. |
| pretty independently and autonomously. However, if you do something that pisses off and you get a target on your back you will be gone. I have a lot of curriculum that I have development for a wide assortment of topics for the inmate classes. I work closely with the risk management and together we have developed some things. Our direct supervisor has taken those curriculums and has used them as own to advance education degree. That has been really troublesome, that would do that. |
| Associate Warden is direct supervisor. |
| because leader is immature |
| passed/finger gets point; not my fault - someone else's; think the close mindedness stifles potential grow for department of |
| because sometimes I am not brought into the discussion on questions or issues of my/our program; my experience has not been respected |
| because when director Frakes came on lots of switching around, supervisor past 6 months lots of change/confusion |
| communicates very well, and meets with them in the morning or for that particular day and does a good job trying to understand what they are doing in |
| ok, since July |
| Deputy Warden is my supervisor and I am very satisfied. |
| direct supervisor always upfront and lets him do job without oversight and micromanagement. professional |
| does a lot of extra work; great when there, but hard to keep in touch. Sometimes unexpected when away. |
| Does not understand the job. Can't do payroll or write passes. Other pawn off the work on the new staff and don't help. |
| don't agree with everything; but tries to voice concerns to management; has been told to drop it and does. overall satisfied with her voice that she provides. Has been told from management not to ask again - this is the status and it won't change. |
| Easy to talk to, fairly decent in getting us information |
| excellent relationship but is greatly overworked. trusts each other in conversation. |
| fair, easy to talk to, and gives constructive criticism. |

Survey 2 Data

| Q4: On a scale from one to five, how would you rate your satisfaction with the management that you receive from your immediate supervisor? |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No opinion 4 Satisfied 5 Highly Satisfied |
| feel she has good understanding of process, very on target and involved with inmates, tries to do what she can to make it be effective; very supportive at all levels; she has so many tasks can get all done (so many facets of the job) - hands are tied by others in facility - tries to do things based on what are needs for inmates lack of cooperation, communication in department is poor, people don't respond, don't follow through, limiting factor, in trying to run lack of understanding of how works |
| good at management but at times makes requests without allowing staff to voice their opinion or give input as to best way to complete task. |
| good to get along with, easy going |
| Great support. He is a mentor and a teacher. |
| has a new supervisor; Prior to April would a 1 or 2 wb 5 |
| He is a good guy, he tries as much as he can. he is stretched a little to thin like everyone else. |
| he is a good man, I like him |
| He is takes time to develop is caring and patient with emotions. Very professional; not judgmental consistent; super fond of him. |
| He is very open to suggestions. He is new to corrections and he wants to listen to the people that work for him. He takes time to listen to you as a person. |
| still learning. |
| He lacked training himself. More direction given to him on how to supervise and on this institution. Better communication is needed. Coverage if someone is gone, etc. |
| he provides feedback on how I'm doing things and what is going on. and willing to provide answers to questions. |
| he takes care of things, does what he needs to do. we don't get evaluated a lot, no feedback. |
| he trusts us enough to let us do our job. He allows us to make our choices, we can ask questions. He is open to us consulting with him. One part of that, I find it frustrating to get things back from him in a timely manner. Some of it could be me since I have no secretary to assist. We do not get things back from him for months, I probably should be following up with him more. I cover my butt and put a sticky note on things so I know when I sent it and why I sent it. They want us to use MI skills with our clients, we must know all about them. Top mgmt. does not do that with us as employees, they don't know us very well. they should at least check in. direct supervisor and acting admin in office |
| I feel like a number. You are invisible unless you mess up. Before that I was asked to help out and participate in things. Now that I withdrew, have not been asked to do anything. Never asked how I am or how I am doing, despite knowing I have a health issue. They play favorites. |
| he will look at my concerns and listen.....send e-mail or phone call. He doesn't want to make waves and does what he is told. Other unit managers will go to bat for their staff. He is a bureaucrat and company man; I can go to him with problems and suggestions; he needs to take a more proactive approach |

Survey 2 Data

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| <p>Q4: On a scale from one to five, how would you rate your satisfaction with the management that you receive from your immediate supervisor?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No opinion 4 Satisfied 5 Highly Satisfied</p> |
| <p>HE WORKS WITH YOU. HE IS A GREAT SUPERV. HE WILL GET YOU YOUR TIME OFF IF YOU NEED IT. HE KEEPS US INFORMED.</p> |
| <p>He's never around. The amount of time he's on the unit is very seldom. From requesting time off, it's like pulling hair. The communication is just not there.</p> |
| <p>He's really good</p> |
| <p>He's very understanding and works as part of the team. He's hands-on and that really helps out.</p> |
| <p>I am between 2 and 3. She won't address issues. She does not like confrontation. I have been taken off of supervision for several people, she wanted to be the supervisor. I was the heavy for disciplinarian actions but I like where I am at because I am not having to be the heavy anymore. I was directed, you supervise them, you should be addressing them although she wrote the counseling log and statement and charges but I had to present that to employees. And when employees would go to her, she would act like she did not know why I presented the disciplinary action. Now there is frustration in the wing because nothing is being address. She will not address individuals for not doing their job. It is effecting the whole wing because work is not getting done but at least it is not on me anymore.</p> |
| <p>I CAN GO TO HIM WITH ISSUES AND WE WORK IT OUT AND GET ANSWERS. WE HAVE A GOOD WORKING RELATIONSHIP.</p> |
| <p>I DO NOT FEEL THAT THEY SUPPORT THE STAFF. IF SOMETHING WENT WRONG EVEN IF WE WERE NOT AT FAULT THEY WOULD BE QUICK TO REPRIMAND US WITHOUT INVESTIGATING.</p> |
| <p>I have an interim manager</p> |
| <p>I have no problems with how he manages me personally but I'm not known to be a problematic employee. I get most frustrated by his lack of leadership in managing the general department and I think sometimes he's too overwhelmed by day to day tasks to have time to supervise or manage problems in our department.</p> |
| <p>I just like more "atta girls". I like to know when I do a good job.</p> |
| <p>I really get along with my immediate supervisor...we go to bat for line staff as much as we can</p> |
| <p>I really like my immediate supervisor. If there is more work to be done than what we can get done, she pitches in and helps which I really appreciate. She isn't too big to get down and help up. Unfortunately she is going to be retiring soon.</p> |
| <p>I THINK SHE DOES WHAT SHE CAN. SEE PRIOR ANSWER.</p> |
| <p>I think the team works together and the supervisor is really good about getting people on the same page and get what needs to be done accomplished.</p> |
| <p>I think the administrator needs an assistant. With the increased use of seg I think he needs help</p> |
| <p>She is knowledgeable competent and personable.</p> |

Survey 2 Data

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| <p>Q4: On a scale from one to five, how would you rate your satisfaction with the management that you receive from your immediate supervisor?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No opinion 4 Satisfied 5 Highly Satisfied</p> |
| <p>I work well with my supervisor I respect him I get him he is fair. he embodies firm fair consistent. I like how he deals with inmates and staff. He listens to me. He will consider what I say. he wants to see things get better.</p> |
| <p>I would say I am mostly satisfied. I feel like she did not take into consideration my most important concern</p> <p>Even though for weeks she said she was requesting this position when actually the position was created she said it was her boss that said the position was being created. She basically was saying that it was not her that made the position. So there are many things that I appreciate about my position and my chain of command, that is the single most difficult decision that I have to accept.</p> |
| <p>immediate boss does listen, and for being here as long as she has, takes a lot of things he says and applies it, some things that she doesn't likes, things that need to be addressed, proactive, people are non confrontational, sometimes you have to have confrontational skill to make leadership change</p> |
| <p>immediate supervisor is a busy person. sometimes requests don't happen in a timely manner. and sometimes he speaks for the without speaking with those people at the he is not familiar with the everyday dealings of the as he doesn't work in the building.</p> |
| <p>immediate supervisor is great/good.</p> |
| <p>immediate supervisor just changed, does pretty well with her</p> |
| <p>immediate supervisor; our structure slightly different; up front; open door policy; great communication. because of our distance from the other institution and need for facility; still very satisfied; they don't get enough time to come to our facility and see our working program.</p> |
| <p>in the department, you don't control department, higher ups tell her what tell you what to do, micromanagement, don't let her manager do her job, her hands are tied</p> |
| <p>it changes; sometimes very supportive and others just not there. does not validate the demands and stress of the job, only until the threshold has been crossed; then realize the demands and needs to intercede.</p> |
| <p>It doesn't make any difference to me at this point...sometimes it is irritating though</p> |
| <p>It's not bad, there's just not a lot of direction sometimes.</p> |
| <p>just got new supervisor in July; going well; supervisor is in custody, had prior working relationship</p> |
| <p>just switched supervisors so she has not worked with her much but old supervisor was always willing to learn and willing to explain and knew if something was not being done right would take the time to correct it on a personal level. open door policy.</p> |
| <p>and everybody has been positive and helpful.</p> |

Survey 2 Data

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| <p>Q4: On a scale from one to five, how would you rate your satisfaction with the management that you receive from your immediate supervisor?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No opinion 4 Satisfied 5 Highly Satisfied</p> |
| <p>Knowing that it is not always his choice to come back and tell us what things we have to do, I know there are times that "we just have to" you have to do what is being asked of you. I am satisfied with the way things go, not disgruntled over anything.</p> |
| <p>known outside of corrections; know type of person he is, his care, dedication, very approachable; if problems have not problem going to him</p> |
| <p>Lack of communication and clear directions</p> |
| <p>lack of effort on supervisor's part. he is here for the paycheck. bad attitude and poor work ethic. he could do better.</p> |
| <p>makes expectations clear, if a mistake is made it is made clear and not an issue if the same mistake is not made twice.</p> |
| <p>Management here has trust in what we do and that is always a great atmosphere to come to work in.</p> |
| <p>management will help if needed. supposed to be on the floor for 8 hours, but is now 10 hours. Supervisor will help some of the time but not all of the time.</p> |
| <p>My biggest dissatisfaction is that I don't feel that he knows what the job is yet my evals have been lower than previous supervisor even though he was more demanding. I feel that I have taught my current supervisor what he knows about the at least that is my thought.</p> |
| <p>My day to day is sat on some points. I am not happy about some things but I can live with them</p> |
| <p>my manager is never here. has 2-3 jobs at DCS other facilities; instructions as far as what wants me to do; I can never do anything right; 2-3 scathing e-mails a week; when I try to get clarification; told that I don't have an education and so can't understand; been very difficult since after the 1st month; I was provided no training or direction on doing my job. When I try to get clarity I get no clear direction/only told I am not doing what I am supposed to do.</p> |
| <p>My supervisor has only been my supervisor for a couple of months. I was without a supervisor for a couple of months. is dissatisfied with how the was treated. He was the person that knew what was going on. has no idea what is going on and has been to 3 times.</p> |
| <p>My supervisor is the</p> |
| <p>My supervisor is through central office and I don't think I get the responses from questions I ask in a timely manner or at all. My supervisor is the</p> |
| <p>My supervisor, gives me freedom and flexibility. I am not micromanaged or have to check in with him. He trusts my judgement and knows I make good decisions. Sometimes he is too hands off, there are big issues that are impacting me, he sits back and does not jump on dealing with an issue. Some things could be easily handled if he addressed them.</p> |

Survey 2 Data

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| <p>Q4: On a scale from one to five, how would you rate your satisfaction with the management that you receive from your immediate supervisor?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No opinion 4 Satisfied 5 Highly Satisfied</p> |
| <p>Neutral - organization and communication I'm dissatisfied. Paperwork guidance and what needs to be done, policies and procedures is OK. Consistency in dealing with the inmate population I'm dissatisfied.</p> |
| <p>new director can't rate - outside other management - had issues in the past, feel like they are hiding from him, don't want to address the issues; highly dissatisfied with whole group</p> |
| <p>no issues</p> |
| <p>no issues, good job answering questions</p> |
| <p>No other comment other than he is good.</p> |
| <p>not sure who really manages here. there are multiple levels that correct but it doesn't come from one specific person.</p> |
| <p>Only reason he would not get a 5, sometimes he goes slower than what I would like. I know he has his reasons and I have no issues with that.</p> |
| <p>Our director does a fabulous job.</p> |
| <p>Our immediate supervisors are very engaged with field staff. They listen to our concerns. They genuinely care about all of us. We are a big family. They work in the best interest for as a whole and as individuals.</p> |
| <p>pretty good rapport with him, good communication. Just good between us.</p> |
| <p>really like but as a manager, so difficult, to support the behavior, and acknowledge it, positive in a verbal sense, the knowledge of things isn't there, had to correct her/issues she's brought up or tried to answer when incorrect, many times when she should have taken more of an instructional role or supervisory role, lead people in a direction of more responsibility; taken a lot of responsibility out of the wing; if people aren't doing their job, doesn't get addressed, not holding people accountable; management style is hard to get forward motion, progression to be more productive, provide a real positive environment</p> |
| <p>same as question above, she helps if he needs it.</p> |
| <p>same reasons as 3</p> |
| <p>same reasons as the last question.</p> |
| <p>same reasons stated in the last question.</p> |

Survey 2 Data

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| <p>Q4: On a scale from one to five, how would you rate your satisfaction with the management that you receive from your immediate supervisor?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No opinion 4 Satisfied 5 Highly Satisfied</p> |
| <p>see question 3.</p> |
| <p>seems to be very open door policy, can talk about thing, may not always agree, both sides of story can be shared, can come with up with an answer and be carried out</p> |
| <p>seems to do a reasonable job, and have a good working relationship. don't know if he is clear on what his responsibilities are from his supervisor.</p> |
| <p>She is and she very easy going. She knows us. She takes the time to get to know each of us individually. I really enjoy having her as my supervisor. She is open to suggestions. Helps me to figure out how to find a solution to the issue I bring to her. She empowers us to find solutions on our own, to be able to present them to higher ranking staff to change rules.</p> |
| <p>leaves me alone most of the time. sometimes likes to get involved with things and messes them up. If is not there, things go well. has a tendency to appropriate work that others have done and passing it off as own. took programs I have made for teaching and turned them in as for took data others had created and passes it off as idea. We try not to share what we do with because steals it.</p> |
| <p>She understands what needs to occur. She lets me run my area.</p> |
| <p>She's good</p> |
| <p>Since we have been doing this transition, away from Corrections, our supervisors have grown. The way that we are managed has changed, the trust factor is there. The way of thinking as far as discipline vs. working with our officers.</p> |
| <p>Some areas are good and some not so good. Can always improve.</p> |
| <p>sometimes problem with communication, letting you know why things are being done a certain way.</p> |
| <p>Sometimes there's a lack of guidance and at times it seems as though your opinion doesn't matter. There's no room for discretion.</p> |
| <p>supervisor has changed within the last month.</p> |
| <p>supervisor is interested in how we have to say, human element of caring for what they do, would go to bat for her</p> |
| <p>supervisor at time of hire was absolutely wonderful. Hard time to decide to take the job or not. In the meantime, found out needed He told her they would figure out a way to make it work</p> |
| <p>He worked with HR to get didn't have time accumulated. new supervisor now - in charge of two services Feels that is doing her job; has a person in the office who is on the phone all the time; supervisor said you guys (co-workers) need to talk to her. You are supervisor, you step up. How many times does she have to be told. Employee knows can get by. staff come in and are loud; is disruptive. Supervisor tends to favor them rather than</p> |

Survey 2 Data

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| <p>Q4: On a scale from one to five, how would you rate your satisfaction with the management that you receive from your immediate supervisor?</p> |
| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No opinion 4 Satisfied 5 Highly Satisfied</p> |
| <p>and my problems explained in the previous question relate to My previous supervisor I was happy with him.</p> |
| <p>the only reason not a 5 because our supervisor is overwhelmed and he does not have time to communicate with us and tell us what is needed.</p> |
| <p>the practices and policies follow what we are doing. they are do what they are told, they are marching to what they are told. they could be more open to staff differences. cultivate staff strengths and differences rather than force things on them. we are different, not perfect</p> |
| <p>There are some times that I don't feel that he steps to the plate, but there are times I feel like he listens but I don't see action being taken.</p> |
| <p>There is communication. I can ask questions and he'll clarify for me. It's open. We can talk about it.</p> |
| <p>There is none. There's no accountability. There's no leadership. There's no anything. It's come to work, make sure things get done and that's it. We need accountability.</p> |
| <p>there isn't any problem he cant talk to her about; all solutions on the table, parolees, personal life, and parole administration; even work with us on anything; steps up and takes over situation; best thing is that she trust him to do his job</p> |
| <p>There's always room for improvement. I'm satisfied with the management and the leadership. I don't believe that information is getting from our Manager to the Director. Not all information that's relevant to decisions that are being made. There was an email from the Director about reducing costs in and Communication and they are talking about eliminating a position but the number of calls are very heavy I don't think he's getting all the information.</p> |
| <p>they know what my responsibilities and duties are and they agree with my decisions.</p> |
| <p>two immed sup and equally helpful in getting me the information I need to do my job; open door policy that I could go to them for anything.</p> |
| <p>typically always available. He offers advice and he relays directives from admin personnel effectively.</p> |
| <p>why didn't you stand up and say something; be a leader and stand up to say something; it's a fear factor, going to try to do what's right, warden's been in job for so long, not ruffle any feathers, good old boy network, right decisions going to be made</p> |
| <p>we are the only facility to have a and she is very professional; high integrity and work ethic.</p> |
| <p>We have a very open door policy. He gives it to me straight and knows I will give it to him straight.</p> |

Survey 2 Data

Q4: On a scale from one to five, how would you rate your satisfaction with the management that you receive from your immediate supervisor?

1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No opinion 4 Satisfied 5 Highly Satisfied

We have really good direction and know what to expect.

whole messmy previous immed supervisor was good. Prior to his transfer to another position, he stepped back from his role and sometimes delegated more than I feel he should have; times he needed to help and give a directive and he gave it back and we weren't able to make a decision. The recent change is difficult to make a judgement (a couple of months) most recently supervision was transferred to the _____ and I am highly satisfied with my relationship with him.

with _____ satisfied, _____ does the best she can to manage things in a fair manner, but doesn't get the backing she needs from the facility for whatever reason

Survey 2 Data

| Q5: On a scale from one to five, how would you rate the frequency of conflict you have with your immediate supervisor? |
|---|
| 1 Never 2 Rarely 3 Occasionally 4 Often 5 Very Often |
| Because is not here right now; sometimes calls; when is here we need to stay away from here and watch her; we don't know why is happy or unhappy it changes from time to time; people are afraid of and retaliation; I remember one time she talked on phone is not winning, let her know.....my assistant heard to and I did not know that swear word...I don't want to know and teach my kids what that word is. likes to find something to be angry about. I have to explain to what I am doing at all times and The pulled my chart and showed it to another who said I was doing good job |
| because they have conflicts, say things that change things at the last month, then changes the following month, comes in with attitude |
| can't think of one; hasn't been a time when have had one |
| conflict is a negative not resolving things; we can disagree and I can express my opinion and yield to her and it is never a problem. |
| conflict it is not much more than a difference in opinion |
| constant conflict; never received a write up, always above satisfactory, constant conflict |
| current supervisor -rate |
| disagree sometimes, but don't see it as a conflict, talk it out, work to solve the problem, generally does everything she can to be fair, does the best that she can within the constraints of the facility |
| difference of opinion, don't feel she is open to change that isn't her idea, makes it really difficult to want to bring something to the table, or new idea; Employee follows rules, but rules move, or communicated and not all, then "I look like the asshole" looks foolish; here you have to keep a united front with inmates, has to be solid; united; team; not separate; credibility of administration |
| differences of opinion, not an argument; it's a discussion; one might think differently than another; very understanding, if he's wrong, work it out, no issue |
| disagreements over interpretation of policy, how to do things, everything is always settled, when we walk out of the office, we agree on decision, handle professionally, work together |
| disagreements over whether to promote an inmate; I have more interaction with inmate and he has administrative view. We will sit down and talk and share opinions. |
| do have differences; things the supervisor says - doesn't agree with or like. for the day, why wasn't more prepared, some got thrown out by inmates. |
| don't view conflict as bad; can say what he thinks to does see that as good management criteria, varied levels, disagreements, serious disagreements (rare), when believe going to push for what he wants, if that is the position they are going to take |
| every now and again we disagree, or I do something or he does something. |

Survey 2 Data

| Q5: On a scale from one to five, how would you rate the frequency of conflict you have with your immediate supervisor? |
|---|
| 1 Never 2 Rarely 3 Occasionally 4 Often 5 Very Often |
| Every now and then there is a disagreement about the way things are done but we compromise, there is give and take to come up with the best solution. I am fortunate to have a good boss. |
| Generally she is very clear in what she wants done so not to hard to follow her guidance or orders. |
| get along with everyone in dept. |
| good relationship most of the time except for not allowing staff to give feedback. |
| has not yet had a conflict with immediate supervisor. |
| hasn't been supervisor that long; do disagree but no conflict. |
| hasn't happened; have been in the job months. |
| Have we had disagreements about things? Yes. But is it conflict? No. |
| but they typically see eye to eye. and when there is conflict it is a healthy exchange. |
| He is a good supervisor. We do not have complaints with each other. he lets us do our jobs. He backs us. He understands that mistakes will be made and says to learn from it. |
| haven't really established yet. he is open and allows everyone to control their area. |
| he is the boss, I respect what he has me do something. |
| human nature - different thoughts and opinions. |
| I cannot think of a specific incident and I am sure we have disagreed. When we disagree, she is open to suggestions. |
| I consider myself lucky |
| I did not have conflict with either. |
| I don't see conflict as a bad thing that is where ideas grow. Have seen administrations where everybody thinks and talks the same. And that is not necessarily a good thing because challenging ideas can give you a better overall picture. |
| I guess the most conflict I have had is when I have been off sick and used up my sick, vacation and comp time and was still having health problems. I feel like someone really dropped the ball with keeping me informed. I thought my supervisor should have been on top of that. In the normal day to day interaction, he is supportive. |
| I have a good working relationship with my manager and we are usually on the same page. |
| I have never had a conflict. |

Survey 2 Data

| Q5: On a scale from one to five, how would you rate the frequency of conflict you have with your immediate supervisor? 1 Never 2 Rarely 3 Occasionally 4 Often 5 Very Often |
|--|
| I know how to play games and know what to do to stay on the good side so rarely to never. |
| I never really had any conflicts with him. He has been a pretty good boss. |
| I read the word conflict as unresolvable. When we disagree, he listens and we talk it out. I give my input, and he explains it to me enough to satisfy me. |
| if he did, didn't think it would get squashed, feel they can say what they need to say, not afraid to tackle |
| If I disagree we will talk about it. I cannot talk to anyone but him, does no good. |
| If I do have conflict, very open to explain why I feel differently then he does. He can explain to me any reason why I am not correct. |
| If not never. We're both open minded people and we can compromise. |
| If there is conflict, I speak to about it. We discuss it and she can see my point of view. We see eye to eye and I can express my thoughts. |
| Immediate supervisor doesn't have any experience. There's also no communication. |
| immediate supervisor has shifted so much over six months |
| in general always felt supported; they were approachable |
| In the past it was very often |
| it doesn't come to conflict; goes away without being talked about it; I don't let it become a conflict; I let it go and move on. |
| It is not so much conflict as I do not agree or I say you need to do it more like this and he will consider it. |
| IT IS PRETTY MUCH A DAY TO DAY STRUGGLE BETWEEN HOW MANY PATIENTS THEY WANT US TO SEE AND THE NUMBER THAT WE HAVE THE TIME TO SEE. |
| It's little things. Nothing that's detrimental to safety and security. More on processes in my department. |
| kind of been in their, kind of stand off issue |
| Just because we are people; never a huge deal. Can snap, but snap back, know each other pretty well. |
| Just decisions, different opinions and ideas. He is the supervisor so we go his way. You are free to give your opinion, do what you are told or asked. |
| Just go with philosophy, clarify policy. Conflict based on my tenure and experience |

Survey 2 Data

| Q5: On a scale from one to five, how would you rate the frequency of conflict you have with your immediate supervisor? |
|---|
| 1 Never 2 Rarely 3 Occasionally 4 Often 5 Very Often |
| JUST NEVER HAVE ANY CONFLICT. VERY INFORMATIVE. OPEN DOOR POLICY. IF THERE IS AN ISSUE WE JUST DISCUSS IT |
| Just when we do it is resolved. He does not take it personal or hold it against me. |
| know can go to her, know sometimes things won't get done. is irritating - says it's too hard to get rid of someone from the State. Person has been years; doesn't do as much work, gets paid more. management gets too comfortable - been here so long. Supervisor position came open, one guy didn't apply because he knew who would get the job. Turned out they were right. |
| Mainly it is just about recommendations. She thinks I am too easy and I think she is too hard. I usually concede because she is my boss. An inmate comes in with a recommendation from another LADAC, and then we have to do another evaluation on them even if it was two weeks ago. Last 3 months 4 of us have done 130 drug and alcohol evaluations. They all had current evaluations. We can get their information from NICAMS. We get their recommendations not the evaluation. Sometimes we get their file and sometimes we do not. |
| new and no conflict at this point |
| new to the job |
| no conflict yet |
| No issues. Any issues would be if Lincoln or above him tell him to do something we don't agree with. He is doing his job. |
| no one can be 100% never; might have a difference of opinion; always resolved; never felt like the can go to her |
| No one's ever going to completely agree with everything their supervisor says |
| no two people are always going to agree on everything but disagreements are rare and easily solved. |
| None |
| None |
| normal interaction is a discussion there is not arguing or conflict. |
| normally has to do when something was to be done differently. Expect to be notified. Previous position it was all the time. was treated badly; have had two managers since. |
| Not physical, I know how to play the game. We drop everything we are doing and get it done. to stay out of the fire so to speak. is a bully. |
| Nothing serious. |
| nothing that cannot be worked out |
| Overall, wish he would respond faster, it could be days before I get a response. |
| prior supervisor - not so good; lots of conflict - really like that person; tough to have conflict they had |

Survey 2 Data

| Q5: On a scale from one to five, how would you rate the frequency of conflict you have with your immediate supervisor? | |
|--|---|
| 1 Never 2 Rarely 3 Occasionally 4 Often 5 Very Often | |
| there are decisions made | that are channeled through my supervisor that I don't understand or are not provided an explanation as to why. I may not disagree, but I do not understand it. We all know change, one needs to explain why it is being done. |
| there are some things you have to discuss. | no one is ever perfect. there is always conflict but you work it out. |
| There are times that we don't agree but it's OK to not agree because we do it in a professional manner. It does stop with him because he's the final say. | |
| There is always a discussion talking about the processes. | |
| they jump on the staff, could be more open to looking at other solutions to the issue. Making assumptions, save a lot of time. could investigate instead of assuming. jumping before you look. | |
| Trusts the work I do and the decisions I make. Had a situation where a person refused to speak to an outside person. It got passed to me. Seemed like a lack of accountability. Needed to take it to the next step, but he did not move on it like I felt he needed to do. | |
| usually IT IS NOT AN ACTUAL CONFLICT AS MUCH AS A DIFFERENCE OF OPINION. | |
| usually not him upset with; he's the sounding board for us | |
| usually only conflict on classification issues, approving people for work release or making people wait an additional 30 days | |
| very infrequently do they have issues and they can resolved them by talking one on one. | |
| very seldom, very open, very approachable, on occasion there are things she will do outside her job responsibility will let him know she's not comfortable with - | shorted staff facility |
| there is; last week there was a medical meeting at a facility and wanted to know if she can take minutes for it, usually bring someone to take notes, she has to do it; doesn't like to stay no; wish he would stand up more; some things that come up from director's assignment, don't mind the special assignment, sometimes because she has her position and no one else, when people won't do their job, she gets it and gets disgruntled | |
| We can all sit down and talk through anything in making the best decisions for | |
| We discuss and we sort it out. It's never sharp. | |
| We don't have disagreements face to face but I'm often frustrated by the lack of leadership but I don't think it's my place to voice that because I know he has a difficult job. | |
| We have always gotten along but when she gets insecure, she has to have a victim. She will focus on someone, one individual. I happen to be it a few months ago but now we are back to friends but no trust on my side. Just doing my time, I feel like an inmate. | |
| We just have different viewpoints on how things need to go from time to time and we discuss them as adults and we take care of it | |
| We really don't have any issues. | |

Survey 2 Data

| Q6: On a scale from one to five, how satisfied do you feel about the way your job performance is evaluated? |
|---|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| 5 years ago, would not have been satisfied. because he had gone without one. but in the past 5 years has had one. |
| Any review I've had has been good. I'm pretty confident my boss thinks I'm a decent employee |
| until a year ago. Different way here, I feel there is a true evaluation of my work here My supervisor there would tell me at the meeting I was great and was ready for promotion. However, the eval did not reflect what he told me at the meeting. It is hardly over satisfactory. |
| at times we are held accountable for the actions of others; even though we supervisor others, there are times that are out of our control. |
| Because my boss will ask me what I am doing. He listens about my job. He comes and checks my work. He is just learning. |
| Because I have not been evaluated yet in this position |
| Because in the last 14 months of current position I have had 3 supervisors so I assume an evaluation has been completed but I am not aware of it. I have not had chance to sit down with any of my supervisors. |
| because when eval came through in July it was a split evaluation - majority of that period, |
| BEING A SUPERV I GIVE EVALS. THE QUESTIONNAIRE YOU GIVE THE EMP IS VERY BROAD. IT COMES FROM A WORD BANK. IT IS NOT AIMED AT CORR IT IS AIMED AT RETAIL. OUR OLD PAPER SYSTEM FOCUSED ON CORR AND YOUR JOB DESCRIPTION. IT WAS SECURITY BASED NOT RETAIL. |
| hasn't evaluated Deputy Warden - was OK with some of it, not all of it Prior supervisor was excellent performance |
| by immediate supervisor, she is very willing to listen to suggestions, look at needs, she values her expertise, values what she brings the table as an |
| Can look at evaluation, it didn't take a lot of input from previous year, it's like a copy and paste, can tell that as he takes his copies, with transition from paper to computer, not been proper training to do on computer, think they are rushed, both parties not taken seriously, no monetary connection to it, if you value you might take seriously |
| can't rate this as I have not been evaluated yet |
| team player/work hard/no what I am doing; I got good evaluations; we are here to help people and I like my job; we are here and try to no let know what is going on in the department because then they tell other inmates; we don't want inmates to know we are fighting. But yelled and fought with me and my assistant in front of the inmate; my assistant left and I can't do everything myself; they don't understand my protocol and guidelines; they tried to find out how I do it; Now give me a huge list of inmates and some from the county; put me in impossible situations because they do not know what they are doing. I tried to help them and just want to fight with me. |
| currently, I started out in my integrity is that I work very hard. every year I would get a 2.5, at 2.4 you go on probation. told my coworker/up in case they needed to fire me. they did this for documentation. No matter how I worked, that is just how did it. |
| does recognize her ability, experience, and is fair with it; does do more when he is asked to; but will voice her opinion if not really happy |

Survey 2 Data

| Q6: On a scale from one to five, how satisfied do you feel about the way your job performance is evaluated? |
|--|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| doesn't do anything, just a piece of paper in the file, really worthless, no raise from it, just protocol |
| doesn't effect pay; so not value |
| doesn't remember the last time I had a performance review. |
| don't believe the tool is a good tool. The tool is not sending out reminders. You meet the goals and you get a three, you are at 50%, wording is not good, cumbersome and long. Not attached to anything, no pay or discipline, not very serious about the thing. |
| don't concern myself with my job evaluation as I can; I hold myself to a high standard and accountability and therefore whatever they evaluate I will be at a high standard. |
| don't feel the eval format is especially valuable to provide feedback about my actual performance or acknowledges all of the things that I do. |
| don't get a job eval. has had one completed eval in 5 years. |
| Don't think all his attributes as weighed as much in his evaluation, don't see management reviewing everybody's with all the information that they have at hand, number of contracts they have/work on, basically mary says what she feels about the person, generally gives them a good review; get in her monthly reports, submit to her, would compare and contrast |
| evals are good, pretty fair in opinion |
| evaluations were very few words, he wrote paragraphs connection with Larry Wayne; in 2014 & 2015 wrote eval Mike kenney went from ; didn't want close put him at would have held on to too many things; partnered with Mike; name in; lot of that with selection was going to be next deputy, good old boy, good old good network, didn't put his |
| feel like he knows his own strengths and weakness and they are accuracy reflected in evals |
| feel she's done well, exceeded expectations; had good reviews |
| going through the process now with system, doing his two people, the ones he's had, mean nothing, paperwork trail to satisfy; he didn't have one first year, then two, just a matter to get done; get nothing from them, pay not tied to it; told that; don't feel the evaluations carry any weight with department; with him now - yes; knows how he feels with the job he's performing now |
| Grades yourself - helps with scores, says/focus on the positive. Evals are fair; time consuming; not efficient. |
| had good performance review, great feedback, very specific example, good grasp of jobs, skills are valued |
| has not had a formal evaluation, verbally told he is doing a good job. |
| hasn't been done in several years. doesn't think process is fair and all-seeing. Very cut and paste system/process. |
| have had 1 perf review; fairly new not a lot of experience; my job perf was good |

Survey 2 Data

| Q6: On a scale from one to five, how satisfied do you feel about the way your job performance is evaluated? |
|---|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| Have not received on in probably two years. Did not know I was even taken off of original probation. No eval at all to say good or bad. |
| haven't gone through it yet; complicated when she had to eval her |
| He is very thorough, keeps good records of what we do in the year. |
| Highly satisfied with current position. Past position would be highly dissatisfied. Did not get an evaluation the last year there; asked about it when changed positions; still did not get done. Thought it was very subjective; tied into expectation that weren't clear. Last eval was 2012 and was late and on paper. Management makes it hard to do the job there |
| how evals are done now, they are generic and questions repeat. evals should vary depending on the facility. at this facility they are doing custody, case management, administrative jobs and the eval doesn't address all the duties that she has. |
| I AM USUALLY ABOVE EXPECTATIONS. |
| I do what I'm supposed to do, reviews have all been really good |
| I don't feel that my supervisor knows all that I do or understands how much work is involved so it is hurtful to receive a rather mediocre evaluation. don't even read them because they know that it will be inaccurate if you feel you deserve a higher score and only get a "could do better". |
| I don't like the generic computer evaluation thing. I liked it better when it was more job specific |
| I don't think they matter. With our boss we know where we are lacking. I think to break it down into percentages and then get a score is ridiculous. There is a percentage estimate in the eval about how much time we spend with each task and they don't match. I just was involved with completing 130 evaluations. Each eval takes about 45 minutes to an hour. It is not like we get a raise for doing well. I think there use to be raises. |
| I feel like it's not very personal. It's very black and white. It's very based on predetermined standards. No room for additional perspectives. |
| I get good evaluations, what is disappointing it would be nice to get recognized for your performance monetarily. You could have a mediocre or good eval and you will still have your job. Hurts morale because you are not recognized for your hard work. You get a good eval but that does not pay the bills. |
| I have gotten lower evaluations since I have been in this job and yet I have the highest case load, the most problematic case, so if I don't do my job very well, why do I get all that. And some things that were scored lower aren't consistently scored lower by other supervisors. |
| I have not been evaluated yet on a yearly basis. I've been recognized in staff meetings and I know when I am it will be good, but I haven't had an evaluation. Been in IT two years. I've been missed once. |
| I HAVE NOT GOT MY EVAL YET. |
| I have not had a performance eval in two years. |
| I haven't been through one yet. No informal feedback at all. |
| I haven't had a job evaluation yet |

Survey 2 Data

| Q6: On a scale from one to five, how satisfied do you feel about the way your job performance is evaluated? |
|---|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| I haven't had a performance eval for two years now. I'm not evaluated. They just kind of leave me alone. |
| I just got done with my probation period, never heard a word about my status. They don't do that anymore is what they said. they gave me an eval every year, now nothing is done. I really feel I get a daily eval from my supervisor. We also meet weekly to discuss. |
| I like the Dec system they have now. It is easy to use. |
| I like the fact that they have us go through the questions first . I had a good performance eval but then recently I been getting questions about my work. I have had to ask what there priorities are because everything can't be on top, a priority. |
| I like the way I am evaluated, doesn't mean that I agree with the way she evaluates others. She used to evaluate weekly for almost a year, she did everybody that way. Now she just brings us in the office and talks to us. She also does an annual review and works closely with us on that. That is a good one. She will let us know if we are deficit in an area before she does the evaluation. |
| When employees do it themselves, it is unfair. we should not be doing it first. the questions are vague and you have no idea what they want. It is the process is designed wrong. I know the purpose, but the thing is not job specific. Unless you have had experience rating others, they are lost. some do not have the computer skills to do the job. they just don't understand the process and there is room for improvement. I there are three levels of approval and since it has nothing to do with pay, why bother. I would rate all fives but I do not take more home. Not merit based, who cares. why bother. |
| I think our boss comes out and checks on us to make sure we are doing our job. If we are doing something wrong he does it in private and tells us how he wants it done. |
| I would say an issue brought up in one year that is minor and has gotten resolved should not be repeated in your performance review if it is a one time thing. |
| if they remember to do an evaluation, and the evals seems to be based upon the mood that the evaluator is in that day. doesn't seem very objective at times. |
| I'm due for an evaluation right now. When it moved to EDC it's made it a lot more complicated. It has nothing to do with my supervisor, the process is the problem. |
| In the past I was highly dissatisfied |
| In the process of completing one right now. Pretty generic in their makeup. Several thousands employees here, so they cannot tailor it to specific positions. That is why I am only satisfied. If they tailored it to the job more, I would be highly satisfied. |
| it could be a little bit better. there are a lot of things down here that are taken care of that are known or acknowledged. |
| It doesn't follow the contract |
| It has not been evaluated in over a year. I wonder how can I know if I am doing a good job if I have not been evaluated. then I think I deserve an opportunity to know what I did not demonstrate to prove that I deserve those responsibilities. |
| It is either passing or not passing, there are no suggestions or notes about where we could improve on the formal review. |

Survey 2 Data

| Q6: On a scale from one to five, how satisfied do you feel about the way your job performance is evaluated? |
|--|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| It is not evaluated I cannot remember when my last evaluation was. I remember the last time I spoke with my director, he told me I was not doing something. I told him to put it in writing, he never did and to this day I still have no clue. I have never received one on EDC. |
| It is not personalized. Some of their questions do not reflect everyone's job description. |
| IT IS PRETTY MUCH THE SAME EVERY YEAR. IT DOES NOT CHANGE MUCH. |
| It seems impersonal. We go out and answer questions that sometimes have no relevance to your position and then it is sent to your boss, then sent on for approval and then there is discussion. I like having discussion and the form filled out face to face. |
| got a 3.0 out of 5.0, didn't agree with what was put in there with what input was put in their, started in January of this year, trickled down late may, 3.0 |
| job performance is difficult to evaluate and the system used is reasonable. its hard to quantify, and has not seen a good management tool for this purpose. |
| keeps asking; supposedly on probation. Supervisor keeps saying well if I don't get anything, you'll be off probation. Who do you need to go to ask to get a review done. |
| kind of evaluated differently, go by evaluation, than evaluation on computer |
| looking at changing the review cycle and including soft skills. not sure how it will work in the future when a supervisor has many employees, due to the cycle. soft skills are hard to measure, feels that production-type work is better measured. |
| most of the time, she knows her performance, and they know it too, when she gets evaluated, know what's coming, pretty much right on with performance |
| My boss is very fair. He does not surprise me. I know what is expected and he grades on that. It is not personal and he does not hold grudges. |
| My immediate supervisor does my evals. |
| My job performance has been evaluated on how my staff preforms rather than on how I preform. When my staff make an error I am judged. In fact every year as I promote, my performance evaluations have gotten worse. Different people each time are doing the evals and they don't really mean everything. No difference or impact between a person who scores a 3.5 or a 3.00. A lot of people don't really care what they score because it has not meaning like when they had raises. Like in the private sector, when your job is evaluated, that could be your raise. When the state did do raises, people were pressured to give good evals so the line staff would get their raise. I understand that union contracts changed and the union is not very good. |
| never get an eval on time, they look at notes on the computer and make recommendations on that. The way things are going now, they should sit down and visit with us, they may not have everything documented that we are doing. They should be able to ask about a client and the worker tell what is going on. Last year we had to do assessments on sex offenders. I think there was one month I did one but did not have it on the computer. I got penalized for that one missing document, despite having done the thing on paper. It is hard for a supervisor to do an eval when they never come to the office and see you. They need to clarify for computer work, what do they want? They say paint a picture, what is that? It will be different for each worker, give us guidelines for what must be with every contact. Talk to us before they give us a negative eval, we might have the info. |

Survey 2 Data

| Q6: On a scale from one to five, how satisfied do you feel about the way your job performance is evaluated? |
|--|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| never had an evaluation and in 1 1/2 years I have been here. The e-mails I receive are highly unprofessional and I am very unsatisfied with it. |
| new system we have had for a couple of years I don't like it at all. After years of high scores now it looks lower and they haven't said anything to you. |
| no eval in the last year - hard to know what to work on. Previous to that evals were good. likes to hear the constructive criticism. |
| no merit in the evaluation system. doesn't want an award, etc.; if evaluate and go above and beyond want the monetary reward. doesn't understand; will talk daily with employees if needed. need motivation. |
| No one knows what is done - no understanding of the job. No one has experience doing the work. Even taking constructive criticism is hard, |
| not against supervisor but about the format. has had a lot of achievements in his job that are up and beyond his job duties and there is nothing on the current job evaluation that will give him credit for those added duties and improvements in his job. as a result he is evaluated the same as those who just show up there is not ability to recognize his increased ability/skill. |
| not enough effort goes into really paying attention to what a person does, i.e. dedication to the job and interactions with inmates, its all pretty regimented as far as job description goes. |
| not sure why but they do double evaluation rating. staff rates self and then supervisor rates. no point in self evaluation since staff doesn't have a say in the evaluation. |
| contradictory information; frustration; 1 other counseling through here; why did it make in evaluation; supervisor by the book - fabulous - but needs a little leeway; changed all info on site |
| on the evaluations, there is some type of factor ratings, used to be 5-6 areas, 10 factors evaluate you first, have nothing to do with daily job performance, next area does deal with what you do, need to be evaluated on true work you do |
| Only because I have not had an eval. in my current position. |
| Only because they really serve no purpose. My evals are excellent, I have not problem doing them, my supervisor is on board and gives me great feedback. They are tied to nothing (raises) other than your own satisfaction. In the past we had raises according to your evals. that were tied to raises. |
| only see what they want to see when on the floor. not at 3:30 in the morning. every time evaluated gets the lowest grade possible; ticks her off. |
| perf eval need to be revised; no merit pay increase are tied to the evaluations |
| performance evals have no incentive, don't impact raises, no point to them; feel like since he's come to has had good performance evals with good feedback on his job, get constantly, sit back and how you are being supervised; in the past, use your eval as punishment tool or tool to hold you accountable for things you don't like/bring you down wasn't his supervisor was told to supervisor low; told giving out to many A forms |

Survey 2 Data

| Q6: On a scale from one to five, how satisfied do you feel about the way your job performance is evaluated? | |
|--|--|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied | |
| responses and input from supervisors is always excellent and good learning and informative tool, the system DAS has them use, very unuser friendly, not very departmental specific; as a supervisor when he has to fill one out, way to hard to give someone a bad performance plan, don't always have to good performance, if a person is not overall job, performance system does not reflect how are they doing, tough to give someone unsatisfactory | |
| seems to be time consuming so the evals are pretty standard. They are satisfactory they aren't below or above. so doesn't know how well you are actually doing your job. | |
| she is harder on her self than he is | |
| dissatisfied, not gotten an eval since I got here. | did not get them on time or at all. They were cut and pasted from the one before without any additions. They just changed dates. I did the same thing when I was a supervisor, waste of time and the document is not accurate to begin with. Our evals are on job description, not everyone had the same duties. Cookie cutter document that does not address the things I really do, the scores get messed up. we give a satisfactory even if they do not do the duty. If you do the duty, you might score lower than the other person who does not even do that duty. It is not fair at all. |
| Sometimes I think I do a better job than my eval shows. I don't get recognized for some of what I do and how hard I work. I can live with the evals that I am getting. When I retire from here the evals won't be as important as they would be if I were going to have to find another job. I think other people feel the same way. I would be more dissatisfied with the system but it doesn't make as much difference since I will be retiring from here. | |
| supervisor has experience in | and understands majority of what is done and is fair in his rating. and his criticisms are fair and objective. |
| supposed to have a month ago; receives regular feedback; annual reviews are not done. have had one since been here. current one is over a month overdue. | |
| system is okay. there are goods and bads with how they do it. | |
| The eval process is complete. It is a complete evaluation. | |
| The person who evaluates me doesn't have the ability to evaluate all the various things I do to be able to do a complete evaluation. I shouldn't have to go out and seek that. | |
| the program does not reflect what I actually do. the scoring is not consistent with your performance. If you meet all of your goals and exceed in a couple, you get a three. The tool does not do anything, no pay, no promotion, it is a con in many different ways. If an employer saw them, they would not be impressed. | |
| The review process is a joke. I gave myself all 5s in my self review and the department head told me I wasn't allowed to do that. I don't understand that. Who are they to tell me I can't do that when that option is available to me? | |
| the supervisor | is the one who does the evaluations, but |
| supervisor is rarely here to observe anything and | makes recommendations; the overall We are the only facility |
| the way it is set up, we fill it out for | and agrees with what we put. Do wish |
| here. They evaluate their supervisors, that would be an eye opener for management. There might be a lot of anger and retaliation from supervisors. Morale is bad and I asked to implement the FISH program and survey the staff. Took this to the old | evaluations would be implemented |
| old was told no, people always expect that if we do a survey, they expect things to change. They expect things to change if a survey is done. | |
| THERE ARE NO INCENTIVE RAISES. EVALUATION IS NO GOOD IF IT IS NOT TO FURTHER YOU IN YOUR JOB OR GIVE PAY RAISES. | |

Survey 2 Data

| Q6: On a scale from one to five, how satisfied do you feel about the way your job performance is evaluated? |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| There's no weight given to it. It doesn't mean anything, except you know what your manager thinks of you. It doesn't give you a raise, it doesn't give you an opportunity to move up, or whatever. It's kind of a waste of time in my opinion. Beyond some constructive criticism it doesn't really serve any purpose. |
| They are changing performance reviews to agency goals so you are not rated on what your duties are. How do you put expectations to that, for example time lines. One of the new ratings will be did you meet the agency mission statement? We will all be excellent as long as an inmate does not escape. Safety, security and good order for the public. I don't understand how that can be an expectation or measured so I hope on each one of these we have the rating 1 through 5 defined otherwise it is subject to everybody's interpretation and will not be consistently evaluated. |
| They don't take into account the extracurricular activities you participate in like special teams. Seem to be geared toward negativity. A lot of bearing on timelines and paperwork. Not a lot on interactions with staff and inmates. |
| They take everything into account, my work ethic, my experience, my attendance record. |
| They touch on all aspects of my position and the duties required of those aspects. |
| They're very nice to me. They give good recognition. |
| Things I have been deficit in I admit to. He does not do the cookie cutter responses which is good. Also I know why we do them. I think they are pointless to some degree. The only time they come into play is when you to promote. |
| those eval can be done biased, based on perf and can go up and down. too much on supervisor personal opinion rather than actual performance. need to be more fact driven than personal opinion and belief driven. |
| Upper staff do not know what I am doing. When they leave they do not know what is going on during my shift. How do they evaluate my performance when they are off work. |
| had to physically do performance reviews; 5 years ago started doing their own, then sent to manager, like and dislike; it is difficult when you are a supervisor to do many; as a officer and staff member, have more boss eval should give you a true opinion of what you do; holds us account |
| We at undergo supervision on a case by case basis which could be daily, weekly, monthly or however it occurs. Guidance is often solicited because of the comfort zone with regard to dialogue. |
| We have a system in place with standards you're expected to meet. You know what is set out for you and what you need to do. I don't like the impersonal nature of the system. |

Survey 2 Data

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|---|
| <p>Q7: On a scale from one to five, how consistently do you feel that employee job performance is evaluated at your facility?</p> <p>1 Very Inconsistently 2 Inconsistently 3 Neutral/No opinion 4 Consistently 5 Very Inconsistently</p> |
| <p>5 supervisors in last 3 years. previous supervisor asked to leave; pinball for last 3 years. no pay tied to it. If person knew they were performing at 85% and would get a 15% raise, it would make a difference. - not talked about at the facility.</p> |
| <p>A lot of reviews are based off personalities</p> |
| <p>almost to a flaw: our evaluations are a yearly eval, I fall into this, I work more closely than the other supervisors might. You don't do anything until you get the email saying to do an eval.</p> |
| <p>Are they out shadowing us or is it just looking at a computer trying to rate us. Some of it is inconsistent. is good about walking you through things, but other things he can just zing you for something. Not everything is perfect.</p> |
| <p>I know nothing about other departments</p> |
| <p>At my level my performance was not eval consistently nor were the other staff. I feel that is true of the line staff. I do my evals. With the EDC system you have to start the eval two months yearly so you get a year rating for 10 months.</p> |
| <p>because of the lateness; they aren't being done according to policy.</p> |
| <p>because of the way they were done</p> |
| <p>because you have 1 time a year to get evaluated of how your job performance is, no one's evaluation should be surprise to them, should know throughout the years, anything you write up, it's retaliatory, if rated satisfactory, don't like me, investigation, should stop at warden, this is my decision, should be 2 evaluations with review/evaluation</p> |
| <p>been at facility for and hasn't had a formal job performance review yet.</p> |
| <p>By each facility it seems evals occur regularly, my previous supervisor evaluated on time. It is my current supervisor who said she does not believe in evaluations.</p> |
| <p>can only comment on my own; can't comment on security not in their dept.</p> |
| <p>cannot answer except for herself, don't see evals, not discussed, timelines do a good job, get done on time, since computerized</p> |
| <p>can't speak to this; no opinion as to the whole facility</p> |
| <p>Consistently on time. Inconsistent on equality and fairness. The evals are not fair and honest with regard to different people. They do them annually, but they do not reflect performance across the board. They are not fair to everybody. If you were true to yourself you will be biased against some people so it is not going to be fair for that reason alone. You are never going to have a completely honest eval program due to the feelings supervisor have toward the employees.</p> |
| <p>currently it is consistently, the evaluation is the same for everyone and there is no flexibility to discuss the differences between people. the only thing that would show up is abuse of sick leave. do not do as well of a job as they should, but he does not have access to their evaluates. if he doesn't see improvement in the he doesn't know if that has been counseled or not or that it has been documented in the evaluation.</p> |
| <p>depends on the supervisor; everyone does the same format. The department might start evals at one time rather than date of hire.</p> |
| <p>depends on your rank, I have to evaluate my people when they are due, above me it does not apply</p> |
| <p>do it annually</p> |

Survey 2 Data

| Q7: On a scale from one to five, how consistently do you feel that employee job performance is evaluated at your facility? 1 Very Inconsistently 2 Inconsistently 3 Neutral/No opinion 4 Consistently 5 Very Inconsistently |
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| doesn't know if people are being told what they did wrong or right. the ARs are being put out when someone is doing sometime wrong, but then at the same time they want staff to make decisions. And sometimes the AR doesn't always apply or is just gray in one area so people get punished for things they are expected to do. |
| doesn't know what everyone's evaluations are. |
| don't know about all classifications; done once a year; don't know; can't answer |
| done every year |
| done on an annual basis and the method stays the same there is very little inconsistently each year. |
| done once per year, we do correct if they need to, give recognition |
| done very consistent here; so many different situations, constantly learning as an officer; constantly getting feedback at office |
| Done yearly and done one time |
| don't feel being picked on; doesn't make sense why added to review; went to supervisor; was in a meeting with the warden, had to write an incident with supervisor - text, email, vm; about direct contact; letter of intent; had vacation, etc. fast forward, wait for other shoe Forwarded information up chain of command; said both can communicate; got new supervisor was trying to accomplish the removal of another employee, same supervisor, got pulled into it, got another incident report to build file on this other person; put people in to supervise put people who haven't been supervisor to supervisor her |
| don't know how often or thoroughly |
| don't know otherwise. |
| don't know what goes on in other areas of the facility |
| don't know when the last review I have had, its maybe been four or five years ago. that I have seen. maybe they did one I don't know about. |
| don't see any favoritism |
| EDC program does a good job of reminding when performance is due; very helpful |
| evals tend to vary from manager to manager. |
| evaluated a minimum of twice in a year; |
| example; same position at same facility of doesn't do the amount of work. Shows favoritism. |
| department; don't know about the rest; evaluated annually |

Survey 2 Data

| Q7: On a scale from one to five, how consistently do you feel that employee job performance is evaluated at your facility? |
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| 1 Very Inconsistently 2 Inconsistently 3 Neutral/No opinion 4 Consistently 5 Very Inconsistently |
| From what he's seen in 6-12 months decreased, people that are just blatantly not doing their job, will tell you they aren't doing their job, don't care, one person who has cell phone (waste etc.) no reason for him to have a phone, people aren't held accountable for what they are or aren't doing; favoritism |
| from what is told. Did do evaluation when first started with old supervisor; but he's gone. Is told is doing good, but wants it in writing. Supervisors don't want to do them; admit the software is hard to move through - a lot of complaints. |
| Generally around my anniversary date. |
| Generally, they have been consistent at the other facilities I have worked at. |
| Good old boy network. Friend of a friend is in full effect. It's been that way for years. |
| good old boy system. the raises long ago, the buddies get better raises then the person who worked their butt off. you see it all of the time. the one who does not do anything but fishes with LT gets the better raise. The ones with seniority does not have to do things. is fair in our dept., but you see it a lot in security. How in the hell do some of these people stay around here. Lots of people sit in a LT's office all of the time and just kissed up to the LT, did not have to do anything. |
| has not yet been evaluated at this facility. |
| haven't been here long enough to know; don't have job duties to perform selections are not "fair" consistent; a lot of positions at higher level, predetermined |
| He is very by the book he follows schedules he requires others to met their timelines. Checking the blocks and hitting their gateways. |
| her employees evaluations are done only once a year; if could be done outside the system more often would be better. If an instance comes up close to eval time, that may impact and not be fair. current system takes so long. |
| I am not privy of all the eval process. Can't answer it. My own eval is done very consistently. |
| I am not sure they are even evaluating me so I really have no opinion on the matter. Not sure what they would even evaluate me on if they are. |
| I believed that a person can always write what they want you to read, even though they not be doing what they write. a measure of a good and honest person is to do the right thing even when others are not around. More interaction may help to demonstrate work ethic. |
| I cannot speak for anyone outside of the folks I do evals for. I think I do them consistently for my staff. Each of my staff have different qualities. My job as a supervisor is to develop their weaknesses and use their strengths. |
| I DO NOT THINK THAT IT IS EVALUATED VERY WELL AT ALL. |
| I DON'T KNOW. |
| I don't think anyone knows where they stand due to the process |

Survey 2 Data

| Q7: On a scale from one to five, how consistently do you feel that employee job performance is evaluated at your facility? 1 Very Inconsistently 2 Inconsistently 3 Neutral/No opinion 4 Consistently 5 Very Inconsistently |
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| I feel that there's other ways that it can be done. The 360 evaluation. I think there could be better ways to do it for everybody. |
| I HAVE NOTICE PROGRESS THROUGH THE NINE YEARS. THERE HAS BEEN PROGRESS AND I AM SATISFIED WITH THE WAY IT IS. |
| I have only been here for one evaluation |
| I think it only happens if something negative happens. They've turned it around somewhat but I still don't think it's fair to some. |
| I would think you would have a 6 month or a 90 day eval; I know you are off probation after 90 days and especially since you went through 6 weeks of training when I was first hired. |
| if they don't like you then you don't get a good eval, they will not overlook it. but if they like someone they get good evals and their negatives get overlooked. |
| yes, other employees not as satisfied, don't have the facts |
| In our department it is done almost to the day. He is very consistent. |
| my eval is done annually. |
| It all depends on what you are doing. When I was in it was different. In it is fairer. It depends on where you are in the Dept. |
| It doesn't appear to be even across the board. You can see two different outcomes for a situation depending on who it was with. |
| It is actually good. |
| It is all over the board at this facility. For me it is pretty consistent. If you try hard they usually leave you alone |
| It is done yearly |
| It is once a year so that is very consistently. I think once a year is enough. Your performance is evaluated every day. I evaluate myself every day. |
| I've been here only so I don't know |
| I've never been aware of how people are evaluated |
| None |
| None |
| not getting these so it very inconsistently applied across the board. how can you exceed on an eval when a person did the duty or not? how do you exceed at showing up on time when that is just what you are suppose to do. you cannot exceed at general duties, but some employees get exceed. no opportunity to exceed, but those who do, are probably the supervisors favorite employee they could not justify it if they had to write it out. |
| Not really evaluated formally. |

Survey 2 Data

| Q7: On a scale from one to five, how consistently do you feel that employee job performance is evaluated at your facility? 1 Very Inconsistently 2 Inconsistently 3 Neutral/No opinion 4 Consistently 5 Very Inconsistently |
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| on a monthly basis, staff meeting, consistently evaluating what they are doing; lots of issues/resolve them |
| once a year everyone is evaluated on down or up |
| once a year unless you are a new employee |
| One supervisor would score you poorly, while later I found out they were not allowed to do that. |
| only had one annual, not a lot of baseline, yearly process |
| People aren't held to the same standard. Some people have to do extra work to make up for other people's deficiencies. Some people aren't allowed to do specific duties because they're so bad. Can't talk to certain staff or inmates. And he gets paid more than most people |
| personal experience of having inconsistent performance reviews, it depends on job classification you are in. in custody field only got a eval if you went up for a promotion. and other times you see people who say they had an eval and I knew I had not gotten one. and there is a larger amount of custody staff than housing staff. so it may be easier to get housing staffs evals done. and there is a small group of staff that does the evals so it is time consuming. |
| plans are done yearly; warden and supervisors recognize; some supervisors rush through them, don't give a lot of thought to impact or thought for employee and institution |
| reason for no opinion., I had one supervisor who did not know how to do it. One who was just behind and current supervisor is working on getting them done. I have had 3 supervisors in 3 years. |
| review evaluation as being assessment all the time |
| same time every year. |
| see some people get recognition, like recognition of quarter, but got in trouble, even though messed up, still employee of the quarter, not getting things done, no repercussions from it, no feedback |
| seems to be done consistently. |
| SHE DOES NOT COME TO ME DAILY TO DISCUSS PERFORMANCE. |
| I have received 1 eval that was consistent with my years of service. I got one every year around our service date. I got one other one here but it was 8 months late. |
| supervisor follows guidelines; no different than at |
| supervisors do evals and some supervisors don't see everything that go on and some disregard it. and everyone does it differently so doesn't believe it is consistent. |

Survey 2 Data

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|---|
| <p>Q7: On a scale from one to five, how consistently do you feel that employee job performance is evaluated at your facility?</p> <p>1 Very Inconsistently 2 Inconsistently 3 Neutral/No opinion 4 Consistently 5 Very Inconsistently</p> |
| <p>THE BROAD QUESTIONNAIRE AND THE EMP/SUPERV RELATIONSHIP WILL CONTROL THE EVAL REC'D. HOW WELL THEY GET ALONG WITH THEIR SUPERV</p> |
| <p>The duties and responsibilities are outlined and the eval occurs in a timely manner. However is more subject than performance outcome based.</p> |
| <p>The front line staff don't communicate with their supervisor every day so it's hard to get a handle on performance. That's both unit and custody.</p> |
| <p>There are cliques. It's kind of like a big high school. I see a lot of situations where it's uneven. There have been times when staff are disrespectful but aren't held accountable like they should be. That shouldn't go on. We're on a schedule. Not a lot of professionalism sometimes and it's not addressed. Especially from the young kids.</p> |
| <p>There are people who can get away with things that other people can't - sick leave usage, performance on duty, depending on who your supervisor is. It depends on what shift you're on.</p> |
| <p>there are some staff that other staff know are not doing a very good job however their evaluations are vey high when they shouldn't be; some of our better employees are unfairly judged because of the others; the better you are you have more piled on and poor performers have duties removed but both are rated on the same scale.</p> |
| <p>There's certain people they don't like and those people continue to get disciplined and disciplined but there are other people doing the exact same thing who aren't getting disciplined.</p> |
| <p>There's some departments that do things differently. I think we're pretty close. Use of sick leave. I think it's pretty consistent.</p> |
| <p>these people don't know what they are doing;</p> |
| <p>they do eval at the same time every year and they do all employees so they do it consistently</p> |
| <p>they do it each year, never change. I do my part, he does the rest.</p> |
| <p>they do it once a year.</p> |
| <p>They don't miss a beat; always get one; don't like self-evaluation</p> |
| <p>tough for me to compare when I do not see other evals</p> |
| <p>typically only evaluated unless you did something wrong. ...not evaluated if things are going well.</p> |
| <p>Unknown as to when they are done.</p> |
| <p>We do have EDC. What I have implemented with the is that monthly for the first 6 months the managers sit with the new and then at 6 months we decide whether to extend probation. I do not see this being done within other elements</p> |
| <p>We do them yearly</p> |
| <p>We get them annually.</p> |

Survey 2 Data

Q7: On a scale from one to five, how consistently do you feel that employee job performance is evaluated at your facility?

1 Very Inconsistently 2 Inconsistently 3 Neutral/No opinion 4 Consistently 5 Very Inconsistently

We get them consistently annually but not always on time. Some of the rating are done without supporting documentation so when challenged they change it because they cannot come up with supporting documentation. An employee has to challenge their evaluation to get a fair one.

We have so many staff, there are so many people under one supervisor that they cannot effectively know how each person is performing. They cannot tell if they are really good, or if the employee is only doing good when the supervisor is actually there.

We have to do motivational interviewing tapes, three a year and I know other staff members that have not done three a year but that is not reflected in their evaluations.

We used to get them every three months. We used to get them on our anniversary date but I did not get one this year. No news is good news.

We're in our own little world and I don't know how other areas do it

what happens is if a person they don't like, they use a paper trail to get rid of them. It depends on if they like the person or not. Very sketchy with how they do thing.

when everything was going on with him, met with union rep, evals are nothing, don't reflect your pay/status, told him to walk away from it; dissatisfied with way eval process has worked. This time eval hit him in wrong light, wasn't happy with it, didn't know what he was doing; process wasn't clear; maybe just new to him

You are guaranteed your annual eval. She reminds us it is coming a month before we have to do it.

You can't judge every single person the same way. Some people don't have that skill, to adjust the way they interact with other people.

Survey 2 Data

| Q8: On a scale from one to five, how would you rate your satisfaction with pay? | |
|---|---|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Dissatisfied | |
| A couple weeks ago I got more responsibilities without more pay. For me to complete all of my duties I would need 70 hour weeks. I cannot spend that much time here with my family. As a long term employee, I see new hires coming in at the same or more pay than what a person who has been here for years. New hires can be hired at a much higher rate than what a long term staff person gets. Makes no sense to me that people get more duties and they never even look at a person's pay. The people in specialized positions are making way more than the long term employees, this causes turnover in the agency. This applies to officers and others in the facilities also. Long term employees do not feel valued. | |
| A new person can come in and get hired in my position and basically get the same pay. I have been working for NDCS for . And myself as a salary position, I am managing employees that are making almost what I am making. They are working overtime so they get paid and I don't get the benefits of working more hours. | |
| although our pay is not bad, many staff that have been here for decades make the same money as the employees who just started. there is not a big enough gap between long term employees and new hires. | |
| appreciate that the dept. sees the value in hiring qualified professional | |
| I make very close to the same as a more responsibilities with my job. | And I think I have many |
| because I feel I do have a job that is very unique and have done it well for a long time; a position that is thrown into vocational pay category without considering the actual type of job I do; the program is nationwide and pretty important that someone who knows what they are doing it; haven't been given a raise of any kind to do this job or to do it right. | |
| Best paying job I have ever had. I think it takes a long time to work up to the level I am at and has slowed down considerably during the past years. | |
| By comparison with other agencies - county | |
| Compared to what is making it's just frustrating. It should be apples to apples. | |
| Comparable jobs in the non-state world are a much higher rate of pay. | |
| Competitively, if you look at surrounding states or even counties our pay is so much less. That makes no sense to me. | |
| duties and job requirements, I feel I should get paid for because I do a lot of jobs that other people don't want to do. | |
| Everybody is dissat. Especially in outside corrections with less experience make more than what we are paid in corrections. | |
| everyone wants more money, not really up to me | I don't even know if it is comparable or not. |
| I am being paid the same as someone who started after me. My longevity should count for something. The loss of the plan made people dissatisfied. The cost of insurance should be considered in the pay raise. The state pays 2/3 of the health care but the other 1/3 hurts how well you can care for your family. This is dangerous. The inmates are still on drugs and dangerous. We have people that have been hurt, and died prematurely due to injury; how can the pay we get compensate you for that. | |
| it's underpaid from the community standard, but the benefits are good. I also have the but I don't see any additional compensation from that and there's increased risk that comes with that. In the past there was a differential but not anymore. That irritates me. I had a to attend an additional training and be able to pay my own way. They didn't require me to go but they said it would help. | |
| Went and got additional education to work in SAU and took a pay cut. | |

Survey 2 Data

| Q8: On a scale from one to five, how would you rate your satisfaction with pay? | |
|---|--|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Dissatisfied | |
| I think my biggest frustration is that I'm only making \$5 more an hour than | I'm hiring off the street today. It seems like longevity doesn't give you much. When you go into management I think there should be a bigger jump than there is. |
| I think you should get paid for how well you do your job. There is not difference from year one to year ten. It is very discouraging. You bust your butt for six years and the new gut is just sitting there but you are getting paid the same. | |
| I would think after | they would have an incentive. raises. We did not get a raise for two years and they said they would make it up. The make up was 2.5%. There needs to be an incentive. New CO make as much as a CO who has been here for years. |
| I'd like more pay | |
| I'm currently looking at a position doing the exact same job for double what I make. I like what I do. | |
| I'm not a monetary person. | |
| I'm salaried | Not compensated monetarily. I am offered flex time but there's no opportunity to use it. Salary doesn't compare to other similar places in the area doing the same thing. |
| In comparison to a | pay, we are terrible. the risk we take and the severity of the people we work with are high. We lose a lot of people who get trained with us, then go to or the county to get paid a whole lot more. We are just a training ground for other agencies. The merit raise needs to come back to help keep these hard workers and gave something to achieve. People don't work for the paycheck, we hear this a lot. However, we have to make enough to pay our bills. We can go to less risky jobs and make more money. |
| It could be more but the checks don't bounce | |
| IT IS AT POVERTY LEVEL. | |
| It's not bad, but someone who starts right now is making the same as me To me, that doesn't seem right. | |
| I've missed out on raises because of different transfers. Longevity doesn't seem to matter. Raises aren't based on performance. | |
| I'm glad to be here but it seems low. Wage difference in private is significant but I don't want to drive to Omaha. | |
| Most | are making a lot more on the outside. I made more as a out there. I am exempt, no overtime. No merit pay anymore. I feel bad for the facilities who get mandatory overtime, nothing like that here. If I was getting paid for OT, I would do a lot more. |
| NO INCENTIVE RAISES. I CAN WORK THE HARDEST THAT I CAN AND MY CO-WORKER DOES NOT EVENT HAVE TO SHOW UP AND MAKES THE SAME AMOUNT OF MONEY AND SOMETIMES MORE. | |

Survey 2 Data

| Q8: On a scale from one to five, how would you rate your satisfaction with pay? |
|---|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Dissatisfied |
| no incentive to stay with the state of Nebraska, they are below the cost of living and insurance. The plan was eliminated by the state. a person here ten years makes what a new hire makes. my son will make the same thing next week as the person who started in 2003. this is why they move on. biggest sham we have ever seen the state do. |
| not a lot of upward movement but pay is OK |
| Not from a greed standpoint, a lot of perception comes from here. does a lot of work, but they are looked down upon by others. From experience, for a lot of years. Safety is very important and we are left by ourselves. If I was a cop, I would have called in more cops to assist in many cases. Very dangerous job. it is on me to deescalate the threat the person is on me. One of many reasons why I feel we are underpaid in our current job. One of us will get hurt one of these days or killed. |
| Not just for me, but my staff also. I have brought it up a few times to the past directors. workers have to have a certain set of skills, safety and cooking, you have to know more than someone in security. have the same training. We don't qualify weapons. They say they would go to instead of because they hire at a \$1 and hour more. when I do hire, I lose them to security. This is state wide and an issue that has been ongoing. |
| OUR SALARY IS BASED ON SURROUNDING STATES. THAT IS NOT OUR COMPETITION. THE COUNTY IS OUR COMPETITION. COUNTY MAKES MORE SO PEOPLE USE THIS AS A STEPPING STONE EVERYONE GETS THE SAME PAY REGARDLESS OF LONGEVITY. IF YOU WERE HERE BEFORE 2003 YOU WERE IN THE SYSTEM AND YOU HAVE SOME SEPARATION. WE ARE COMPETING AGAINST THE WRONG PEOPLE FOR WAGES. WE ARE LOSING TOO MANY SENIOR PEOPLE DO TO THE WAGE DIFFERENCES BETWEEN CORR AND THE COUNTY. |
| pay for my position and job responsibilities does not recognize what is required along with education needed |
| pay scale is unfair in the waynot a seniority....someone who is new gets the same pay as someone who has been here for 5 years. |
| People bitch about it, I'm obviously looking, but when it comes to pay they can't touch what I'm making here. |
| in her area get more pay then they do. We have convicted felons we work with, does not. More supervision required. |
| money and it was denied and I was retaliated against. All I wanted was what the I requested more makes in salary. |
| the amount of money I make is ok, the part I dislike is the increase we get does not cover the cost of insurance. our raise is eaten up by the insurance benefit. I take home less and cannot support my family. |
| THE DEPT PAYS ON AVERAGE LESS THAN THEIR COMPETITORS ON THE OUTSIDE. I TOOK A \$3.50 PAY CUT TO COME TO THE STATE AND AFTER FIVE YEARS I AM ABOUT TO WHERE I WAS BEFORE. |

Survey 2 Data

| Q8: On a scale from one to five, how would you rate your satisfaction with pay? | |
|--|--|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Dissatisfied | |
| The pay for my position I am underpaid. someone with a GED gets paid more. No opportunity for promotion, no increases, no raise after the probationary period. When you requirements a masters and you are the lowest paying employer for that type of degree you have to do something to keep people here. That is why the turnover rate is high. | |
| The states touching Nebraska, similar positions are getting paid more. I don't like to compare to the private sector because they're out to pay more. Not just my position, but everyone's position. I don't like the fact that someone coming in new gets paid the same as I do after so many years. There's not a huge benefit to staying employed with the State of Nebraska. | |
| there is no incentive to stay a state employee, you come on board and work years, a person starting tomorrow makes the same amount you do. No or merit. | |
| There's so many factors. Filling in for subordinates, filling in for superiors. I don't get paid to do four jobs a day. When you're doing other peoples' jobs half of the month, it's not right that you don't get paid for it. | |
| We get a raise every year, but our raises go right back into the insurance premium, so I'm dissatisfied with that. | |
| When I was a caseworker I was satisfied, but once you get into upper management when you put in those hours its unrealistic. Having an issue now where case managers don't want to put in for unit manager because unit manager is salaried and they'll make less. | |
| When you consider all the responsibilities, I put in a PDQ to be upgraded and the upper administration didn't support it. | |
| When you look at what we're dealing with, it's a tough job. When you look at the county and their programs, it's not good. We do have quality employees but we're losing them to other positions that may not even be in the law enforcement field just because of the pay. And it puts pressure on the ones who stay. | |
| Why I showed up. Consistently paid below averages in the community. Recently the agency hired another same length of time and credentials to do the same job I do at a salary nearly \$20,000 annually above mine with no effort to make my salary commensurate. I have been with the state for over years. The other individual has been ee on and off. Hired at that rate because attempted to fill that position for 2-3 years with no success. Finally recognized need to provide a higher salary to hire a person. Hard to swallow. Told the only way to be brought up to the salary of the other individual is to look for another job and get a bona fide job offer. I am pissed. Really. | |
| none | |
| With recent significant raise, like 11%, with doing the same job basically of community supervision pay could be more equal. | |
| I have been here for and I am barely at midpoint on salary range. When in the past I have asked for supervisory duties so I could get a pay increase, I have always been told no so I don't feel my dept. has been very supportive to allow me to grow and in fact feel they have hindered it. | |
| I have been a state employee for so I guess, I hope we get enough of a percentage increase that it covers insurance. I have been here long enough to not expect a lot. I have received no pay increase some years. It is out of our control. If you want a raise you have to inquire for it on your own. You have to request the PDQ on your own. It is a very unfriendly process, they make it difficult so you do not want to do. An agency can decline but the employee has to know they have the rights to go to state personnel to get it reviewed. So essentially they make you fight for yourself. | |

Survey 2 Data

| Q8: On a scale from one to five, how would you rate your satisfaction with pay? | |
|--|---|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Dissatisfied | |
| I don't have any explanation. | I make good money I am not going to complain. |
| I am working because I love to work, not because of the salary and that is a good thing. The two percent or whatever it is like a quarter for me. The two percent is just a COLA and does not signify reward for a good performance evaluation. | |
| Based on all of my years of service through the state my pay is better than most areas I would go to. | |
| Based on my responsibilities right now I make decent pay. If I was given the responsibilities I was told I was going to be given I think I deserve the high pay grade, which is the \$20 an hour. | |
| the pay does not keep up with the health insurance. Can look at going to County Corrections in Lancaster, had a buddy and I am a pay grade higher and he is making \$4.00 an hour more. Seems the inmates have better health insurance than we do. | |
| I always thought I got good pay but then after they put an ad in the paper and they hired the new person at the same wage that I am making. I think I am worth more than a newbie. I got raises but it seems they should start at less than a person that has of experience. | |
| The pay is quite a bit less than the general public and the benefits are good. Not that they completely outweigh the lower pay. I came back to work because I could not afford Obamacare. | |
| It is discouraging for long term employees who are making less or the same as new people starting. I kept my Sergeants pay but CDC start at about \$13.00 an hour. We used to get a \$2.00 an hour raise when we got our PLADC. Now they no longer get a raise at PLADC but now they have to wait till they are LADC to get a raise. We had CDC counselor's and have not received new people in that position since the NDCS has quit providing the core classes We have gone to 9 CDC's to 4. Once somebody quits we never get them back because of the core class requirements and such low pay. The NDCS used to pay for the core classes and now they do not. I am happy with my pay now but was not in the past. | |
| We take the same exact training except the pepper bowl and I still don't make what a corporal walking in the door makes. | |
| If you look at the pay scale and you are serious about retaining employees, you have to adjust the pay scale. The article in the paper on longevity pay was to give 6 cents an hour. That would be about 40 cent an hour for long timers which is ridiculous. For me after year that would be \$416 a year. If they want to look at this seriously, they need to make serious adjustments to pay. Our administration is doing everything they can but the legislature needs to get on board. If you look at the county system. A sergeant who has been there years make about \$33 an hour. We have Lt.'s that have been here much longer and are making significantly less. We have the largest facility here. Pay is tied to satisfaction of the job, when people leave, people have to work overtime which affects the culture and morale of the facility. My staff starts at \$16 and my staff should start at \$20 an hour. If people are paid well, less people leave and even mandatory overtime would not seem so bad. They need to look at surrounding states and evaluate what they are paying compared to NE. | |
| None | |
| Basically I signed on for the pay I am making. I would like to be rewarded, I think I go above and beyond my actual job description, I do a good job and I have been here for years. | |

Survey 2 Data

| Q8: On a scale from one to five, how would you rate your satisfaction with pay? | |
|--|--|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Dissatisfied | |
| Within the department we are required to have a degree of some kind. Entry level in our department is just slightly above what an corrections officer makes without the college education requirement. Our job encompasses quite a bit more than what people think. In order to retain staff, a pay bump would be nice to reward us for time and having a degree. | |
| only raise was when stepped up from supervisor, when went from no pay increase, does a lot more work than at work release; has a bachelor's degree, | |
| will all they have to deal with; she is from Illinois, and Nebraska is very low paying for what they do, pretty slow/Nebraska is pretty far behind in pay | |
| believe we are way underpaid, doesn't do the job for money; however when you \$17 an hour not a whole lot of money, could pay him \$40 per hour, wouldn't change the danger, doesn't change his opinion of doing the job do so much more, expected to do so much more, every type of law enforcement; not a lot of \$ in similar field; really irritating, we have no incentive rates for being here for years | |
| feel should be compensated appropriately | |
| it's frustrating to have make more money than you, been here hurtful, sucks that people are people who are starting get the same amount, not paid what they are worth; it's a big middle finger to him to get a degree and get someone in without a degree - supervisor said "you're screwed" in a staff meeting | |
| the department of corrections, officer only has HS diploma, make \$15 some an hour, they deal with inmates; deal with inmates, more than interaction w inmates, want them to do officer job too but pay us less; when people come in new, making same as him, been here should put you with a higher pay rate because skill required, if not more should be the same, when bring people, shouldn't not make the same, no incentive to stay, years ago, based on review, here is the pay rate now | |
| fact they used to have pay incentives, with longevity would get raises, used to have pay plan someone off the street being hired, makes about the same she does | |
| not a pay scale, there should be a pay range for years, very close gap, talked about doing before, has to be addressed to maintain people, need to look at big picture, need to address it | |
| everyone wants to get paid pretty decent for what we do; people come in off the street making what he makes | |
| jd is totally different from what he has been doing, get tasked, had to be of the day pay scale isn't aligned to what job duties are | |
| pay is fine for what doing; would have been a lot more than if she were on the outside; pay is important, not driving factor | |
| could be better; people come in making more than you people come and make the same about amount of money | |

Survey 2 Data

| Q8: On a scale from one to five, how would you rate your satisfaction with pay? | |
|---|--|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Dissatisfied | |
| Been with department | don't even make 50K a year, have new people who have been promoted to same rank he is with not even 1/2 time making very close to where he is; the state needs to address compression; does not pay to promote; most promotions don't pay to promote - sergeants make less than lieutenant; signed up for nonexempt but your pay doesn't reflect it; Douglas county ACA makes 25K; see pay drive excellent employees away, seen quality of applicants go down over the years |
| | why categories, min, min perm, midpoint, max - why there is not going to listed; has asked for a raise; what is the weight behind; no one has explained this to him; not true; has one employee above paygrade for |
| | when see what goes into 401k - knows underpaid |
| | put in a request for a pay request, when he found out new employee was going to get what he was getting as new employee; new person got same pay; that's just wrong; took to told no not going to pay him anymore, looking for a job; really makes it difficult to be a part of this, where is the incentive |
| | same qualifications as officer, make a lot less, lucky for her didn't sign up for pay |
| | in Iowa, bachelor counselors - make significantly more than her like some incentive plan - for longevity; on call time, don't get paid for, out of life, can't go any where |
| | Poor for Omaha area Starting corporate \$15-16; Douglas county \$21; can't keep - lost 4 in last 30 days; need to hold on to investment to retain, churn thought it should be looked at for years of service |
| | work year round, has more time with don't have to get a PT job to supplement income; feel paid worth |
| | paid a fair wage for |
| | in the beginning had program, now working here someone off the street makes the same, no differential, put all these years and hours into it, not motivated to stay but she doesn't have any place to go; skill that you are learning and teaching - not paid enough; get lowest pay here |
| | doesn't seem as if they give pay raise based on performance evaluation or length of employment. just get annual cost of living pay raise and they should be based on how well one is doing their job. have been with the job and making the a few cents more an hour more than someone who just started. |
| | when started working with DOC ago was making the same amount as she was when she was a new graduate. |
| | not compensated for seniority and experience and work performance. |

Survey 2 Data

| Q8: On a scale from one to five, how would you rate your satisfaction with pay? |
|---|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Dissatisfied |
| <p>pay is not horrible but comparatively once applied for a 2nd level sergeant at lancaster county was going to pay him \$9,000 more a year and free insurance. not bad amount of money but when look at other agencies and other comparable facilities the pay is not equal. the pay should be reasonable and he believes if it was that people would stay.</p> |
| <p>when they all discuss pay, doc is very low on the scale. a fairly new in iowa makes significantly more than he does and he has several more years of experience. and it is not just him it is for all staff members in doc. it is not comparable.</p> |
| <p>been with doc for someone brand new makes the same pay as she does and she has many different she doesn't get pay increase for that additional training.</p> |
| <p>still get raises due to union contract, however, it is not very much.</p> |
| <p>pay is low comparable to the job that he does. especially when compared to other depts. county and state around this area.</p> |
| <p>there is no going to be way for him to get a pay raise unless he promotes or gets a cost of living raise. but the cost of living raise does not cover the cost or increased cost in insurance premiums. and when compared to other city/county agencies that perform the same work the pay is not even close.</p> |
| <p>understands there is budget, but when compared to other non state facilities, that is where doc is losing people there. if there was better pay it would keep people and possibly bring more in.</p> |
| <p>never got involved with position for the money. got involved to help individuals and help them.</p> |
| <p>I think the base pay is okay. I have been here for and someone who starts tomorrow will make the same amount that I do. there is no incentive for longevity and no raises.</p> |
| <p>only reason stick around because I like my job. it would be nice to get ahead. understand that you won't get wealthy but would like to keep head above water. the cost of living wage doesn't cut it. still struggling and can't make a living. and someone who has worked her 6 months and has a degree and can promote all the way to his position for the same amount of money and he has been with it doesn't matter if you do the job well or not, everyone gets paid the same. this doesn't lead to good working relationships with individuals. there is a bit of hostility. people start to feel underappreciated.</p> |
| <p>I am trained, and gets all the trainings that get except rifle and forced cell experience training. But I do not get pay. I consider everything that I do everyday I deserve pay. I have more of an opportunity to teach the inmates (work ethic, how to act around people) it is a different position than a but I have to teach them how to come to work and be responsibility.</p> |
| <p>seems like every time get a raise, health insurance goes up too. don't really see the raise.</p> |

Survey 2 Data

| Q8: On a scale from one to five, how would you rate your satisfaction with pay? |
|---|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Dissatisfied |
| make enough to do what wants; not hurting for money; pretty competitive based on own qualifications. |
| compared to community wages and what is done is paid much less than what is paid in the community |
| the amount of work; stress doesn't compare. No raises raises, no initiative to try harder; no matter how hard, will get same pay as other admins. Higher pay would have higher quality employees and supervisors. a lot quit to go to county, lose a lot of supervisors. question the applicants and why they apply. when first started, gave up bdays, Christmas, sacrificed for \$14/hr. questioned why working. |
| what was paid. Exempt at level 12 - putting in 50 - 60 hours/week; on a very routine basis. kept telling them not to come in on weekends but yelled at when work wasn't done. Felt couldn't take time off max out every year on vacation time. got to carry over one year; asked to donate. In favor of getting paid out vacation, rather than losing or carrying it over. |
| does more work than what the describes. Scope of things - pay is good. |
| been with the State pay difference between then and now is \$1.50. Has college degree- was hoping coming to this position it would pay more. Do a survey to find out how many State employees work 2 jobs. when they can pay higher ups \$150,000, but staff do all the work. Take that money and pay support staff more. New people coming in make same amount. |
| balancing act with State - the level of responsibility of job and knowing what other DCS employees do; his is not as competitive as other state employees. |
| is looking elsewhere; works well over paygrade, could refuse to do the work, but helps with resume. pay raises don't compare to health premiums. |
| feels work is very under valued; \$5M deficit. looking at savings with money spent at Office Depot, etc. this work deals with Seems they come up own plan; if they would ask they could see some big dollar savings. haven't been asked; everyone has been asked if they have ideas, but should go directly to |
| I make \$19.25/hr. and same pay grade and rank as a lieutenant and they start is at \$22 and only need 3 years in corrections/military & high school ed. Jump between less but I am equivalent in pay grade to a LT.; LTs. have a higher starting wage than there is no incentive to stay or work at dept. of corrections. I will never see the maximum of pay grade. two years contract that unit staff did not receive a raise but the custody staff did and they jumped up higher than in pay Lt starting wage is higher than that of a Unit Manager the UM is equivalent to a captain. Big significant gap between custody and unit staff. Unit staff are held in higher regard in other states because of the requirements to become a unit staff member....education and years of experience. |

Survey 2 Data

| Q9: On a scale from one to five, how would you rate your satisfaction with benefits? | |
|--|--|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied | |
| a lot of the benefits are good. Tuition reimbursement is good, health is good. The amount of leave is not consistent for every employee. I have been here five years and still do not get a full day per month. We need to have a pension for our staff. has one for parole officers. We are not the State Patrol, but many sates treat their Parole staff the same. | |
| Absolutely horrible. the nose. | When I started here, I paid nothing. If I use it or not, I still pay out |
| Although I don't believe our benefits are adequately explained to us. | |
| Benefits are pretty reasonable. Copays seem to go up every year. Salary raise is offset by the health insurance every year. I don't understand how the copays can keep going up every year. When's it going to stop? I'm sure it's the same at every job place, but there's got to be a better way. | |
| can't do better than the state for benefits | |
| changed rating from 5 to 4 because of dramatic increases in premiums and benefits reduced. | |
| cost of benefits has increase while it seems coverage has slightly decreased; for the amount of the employees on the state has on the insurance, vision and dental are an extreme high cost | |
| good benefits | |
| happy that I have them although insurance has gotten increasingly worse in coverage and premiums go up and eat up the cost of living annual increase employees receive. | |
| Haven't had to use them much. Lucky to have insurance. | |
| Health benefits are great | |
| Health insurance is comparable to other companies. Retirement, you have to work longer than in other similar type positions with other subdivisions. Raises are eaten up by health insurance increases. No incentive to be on wellness program. | |
| Health insurance...when we had BCBS it was really. With UHC they don't cover anything, it's a fight for everything. and when we had BCBS we didn't have near the issues we have now. | |
| highly satisfied with benefits but continue to put a strain on personal income\ families with the increased costs of benefits; increased costs outpace the cost of living; benefits are good but costs an issue. | |
| I don't even use them through the institution. | better benefits cheaper through the county. I don't understand why our need to be so much more expensive when there are so many more people participating. |
| I don't have benefits here and go through | believe they are expensive - medical and dental |
| I don't really use much, I use the dental which is great. I use the charitable withholding. | |
| I don't take the health insurance because | is less expensive. I have eye and dental and am pleased with that. |
| I don't use the benefits here. | |

Survey 2 Data

| Q9: On a scale from one to five, how would you rate your satisfaction with benefits? | |
|--|---|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied | |
| | I felt that the wording on the last health plan year was deceptive and I ended up with the crappiest possible health plan and once you change you can't go back |
| | I have never been dissat with benefits. The payroll deduction is good because I do not miss the money. I like the charitable donations through payroll deduction. That is a big thing to me. |
| | I have no disability because I missed open enrollment a few years ago. There were a lot of others who lost the same thing. We don't have a retirement plan like other places do. |
| | I HAVE NOT LOOKED INTO THE BENEFITS OFFERED ELSEWHERE SO I HAVE NO COMPARISON. |
| | I know people a lot of times keep this job just for the benefits |
| | I like the retirement. when I speak to schools across the schools it is the benefits I push, the days off, sick vacation etc. |
| | I probably will probably retire from state of Nebraska because of the benefits |
| | I started here for the benefits, but insurance is not good. When I started the co pays were a lot cheaper. Now I have to pay more for tests and a higher copay. Really have gone down. |
| | I think it could be a little better. It seems like insurance goes up as fast as the insurance does. |
| | I think that they provide benefits that everyone has grown to accept. They have insurance and it is good enough. |
| Inmates get free health care but we don't. vacation time but you cannot take it. | I don't qualify for other health care. You earn |
| | insurance has gone up and the benefits have gone up in price. I am at the top of my scale for benefits. I could not quit and find that many days off. |
| | it all averages out. the retirement is fair and well managed. I think the insurance is a fucking joke. We have to control expenses, but if the insurance cannot keep up, we get no where. It is the same damn plan. but time off and holidays is really good. it is just pretty damn average. for a state entity, we are average to poor. |
| | It's the insurance, over the last years it has gone from good to terrible. I am here for the insurance. Not much else left after I pay that. I was going to work private, but because of the other benefits, I stayed to keep the vacation and sick leave earnings. I have been given other job offers, but the vacation would be one week instead of 5.5. The other job paid more, but I would not give up the time off. |
| | No more raises, but benefits will be better and that never happened. Benefits increases eat up pay raises every year. |
| | No real issues with that, pretty fair. Everyone gets the same as the next guy. Insurance could be a little cheaper. |
| | Obviously benefits could always be better. I'd like to see the employee premium paid 100% and then more for dependents if you add them. I want to pay less and more coverage. |

Survey 2 Data

| Q9: On a scale from one to five, how would you rate your satisfaction with benefits? |
|--|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| Retirement is outstanding, the match is great. Vac and Sick is wonderful and you could not find this anywhere else. The health insurance is why it is not great. Everything goes up, but the coverage goes down. The copay goes up and up and the coverage goes down and down. Personally have had problems with United Healthcare. Had to spend hours on the phone with the hospital and insurance company trying to get the bills paid and I am not the only one having issues. The quality of customer service has gone way down. |
| Satisfied with health insurance. But upset that he has been told that at this facility, if a regular workday falls on a holiday, Unit Managers must take the day off so they don't get paid time and a half. No other job classification is held that standard that works shift work. |
| Some are good and some are bad |
| Some are great - retirement, tuition reimbursement. Health insurance I'm highly dissatisfied. When they switched to United Health Care that was the worst thing they could have done. They needed to stay with BCBS. |
| State does a good job, pretty comparable to other areas. |
| The benefits are good. The leave time is satisfied. We get more holidays than most businesses. I would rather have a pension than a 401K, but I will take what I can get. |
| The benefits program deteriorates from year to year and has had a significant deterioration in the last years. The retirement plan continues to be good. Annual raise doesn't compensate for the increase for the insurance. |
| the cost of insurance increasing and eating up any pay raise we would get. |
| The insurance continues to go up, but I'm sure that's everywhere |
| THEY ARE GOOD BENEFITS. THAT IS WHY I AM KEEPING THE JOB. |
| They offer things I do not even take advantage of. They offer things that I do not need. |
| very good college plan, good medical-do not like united health care. The wellness plan is good, hated it at first. Retirement is okay. The benefits are really pretty good. If you factor our benefits in, we really do make quite a bit more. flex plan is very good |
| We continue to lose our benefits. When I first started, people who were married got free premiums. I think the only thing that has stayed the same is retirement. |
| WE HAVE A LOT MORE BENE THAN MOST JOBS. MORE PAID HOLIDAYS. SICK AND VACATION TIME RATHER THAN A COMBO. |
| we have cheaped the quality of insurance, we do not get paid the increase. Our retirement is in safe guaranteed income. We cannot tell how we want to diversify our retirement moneys. It is my money, why can I not do what I want with the money. the state is investing my money and taking the income by diversifying. The state patrol has a pension, their own union, always have good wages, get whatever they want. We are second rate employees. We deal with felons everyday just like State Patrol, after a certain age, we have physical standards we need. Why are we not treated like the state patrol? |

Survey 2 Data

| Q9: On a scale from one to five, how would you rate your satisfaction with benefits? |
|--|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| WE HAVE GOOD RETIREMENT. YOU KNOW WHAT YOU WILL GET UNLIKE A 401k WHICH WILL FLUCTUATE. UNITED HEALTH HAS BAD HEALTH INSURANCE. BLUE CROSS WAS BETTER AND IT WAS NEBR BASED. |
| When I started we had principal. It did not cost a dime to have a baby. Now it costs you \$1,0000.00. Every couple of years the health insurance goes up as much as your pay raise. The health insurance benefits are not as good. The out of pocket is going up. Especially for pre-existing conditions. You used to get preventative testing for free and now they are costing me more and more. |
| Wish that we had the option to have the state match more as you get closer to retirement |
| would like to see a pension plan implemented like the State Patrol and other states. actively looking at another state that does offer a pension. |
| YOU CAN ALWAYS ASK OR WANT MORE, BUT I AM SATISF WITH WHAT I HAVE. |
| You can always have more. A pension would be awesome. The bene can always be better. The health care is pretty good. |
| I had a lot of years of service with the state of NE. I believe the health insurance benefit has been reduced significantly to the point of significant difference in out of pocket costs. |
| I only have vision because I use insurance because it is cheaper and it is Blue Cross/Blue Shield. |
| I would say my only concern is the insurance. The premiums keep increasing however the level of care is decreasing. |
| I think the state is very generous with holidays, the wellness insurance plan has been difficult for a lot of people. I appreciate the benefits that I have. On a personal note I am not a sick leave user and still have a regular paycheck so I thank the state for that a lot. |
| That is one of the better things I try to point out to employees, It is not necessarily always the pay but the flexibility that you get and the amount of holidays, vacation and sick leave is better than most in the private sector. And having insurance. I try to tell them pay isn't always what makes you happy. |
| And the rates go up every year and our salary does not. |
| Because you have this situation where insurance goes up every year so even though you get a raise you actually get less as far as net pay to take home. I do think the fact that they offer different types of health insurance based on the individuals activity level there are other options available. |
| Benefits are not as good as they could be because of the change in insurance carrier. Those are out of our control. Other benefits are great. Retirement is great. We are better off than most as it relates to benefits in general. |
| None |
| I love my benefits. Medical saves my life every year. Corrections is rough the first year but the benefits make it worth it. |
| Very satisfied with my retirement, but am very dissatisfied with my medical. I know it was cheaper but United Health Care was not initially available I . Seemed like it was cheaper but it was not cheaper. We have the Wellness program but I don't feel it is very well explained. |
| I have never met anybody that has them as good as we have them. |

Survey 2 Data

| Q9: On a scale from one to five, how would you rate your satisfaction with benefits? | |
|---|---|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied | |
| I think for most part it is really good. Health insurance is fairly good. If they bumped up the percentage the employee could contribute to say 6% that would be better. | |
| I am satisfied with benefits for the most part. I wish the insurance was either cheaper and I don't use it too often. If I had a child I would be struggling to make ends meet because of how much I would have to pay for insurance. | |
| None | |
| do wish we would get bcbs back, not a fan of united healthcare | |
| benefits are great | |
| health insurance could be a lot behavior | retirement is being matched at 150% is unheard of |
| last job health insurance was free, this job is \$100 a month; lot of money for her, has to pay for parking \$30 per month; not reimbursed for parking fees; other areas where they are reimbursed | |
| retirement is great, health package a joke, comp time good with OT, sick leave vacation, pay increases don't cover benefit increases | |
| every time they get a raise, benefit prices go up, other than that, benefits are really good | |
| ever since the state took over doing health insurance, now paying for TPA they are dictating higher premiums, normal in community, benefits have gotten less, made less several years in a row and the insurance rates are raised, made less; retirement is 25% up to 50%; sick leave for people under rules/regs it caps out; every year she caps out at 1440; union don't cap | |
| if pay isn't going to improve, improve benefits; could be better dental plan; use | dental plan; nothing super great; would like to see pension or retirement where you can contribute more of your salary |
| pretty healthy don't delve into | pricy, always goes up, fair, wellness thing is good |
| look at other jobs throughout/compare - i.e., ops (have free medical care), compare county jail, copays, yearly raise but the insurance goes up, not getting any value for your buck, needs to be lowered, competitive, to get income up; do think the way it's done now, forced into one "ball" - limit what you can do, state driven, feels someone's getting a kick back | |
| like the retirement, hoping for more vocation | |
| don't pay that much out of pocket - medical; retirement - if you go to nursing home, wipe out, could be better | |
| cost of benefits; family plan to what we are receiving as coverage does not seem fair; know times have changed, was on HMO; lower pay was compensated with above average benefits, not private has better insurance, and wages | |
| don't use many of benefits, use | retirement is good; time off is good; other than that questioned why am I here; reason is because he took job; spent several years in Omaha, provided good living, wanted to give back to the state, doesn't bother you |
| really pretty good | |
| understand part of it comes from circumstances, some comes from directive with affordable care act/budget; benefits have changed drastically - insurance, has an issue with that, something should be done, doesn't see this; retirement very good; | |

Survey 2 Data

| Q9: On a scale from one to five, how would you rate your satisfaction with benefits? |
|--|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| insurance not satisfied, uses a lot of medical, a lot not covered; rest is fine |
| fine, don't pay very much, know there are surrounding states that do pay more |
| was here for a long time, pay, insurance goes up, copays, was here good, now mediocre, understands costs |
| like opportunity to pay for excel pay; cards at her house, like FSA, huge benefit, money is on right a way, money ready to go to the doc, transactions never have to deal with; like wellness option; being covered, can getting credit for having good health or maintain well, getting credit; retirement is awesome |
| benefits are fairly good |
| benefits are so expensive, if you get a little rates, benefits go up and swipe away increase, benefits administration messed up here payroll deduction, then got reimbursed later; with deductible high or copay, people don't go to doc and when you come to this department, need to be well |
| with HR in how they handle, satisfied with package, looked at her sick leave, it had changed, from hours had, to different hours, no letter, no explanation, called with discrepancy, they had been giving her double sick leave, had to cut it, we don't know what we are doing here; adjustments in between; sent lots of documentation |
| good benefits when it comes to sick and vacation leave but the insurance has been going down hill. paying more out and getting less. |
| good benefits comparable |
| not rewarded for not using sick time, so that's in his opinion is designed for abuse the vacation time is fair but they need to look at pot and need to look at those who don't abuse sick time and how they can be compensated through pot...holidays are a plus. |
| when he first started major medical was everything was 100% paid and now its to a point where only birth and death are considered major surgery. and the insurance cost has gone up. when they readjusted the pay his pay went up 2.5% and insurance went up 15%. as a result his net/gross pay has gone down year by year. but when he sees lancaster county offering free insurance for individual policies, the state is not comparable and this is why they are losing employees. |
| retirement system for corrections is broken. this is a type of business that people can't do 40-50 years because it is stressful, physical. most other states have a way for line staff to get out before their health is gone. Nebraska needs to allow staff to get out before sooner. health insurance has gone down over the years. |
| goes back to pay...when you get the cost of living raise it doesn't count because insurance goes up as well. |
| a lot of benefits are offered, more than other jobs. |
| insurance is expensive and keeps going up and there are no other benefits except having insurance. |
| N/A |
| raises would be nice to keep employees. health benefits are good. |

Survey 2 Data

| Q9: On a scale from one to five, how would you rate your satisfaction with benefits? |
|---|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| benefits could be good, but at other times you may get a pay increase for cost of living but the insurance get raised higher so there is no true pay increase. |
| in btw 4 and 5. no complaints about the benefits. |
| leave wise, outstanding benefit there (sick, annual leave, comp time, vacation) dissatisfied with insurance and that goes back to the cost of living. when insurance goes up more than what your raise is, you are losing money. |
| it could be better. |
| because insurance goes up, then deductibles go up; can't afford insurance anymore. |
| would have a hard time finding competitive or better elsewhere. |
| have very good benefits. |
| grateful for benefits, but was better and cheaper. had to use insurance \$6000 out of pocket. dissatisfied at the moment. |
| It's a state job - wished health insurance isn't as much. |
| overall good benefits - the health insurance. Wellness is good. |
| look at catastrophic leave. have to use the leave you have; then wait 6 weeks until you can use it again. |
| benefits outweigh the other things. maxed out at vacation and sick time. |
| insurance is good; retirement is good; is at the next level of earnings for vacation and sick leave. |
| benefits were better before UHC. |
| I like the insurance but premiums are ridiculous; county and private the premiums are 45% cheaper. Work in Lancaster or Douglas county or private, premiums cost less; we are state employees and benefits are the same but the premiums are higher; if we get a raise of 2% the insurance goes up 10% and cost of living raises do not keep up. state employees should be given an incentive and if you and spouse worked together for state, premium was free; other places premiums are free. benefit premiums eat up pay increases. |

Survey 2 Data

| Q10: On a scale from one to five, describe the frequency of stress the following factors cause you? | |
|--|--|
| 1 Never/Not Applicable 2 Almost Never 3 Sometimes 4 Often 5 Very Often | |
| On a scale from one to five, how often do you feel stress from the following factors? | |
| 1 Never 2 Rarely 3 Sometimes 4 Often 5 Very Often | |
| Asked | to work front desk experience stress - management was a wild card; crazy stuff work relationships guys work with - 4 |
| At least 2-3 days a week I need to stay an hour or so extra a day to get things done. It starts to add up. With the day shift traffic is sometimes an issue I enjoy trial by fire I am in charge of new hires and it stresses me out when current employees act like they don't know what they're supposed to do to help train new staff | |
| because of the cultural of being in doc you feel obligated to take that voluntary overtime especially when working in a small facility and that creates a problem every now and then when deciding between home life and keeping your shift happy. | |
| Because of the pay scale it's very difficult for me to hire seasoned managers, so all of my managers I have to develop them. I continually try to work with those people. I'm pretty quick and I've been told I have great time management skills. | |
| It is more difficult and since I have been sick it is really harder for me to do. It is the expectation that I have to with these things and it is stressful. So do I get the Sunday night pit in my stomach that I have to go to work on Mon. | |
| Being as small as we are, the staffing situation, you take it home with you. It does impact your personal life to a degree. I'm salaried. My boss expects 40 hours and then we flex out. The volume of the work is overwhelming because of the size of department and the volume of work we have to do. We're the third largest agency and we have the smallest staff. | |
| caseload/workload - bigger movement toward comm corrections; getting resources to community; 3 grants affect them, make works busier, getting people for work start development, metro, lot of work with voc hab; adds a lot to a job; keeping the beds filled; stressful last 2-3 years, waiting list 90 days vs. 120, trying to push people through the system, concern about overlooking over someone, concern of losing business manager, doing a lot more accounting/payroll/other people use to do; taken on that task people making policy/procedures are not the ones doing the process; need to voice our opinions; meet with us to explain what is going on inmate interactions - turnover of people; times don't feel like they are addressing needs as needed Would like to let them work holidays - to help with furloughs, etc.; doesn't feel like doing enough for inmates at times | |
| co-worker: doesn't work like everyone else; cell phone usage is horrible. has been told; but still uses. work relationships - co worker can be stressful. Policies and Procedures- still doesn't know where those are at. Make it part of training. | |
| coworkers - restricted housing; people let out | aren't inmate interactions - the nature of her job as a |
| coworkers experience - lot to learn, lot to grasp on to New coworkers - some are young, don't understand how the way the workforce works, don't know how to interact workload - had some things personally; tough to keep up policies/procedures - with who we are dealing with; if it's personal; sometimes don't agree with specific to people dealing with it, try to make it work inmate/parolees - most know her, if not they will ask and find out | |
| do wish supervisors would be paid for OD (on duty - on call); fan of salary miss OT | are on call; supervisor is responsible; not a big |

Survey 2 Data

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| 1 Never 2 Rarely 3 Sometimes 4 Often 5 Very Often |
| <p>doesn't bother to work more hours; knows it is appreciated. Previous position - why can't get the work done and didn't care how long it took. volume was starting to affect took months to get used to no stress. CSI had to do with the administration. Co-workers were fine; it was management and admin there. Supervised inmates at no issues. they had incentive to work and opp for OT. Treat with respect - worked well b/c they wanted to be there.</p> |
| <p>doesn't work mandatory overtime</p> |
| <p>doesn't work overtime. been doing it for so long, knows more inmates because he has been around so long. more concerns about the media and safety. but nothing is set in stone yet so continuous evolving. caseload stress caused by continuous cut backs. his position use to be a 2 person job so now his job is doubled and the inmate population is increasing so it creates more issues and thinking of ways on how to resolve it cause him stress. dealing with inmates after so long because secondary nature. some people you get along with and some people you are not.</p> |
| <p>don't have an option for voluntary overtime; it is necessary and I would like it</p> |
| <p>experience in job - people that don't have constant interaction; constantly use PPCT; if we had a refresher; practice; go through a practice, skills sharp, because not constant contact; open gym; one on one work; non essential personnel policies need to be in place for a reason inmates - not that their inmates, students, or kids, - lack of immediate supervisory protocol with rules with inmates; can't expect them to act any different; have to set the rule - stand the line</p> |
| <p>four people short - working 10.5 hours; get one day off. puts stress on come into work ticked off, want to scream .work one floor by self go crazy. shift - would be nice if left at the time supposed to.</p> |
| <p>Getting time to get vacation can be difficult. I've given back vacation the last years. so sometimes I will be called in to work with people who have problems.</p> |
| <p>his is exempt, so he gets no pay or overtime or no additional time off.</p> |
| <p>I also work a part-time job; there's always going to be something you haven't experienced. it's hard to keep up on the current research because there's no extra time to do that. Multiple people asking when something is going to be done and not being able to take time off work. Job duties are varied and it's hard to decide which task to prioritize</p> |
| <p>I am an indentured servant to the State of Nebraska. They can make me work free whenever they want. I don't get Mandatory OT. Not sure how I get stuck here. I don't see how the State is exempt from federal labor laws. I only work my 40, that is all I will work. I don't know the policies, I can find them, but they are not consistently apply. It will depend on the day Inmate interactions is getting more and more stress. so they tell us to eat shit. Worse it has ever been. The overall philosophy is to negotiate. We have to ask, then neg with them. We don't get work done, we are told to take time with them. However, there is work I am accountable for. These are felons, they could give a shit.</p> |
| <p>I am ineligible for overtime but do work voluntarily consistently work additional hours beyond my regular scheduled hours. less people to do jobs doubles the workload and caseload of the remaining staff.</p> |
| <p>I am responsible for what they eat whether I am here or not. I get calls when I am out of here all week long. when it started getting very bad, I was asked to help and has been doing that as straight pay for the LT. I work on every Sunday as a Corp. trying to help out so they don't have to do mandatory.</p> |

Survey 2 Data

| Q10: On a scale from one to five, describe the frequency of stress the following factors cause you? |
|--|
| 1 Never/Not Applicable 2 Almost Never 3 Sometimes 4 Often 5 Very Often |
| On a scale from one to five, how often do you feel stress from the following factors? |
| 1 Never 2 Rarely 3 Sometimes 4 Often 5 Very Often |
| I am salaried so it is expected that you work the extra hours and you are reminded. |
| I am salaried so some weeks I put in 70 hours and some weeks I could put in 35 and have my job done. The weeks of 70 hour is tough I try to find the balance of 45 to 50 hours a week. I am on call 24/7 |
| I can't ever get out of here on time. I want to go home. We all take turns staying. About 45 minutes to an hour and a half later. Having to train someone who doesn't want to be there is stressful |
| I do work over 40, just not paid for it. Work a lot of weekends and nights. Work until midnight some nights. |
| I don't know if anyone can ever get used to working at They change the policies and don't tell us, so that's stressful |
| I feel bad for the people that are mandatoried especially when arguments come up saying money has been wasted on overtime. I don't know how they are going to train inexperienced people with people who are acting as trainers when they have just gotten out of training themselves. Regarding caseload, it feels like a cattle pen sometimes, getting them, getting them out. It feels like somebody somewhere is saying get them in, get them out. That does not work ever. My supervisor says "they" get on her waiting list and we are working understaffed for a long time. |
| would love additional hours here You never know what the day is going to be like when you come in. You just have to deal with the day and what is thrown at you. |
| so work/life is a stressor. Getting time off is difficult. |
| I have set hours but I also work with the needs of institution so it could change. I'm supposed to start a new schedule Monday but I haven't been informed by my supervisor what that is yet. |
| I like my hours |
| I might be an unique because of my attitude and ability to separate work and personal life. |
| I would like to say that we are required to work 3 hours of unconventional hours. Unconventional hours are anytime before 8 am or after 5pm. Monday thru Friday. I would like to see staff be able to choose the unconventional hours they work. Right now each officer has to choose a late night 11:30 am to 8 pm. once a week. We are trying something new where two of us work Saturdays for 3 hours on Saturday at the office. |
| In work-life balance has been great. From 2009-2013 it was very often. In a month and a half I've done almost 1,000 work orders and my supervisor has done almost 900. And that doesn't include all of the stuff that we don't put in as a work order. There are so many procedures and policies and paperwork there are so many steps to get something done in the agency, I think some of it is a little repetitious. Some of it could be made electronic or a little better. Why can't we do the same exact thing as other agencies are doing. It seems like we make it harder than it has to be and I think that's because we're a prison. |
| you have to be on call. Just because I am on call. |

Survey 2 Data

| Q10: On a scale from one to five, describe the frequency of stress the following factors cause you? |
|--|
| 1 Never/Not Applicable 2 Almost Never 3 Sometimes 4 Often 5 Very Often |
| On a scale from one to five, how often do you feel stress from the following factors? |
| 1 Never 2 Rarely 3 Sometimes 4 Often 5 Very Often |
| In my job I don't understand why we have mandatory overtime. My opinion they should hire another person to pick up the slack. OT is variable. We have it about every 6 weeks. She may require a minimum of 4 to 6 hours. If you are sick your overtime pay is reduced and you work as straight time. |
| indirectly effects all their pay - vol opt stress due to surroundings 100% polices - how used/abused |
| is expected to take work home. on-call duty for voluntary overtime. new staff that just quit - lot of training and hand holding for lack of co job experience. inmate interactions - caseload is working with psychopaths and those with personality disorders. |
| It is more of a stress that I am not suppose to work overtime, when the reality is that my work cannot be completed in 8 hours hours, can't really do anything before or after work. They are odd |
| know when the overtime is needed. workload - sometimes; is manageable |
| lack of co-worker experience: employee was placed in the area and lacks the expertise that is needed. |
| lack of coworkers job experience- there's a lot of stress but that is because in the last year 5 of the 8 staff are new to the within the last year. so this is untypical. but a lot of the turnover was for lack of pay and lack of recognition for the duties that they do . workload is heavy and leads to extra hours put in without compensation. |
| Lack of experience: very new so lots of stress |
| Mandatory overtime- doesn't affect me directly because I am not required to work it but the people I supervise are required to and that affects their performance if they have worked 16 hours. |
| Mandatory overtime has a trickle down effect to recreation. When there is mandatory overtime the shift Lt. will ask us to act as the so they do not have to actually mandatory another employee. On my shift, I have weird hours and it is difficult to have a normal life. |
| Mandatory, volunteer and shift work do not apply to me because I am salaried. |
| No one else knows how to do this job so I don't have any coworkers workload has increased year increase from four years ago and no one has been added to help. I run the issue, pass list has about doubled. With no added help. |
| None |
| None |
| None coworker stress- we have been without a clerk for a year so I do that job also as does the administrator. |
| Not understanding computers sometimes causes me stress |
| of the understanding that there are very few staff that when you are needed, you fill in where needed. but at times it can feel stressful. he switched to shift just so he can have weekends off along he preferred to work shift. |

Survey 2 Data

| Q10: On a scale from one to five, describe the frequency of stress the following factors cause you? |
|--|
| 1 Never/Not Applicable 2 Almost Never 3 Sometimes 4 Often 5 Very Often |
| On a scale from one to five, how often do you feel stress from the following factors? |
| 1 Never 2 Rarely 3 Sometimes 4 Often 5 Very Often |
| often with deputy warden - never knew when coming around; will he write you up; makes you uncomfortable; don't get with shift stress under deputy warden |
| On call is very stressful...once every 9 months for a whole week workload has gotten better. For a while it was pretty high. When it was around 42 I didn't know if I was coming or going. |
| On call sometimes but it's not a big deal When you have multiple people in violation at the same time...multiple things to investigate. That will cause you to scratch your head. As long as I get to work and help people, the rest of this stuff is just mechanics. |
| only been in job for coming from job in get used to not knowing it all |
| plan day before he comes to work, so it is self-induced. the job doesn't apply stress. wish staff could get along a little better. some people are just negative. |
| policies - if you have them, enforce for all |
| policies and procedures they never knows |
| Regarding mandatory overtime, it isn't so much directly affecting me but I have to order subordinates to work overtime when they have already worked 3 voluntary doubles. Had a who had already worked 200 hours of voluntary overtime in a month and I had to mandatory overtime her. this month I had a who I directed 2 to 3 times to work overtime and he told me no. There is nothing I can do about it with the new rules. |
| My standards are high and I've promoted really quickly and that has caused resentment among some staff members. Rules and regs I like...it's the people who don't follow them that causes me stress. I'm constantly having to reiterate rules. I work in housing unit 2...they are the trouble-makers and they are the ones who started the riot |
| salaried but work additional hours |
| if short, she runs shift; if someone quit had to adjust her hours, if slot full bounces around; need to take into account her personal balance; don't call last minute work relationships - upper management, not fair, not consistent, people won't speak up, will be retaliatory; been here long time, don't look at big picture workload - carrying specialist, manager, carrying boss' work; different rules for different people |
| Shift- if we went back 2 weeks would say very often. but as it stands today would say never. inmate interactions- sometimes. depends on inmates attitude, tone and approach at the time of interaction and mind as well. if I'm in a bad mood or inmates in a bad mood then there is likely to be a bad interaction. if both parties are in a good mood then there is no stress which is usually the case. |
| since he came to the schedule is a lot more flexible; due to nature of job; allowed flextime; sometimes cases come up at the end of the day when he was in a facility would of been 4 or 5 - fair to note; at about killed him; love his job policies/procedures - nothing correlates from corrections to nothing is the same; totally different process; anyone who came from an institution to parole - very hard to get used to; especially seasoned staff member; things are changing all the time, but easy, this week no next week yes |

Survey 2 Data

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| On a scale from one to five, how often do you feel stress from the following factors? |
| 1 Never 2 Rarely 3 Sometimes 4 Often 5 Very Often |
| Since the riot the schedules are changing almost every other week. Shifts are unstable. There's so many people cycling through here there are a lot of new faces |
| Since we've been short staffed...it started in January 2015 and has gotten worse...it's gotten steadily worse |
| so short on overtime; asked to pull shifts New role - stress from job experience in 6 months; hired 13 all have 6 months of experience, 4 people on shift need 2 people to each housing unit work relationships - residual |
| sometimes I work so much, you can't get home stuff done which is sitting there waiting and don't like to call in sick. Home life waits; shift is right in the middle of whole business day and I get off and stores are closed. |
| spend too much time at told hours would be learning the system |
| stress was very high before irregular shift |
| I have been Rules and Regs so this is not an issue for me. We can work voluntary overtime now and that has been huge, very good move by the Director. I can schedule around my needs. Under the past administration, they turned down every opportunity to work voluntary overtime. Director Frakes made a good move. Shift was a stressor before his current job. never saw him due to working shift. After going to day shift, it got much better. Scheduling was not done correctly or fairly under last supervisor. Way to many policies and procedures to try and keep up on. |
| The stresses here that you take home with you. You need to relax and don't have the time. I do not have to work mandatory overtime. I have been working voluntary overtime since the end of July to the first of October. finished pre service. As of next Monday one full time and one part time will come to the unit to work I was working about 20 hours a pay period and I was on call when I was not in the facility, doing all the call back even at night and still come in the next day for scheduled shift. Previously I worked both No problem with any of that. |
| The volume is so great that I cannot work enough to get everything done. We are so short staffed. They don't hate the inmates they care. They have criminal justice degrees and want to help. |
| They have a lot of overtime, and they are understanding if you can't work it and allow you to take time off if you need it even when overtime is available. Shift, depends upon the day and what's going on. shift better than shift. more of admin putting more jobs on them than what they can handle and that is where the stress comes from. |
| They took an hour of recreation. The gym closes at seven. so they make we work the yard for an hour. That is not may job and it raises my stress level. |
| this changed over the past two years with work;/life balance OT, only been called in once, I would work an extra shift if they needed me to cover. If I did not have to do a whole entire shift. I would do voluntary and mandatory if I could do it, I am never called. I would call and check in and work a post. I could do three or four hours. Lack of employee effort is a huge stressor, lack of give a shit is what I have an issue with. No excuse for laziness. |
| vol OT - because of facility requirements, oftentimes what they need to do for have to find time to do on their own |
| Vol OT makes me tired not cranky. I can handle it. |

Survey 2 Data

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|--|-----------------------|
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| On a scale from one to five, how often do you feel stress from the following factors? | |
| 1 Never 2 Rarely 3 Sometimes 4 Often 5 Very Often | |
| voluntary opt - pretty short right now. Stressor on shift because of shortage of staff | |
| Voluntary Overtime is rarely given or asked of us. Unfair in my opinion. Experience: procedural side give stress OM's say one thing, we are told to do another thing. Would like them in writing. | |
| voluntary overtime, although not required, with additional work assigned,, unpaid overtime occurs at least once a week at least 2 hours. | |
| Was on day, going to first, wants to stay on but has no choice. Turnover rate brings a lot of training and retraining so you feel like you're always training someone new I try to keep the positive mentality flowing and that's constant struggle...that's very stressful every day Right now caseload is 128 and with move to shift I'll have to work floor and have 128 and it almost drove me to quit Different staff choose to follow different policies and procedures so it makes it a hostile work environment and pits inmates against staff A lot of times I'm the problem solver for the inmates and that can be stressful | |
| WE ARE ALWAYS SHORT HANDED SO YOU ARE DOING TWO PEOPLES JOB. | |
| We are blessed, have never been mandatoried. Somebody always steps up. | As far as overtime, I |
| We have different work styles, management styles, long-timers vs short-timers. The people who have been here a long time are now the minority. The longevity and experience doesn't even seem to matter to people anymore. It's kind of like survival of the fittest down here. | |
| We just don't do overtime. | |
| We're on call sometimes but it's pretty normal I'm still in the learning process. work with are very approachable. | The people I |
| We're short staffed in the so being here extra hours isn't something I'm really interested in. It's difficult to make a life around having to be up We're running at about 50 percent staff wise so workload is up Have to be careful around inmates, especially because I'm female | |
| What's happened because of May 10 is not the norm. It's always appealing to them when they want you to work for them. But when your position creates overtime it becomes a problem. I don't understand that. Due to additional assignments the shift sometimes causes stress... | |
| definite culture, needs to be done, daily stresses in this facility is based on the management here, there is no control, no leadership, due to training, leaders, warden training, people in this facility to look at the number of staff that didn't make through first 6 months of training; that is what gives corrections a bad name, past history of leadership; had good people who didn't make it because of leadership/management; told last Thursday with everything that has been done to him, surprised he did didn't quit Stressors inside facility with policy; stickler for rules, when there are rules, people deviate policy/twist and turn policy, only choose to use when to harm someone, only to benefit to do something to someone else, policy in this facility are so inconsistent it's ridiculous | |

Survey 2 Data

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| Q10: On a scale from one to five, describe the frequency of stress the following factors cause you? |
| 1 Never/Not Applicable 2 Almost Never 3 Sometimes 4 Often 5 Very Often |
| On a scale from one to five, how often do you feel stress from the following factors? |
| 1 Never 2 Rarely 3 Sometimes 4 Often 5 Very Often |
| will stay and work late; no female to do searches or whatever needed to be done; transports. etc. some stress on shift - not as much exposure with inmates to communicate and find out what they need. experience; make decisions that feel are justified and warden disagrees - have to listen to warden. contributes to lack of experience. lack of co-worker experience - turnover is high have to repeat self many times. Each case manager has 104 on caseload; highest for the facility. With that many, can't hold them accountable. she is authorizing inmates to be out in the community. Does best, but impossible, workload at with 30 caseload, locked down 23 hours day - tripled caseload Supposed to be classified correctly in the first place, inmates do get away with more than they should. The closer inmate gets to being in the community, they get nervous, hit self destruct button, so much stress with getting out. volume of policies - when on call, doesn't have access to the number of policies. necessary, but overwhelming. inmate interactions - they are needy and frustrated, throw stuff at you but can usually talk way out. |
| work life balance - sometimes doesn't have enough time off but there isn't coverage, asking for certain days off, can't take them around holidays shift - a lot of stress when other people aren't enforcing rules, he's trying to enforce rules and gets push back Having inmates talk to them about their case vs talking to their case manager, case manager brushing off issues |
| Work life balance, since I will not longer have an assistant, I will need to do a lot of voluntary overtime |
| work life balance....this place wants you to put the job before anything; when you try to get time off they are selective.....who can come in late for family, educations. some staff get hammered harder than others on simple issues; they say they care but they don't, I don't get mandatory, but it happens within the last 5 min of shift; voluntary for money and to help that other staff don't get mandatory; you can't chose where you go; people do voluntary to avoid mandatory and I do when it doesn't interfere with |
| work often 10 hour days to accomplish instead of the 8 that I am paid for and ineligible for overtime. |
| work relationships - good with colleagues in with administration - often |
| Work-Life balance - had a disciplinary issue. I point out security issues and I feel like they're disregarded and a lot of employees come to me. I find myself taking some of that home with me. Called in one day because I needed a day off so I didn't say something and get in trouble I volunteer for a lot of overtime so it doesn't affect me, but as a supervisor I have to tell people to stay as a result of poor planning by management. Makes me look bad, which causes me a little discontent. Shift as a supervisor puts me in a position to have to listen to the concerns of a lot of people and to point them out to the LT or Major, but its like a bottomless pit. Nothing ever gets done. Lack of communication. |
| Yes eligible for overtime, I do like to work voluntary overtime; mandatory is unpredictable ; I am willing to do this and it has to be done. |

Survey 2 Data

| <p>Q11: Please rate your degree of satisfaction with the following features of your work environment.</p> |
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| <p>1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied</p> |
| <p>a lot of politics involved in anyone moving up the ladder and that bothers me; some dept. head are very unprofessional and should not be in management positions (career path); personal wellness working toward improvement; wellness programs very beneficial to motivate you to change</p> |
| <p>A lot of the policy and proc changes are done on a whim. There is no stability.</p> |
| <p>asked how it was going to play out at the facility. They never came to visit or talk with us. People transferring back to the facility had to have an eval for drugs when they returned. We do not have that ability. then it went to medical where is should be since it did not work. We have to support at State office building and we have to drive up, but we did not have a place to park. They do not think through how it would work. We cant do community so the people at the state office bldg come help us which is a waste of time and money.</p> |
| <p>Annual department training is good. For my new job it wasn't good. It was learn as you go. Communication is getting better over the last few months. Before, it wasn't great.</p> |
| <p>As far as jobs they post them, if you choose to move to different position your can. The opportunities are out there and are encouraged. Sometimes it lacks a little. But if you go out and ask questions, you can get more information. Otherwise seems to be pretty good and seems to get to the right people.</p> |
| <p>because of the workload don't have enough time to get people out to do the</p> |
| <p>career options halted growth</p> |
| <p>career path - has interviewed but not given the opp. Is not a yes person and feels that is a roadblock; asks a lot of questions. Communication from facility - seems like a big secret; if they just share the information; there are decisions made that affects everyone that is not told about. notification: the person in charge of AR changes is good about getting that out. Information outside of the AR's is not shared well.</p> |
| <p>career path - not a lot of mobility notification and training new processes. Dissatisfied with the implementation is not as thorough as would care it to be.</p> |
| <p>Career path - there isn't a lot of movement in administrative positions. Administrators choose based on personal relationships, not merit Sometimes we get the cart before the horse when it comes to new policies</p> |
| <p>career path- need to restructure how they consider someone qualified for a job . he has applied for more than once. he has a in an area no listed in the job qualifications but he also has 3 years of on the job training so they need to re look at how they consider someone qualified.</p> |
| <p>career path options - not any where to go; the reason for the reclass request. new processes and procedures- governed by federal lay</p> |
| <p>Career path, there is only so there is really no place to move up. There is a but it is only filled at If they had that position it would give something to work toward. We often hear things as rumors at first and then as "this is how things are going to be". We are expected to carry them out in a respectful or professional way. The last of dialogue between front line and managerial staff is a problem. My thoughts and opinion on the facility and the operations often times are disregarded or not taken very seriously by executive staff.</p> |

Survey 2 Data

| Q11: Please rate your degree of satisfaction with the following features of your work environment. | |
|--|--|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied | |
| communication - a lot of things not communicated from above or in an a short e-mail and then we are supposed to be an expert on the e-mail; rarely any follow-up to that communication | |
| communication when supervisor asks, say wasn't told about the incident. | no emails, no notes from management. then things explode and have a conversation |
| Communication is so poor if you don't go to what is called Guard Mount where you might find out what has gone on for the last 24 hours for the area you will be working for your shift. | |
| Communication is very poor. Planning is poor and the communication is poor. | |
| Communication is what I've come to expect. There isn't much. | |
| Communication to front line staff should be improved so they feel more involved | |
| Communication It is stated in the AR that I am to be notified before the end of shift and it usually doesn't happen. But they are working on it. I should be involved in either information coming in or decision being made and I usually don't hear about it when I should. | am not. |
| Communication-not dissatisfied all the time. I think communication could be a lot better. It has improved but there is still room for more improvement. Notification of training and new processes and procedures-I have email and that makes a big difference. | |
| dept. doesn't pay for the wellness and incorporate into the workday. Training is lacking - don't get much. | would like to see Depart promote |
| Deputy warden - not satisfied with his communication; military command chain communication looked at operational memorandum - deleted from it; no one told her; review the policy; talked to warden; back in charge - satisfied now; was done by deputy warden | |
| Don't like online courses we have to take. Have to ignore my area to take class. Not everyone can just do that on the computer. Communication is generally one way Some processes don't get used the way they should | |
| Finds it difficult that things seem to change week to week. | |
| I am not planning on moving up. They need to let us know it happened and how the staff members is doing. It is important to us, but it may not be important to them. Wellness is really never taken into consideration. You have to come to work. I have leave available but I have to be here. I have 1500 hours of sick / 300 of vacation / others have almost nothing. - Wellness plays into work ethic There needs to be more training when there are new systems. I do not think there is enough training out there. | |

Survey 2 Data

| Q11: Please rate your degree of satisfaction with the following features of your work environment. | |
|--|--|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied | |
| I am real pleased with them. When I first started here emergency preparedness was a half a day of training, now it is an hour. | |
| I DEAL WITH WHAT I AM FACED WITH FROM ONE DAY TO THE NEXT. I AM SATIF WITH THEY WAY THINGS HAPPEN AND I KEEP ON GOING. | |
| I don't want to promote because I don't want to work closer with administration. I don't agree with the way the department communicates. Doesn't think chain of command is the most effective way to communicate. They should get the information straight from the people who know, rather than the supervisor of the person who knows. Information gets passed down the chain and there is no opportunity to ask questions or clarify with the person whose idea it is. Training on new stuff - a lot of it we have to figure it out on our own. A lot of it is just trial and error. | |
| I have never worked anywhere that the communication has been so poor. it was never that terrible. It is not just it was terrible from Central Office too. Central Office is basically our boss and the communication from them is also terrible. | |
| I haven't experienced any of that yet | |
| I know there are job options, but they're so short staffed I wonder whether they'd let me go? I don't have access to email. It's hard for me to find out anything. If they change their minds on something I don't find out unless I hear the radio traffic. We don't get notified when things change. We're an afterthought. | |
| I know what my boss makes and it's not worth it for the jump in responsibilities New processes get introduced and pulled or "we're no longer doing that now." No one knew what was going to happen after the disturbance. Things were changing every day. | |
| I recently received feedback from an interview in the state institutions at a lower rank and work my way up. I was told that I need to go back to the I feel like if you are qualified then going through the ranks shouldn't matter. I also feel doesn't get the credit or is looked upon differently because institutional people don't know what we do. On training and processes there are too many processes and changes implemented by one e-mail, rather than a meeting, a pilot or feedback before the change is made. But it is getting better. | |
| I think it is stupid to do the same training every year. Let me do my job. | |
| In-service training is the same every year. Fresh topics would be so much more beneficial. People just want to get through it. You're just wanting to get out. I want some dialogue. I want new information. I can see both ways on career path. There are times that calls me and tells me things about Corrections. I think we should be the first to know. Also, if you don't take action on what you're communicating about it's a waste of email. | |
| It is hard to find training. You can't take it costs too much. Some training is worthless. Teach Microsoft office so people could do reports. Online is not valuable. STA had terrible people and it was not good training. It has to be trained from 18-70 with 60 people There is no gym, no break room, the inmates have more than the employees. Guys cant get into the breakroom because it is being used for other things (UAs) Not enough for personal or mental wellness I know the whys, but other people who don't know the whys could be dissatisfied. Notices are not as good as they should be. | |

Survey 2 Data

| Q11: Please rate your degree of satisfaction with the following features of your work environment. |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| Nothing beyond a once a year conference for |
| Notification could be better. We could have some advanced notice. But we're going through a lot of changes. |
| Notifications: changes daily and you learn about it after you mess up. |
| on our stressors.....overtime - not enough staff for the caseload; need more FTE positions which they have denied. DAS has not approved FTE or merit increases. Not able to fill position due to rate of pay has been vacant since August with no applicants. |
| On training for my job there is such a lack of it and places that you can receive it, is at national conferences and nobody is allowed to go to those. Some people get to travel where ever. I feel that the dept. doesn't think my job is important enough to send me to national trainings. Career path, same way if you do not get the training, it just limits you. When I have asked for supervisory duties, to use as a stepping stone to promote, I have not been allowed to do that. Personal wellness, the bottom line I really like what I do and it is what gets me up on Monday morn. When I am in the classes with inmates and they have a light bulb moment, it is nice to see you can make a difference. I make my own health. I try to live a healthy life style, exercise, the way I eat and the choices that I make. New processes and procedure training-I don't think we get any until the last minute. |
| Only one job I've been able to apply for. There's no opportunity to advance. Sometimes they have new policies but it's not clear how it's supposed to be implemented at this institution. No practical information given. |
| People need to make time for personal wellness. |
| personal well being - I feel very secure and safe; coworkers well trained and prepared for their jobs. |
| Re notification and training of policy changes. You are just told-you are not asked Re communication from facility management, they make changes without researching cause and effect. Each facility is different, there is not consistency because each warden is allowed to run their facility how they want. |
| Re training it is the same as what you get in the institution. Our job is completely different, We don't get community safety training. They expect us to go out into the community to people's houses and we don't get the training law enforcement gets or probation. |
| Regarding other employee lack of experience, sometimes I worry how we are going to get the work done a the quality we want to produce. Regarding overtime, I think the management personnel should get overtime or a better salary. Regarding policies and procedures, We are different here, we have to go into the institutions and what we do here is different than the institutions. Each institution has slightly different policies and it could get a employee in trouble because you think your are doing it right based on policies or other institutions policies. |
| STA - didn't gear toward her field, training here showed her the ropes |

Survey 2 Data

| Q11: Please rate your degree of satisfaction with the following features of your work environment. |
|---|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| <p>STA focuses more on custody than unit duties I'm burned out on my warden. I think he's a nice guy. I think he's a politician and he lies to people, tells them what they want to hear. I wish we had a warden who was more in tune with their line staff. Most of our upper staff aren't in tune with their line staff. I can see how that happens with all the meetings they're required to attend.</p> |
| <p>to work in department for department; no training for job</p> |
| <p>The stress makes it do as I say and not as I do as far as my personal wellness</p> |
| <p>the training is adequate but focus more on what we deal with on a day to day basis such as mental health, disease - yes ok with preservice but not in-service. In-service needs to focus on first aid CPR diversity, self defense, criminal threat groups, what we deal with on a day to day basis. not MH, substance abuse, majority of staff not our expertise. interact daily, we are not counselors and we write it up and send it out. separate out training for different staff....not all staff under one umbrella...we don't deal with same things that and AR do.</p> |
| <p>The training they provide is beneficial but it's more focused on custody. I'd like to see more trainings in our specific field. There's not really a lot of room to grow in the area. Even when I do have additional certifications like I do I'm not able to advance. It's just a job you do because you love what you do.</p> |
| <p>There can be confusion when things change...in our work area and throughout the whole institution</p> |
| <p>There really isn't much communication especially if you're not proficient with computers and email. And if you get it, it's like a dictatorship. Decisions are made without stakeholder input.</p> |
| <p>They do a good job with initial training when you first come into the facility. Career path options, they need to keep staff updated on current procedures, offer the 20 hours of continuing education within the agency. Training on processes and procedures, there are so many changes going on thru AR's and OM's, there are so many changes that staff is not getting them in a timely way.</p> |
| <p>training - keeps getting shorter and shorter especially on-line; no one is going to watch those. rather have instructor there than watching a video. communication - does instant review every morning-knows what's going on. notification and training - most is common sense.</p> |
| <p>training - not able to attend what would like to. communication- mixed bag, sometimes good sometimes bad. notification and training - a lot of training; double bunking that started couple of months ago; growing pains with that; could be worse but would like to see it better.</p> |
| <p>training - overall a 4 - personal protection needs to be much higher level wellness - wish contracted with someone in western region policies - do send info, but they expect us to have time to read it all</p> |

Survey 2 Data

| Q11: Please rate your degree of satisfaction with the following features of your work environment. |
|---|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| <p>training - sink or swim; reach out to other officers satisfied with direct supervisors; dissatisfied with upper management - hear you but don't listen state could do better on personal wellness good about letting them know about training; all about numbers</p> |
| <p>training - spent 2 weeks in training. nothing to do with job, was geared toward working in the facility. revamp to office setting rather than working with inmates. thought waste of time.</p> |
| <p>training - understand we have to do, always repetitive, same thing every year, know has to do PPCT, understand what is necessary, could be online except CPR; instead of going across the street for 2 days Communication/information - seems like in his area, the front desk doesn't communicate, has to hold count, don't explain Career path options, there aren't too many opening, when they are opening, it seems like they want to bring people in from outside, have people here in FS know corrections, why not promote, seems like there is a buddy system; not promotion from within; if not in buddy system process/procedures - always a memo; no people interaction; no explanation; this is why we are doing</p> |
| <p>training - what they receive is poor, in preparing you, learn by and large by the mistakes we make and not good training, when they look at within 2 weeks, you have a case load, peers will help, OTJ as you go communication - when something new comes out, no explanation, no rationale behind it, it's just do it, what bother him is evidence based practices, take scientific data, apply the outcome we want, but don't evaluate how we got there; example supervision - caseload from 30-60 vs figuring out what did they do with the 30-60; we pick and choose the practices we want but don't look into why, he is gang officer told sb 25 and it's 36 Policy sounds like a good idea and do this, point that it gets frustrating, a new officer will ask what to do in this situation, not cookie cutter approach, told constantly changing, lot of knee jerk reaction to one person - will apply polices to all</p> |
| <p>training - wish there was more and different training. Such as ethics that staff face. Need training in the procurement area in pre-service and in-service. career path - now there are more levels of Buyers to move into; and material administrator. Rare that get communication about what is working on; how things are going for the Dept. as a whole. just when through Audit - don't know the results. this was the audit requested by the legislative committee- will probably her about it in the newspaper. think a lot of audit points on accounting; feel some things that purchasing has been complaining about may be findings from the audit. Current position - notification is sent out - is satisfied. previous position is a #1 - never notified about anything.</p> |
| <p>do a great job at instructors but do not have the ability to bring them back for like every year. but it is not allowed. but initially they do a great job but need to improve the upkeep of the</p> |
| <p>Training is a melting pot. You can just hear that the communication between the line staff and administrators sucks. Training for the instructor is good. When there are new policies or procedures here it's not always good. It's not always thought through.</p> |
| <p>Training is getting better, over the last few years. Notification and training getting better. Two or three years ago it would have been below highly dissatisfied</p> |

Survey 2 Data

| Q11: Please rate your degree of satisfaction with the following features of your work environment. | |
|---|--|
| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied | |
| training opportunities are more available to staff living in Lincoln and Omaha. People in the rest of the state are told not to attend as it would cost money for them to attend. Not a good excuse for denying training opportunities. Lends itself to more separation between West and east employees. | |
| Training, I never really received a standardized training because of all the upheaval in records. There has been basically a deluge of clean up projects to do Notification and training on policies and procedures-My immediate supervisor provides excellent training on new procedures, the only reason I am leaving it at satisfied is that records didn't create these projects. | |
| training, there's a lot better things they can do for training. there is not enough training. there is only a week of training for an entire year before you get a refresher. for it is a lot of the same stuff. not sophisticated with how self-defense training is done in the dept. needs to be updated due to the eminent risk. - career path, communication there is a great lack of it. - there is lack of communication for training. there seems to be heavy compartmentalization. inmates buy stuff, there is security. once the forms were changed and he was not notified. | |
| training: I was told to follow a guy around and he threw me under the buss when he forgot to tell me something. communication was unsatisfied until recently. As a line staff person, there is a real disconnect between mgmt. and line staff. caught between inmates and mgmt. as a staff person. | |
| training: we are over trained and the ACA thing. Budgets are an issue, we make so much paperwork for ACA that it is never looked at. Our training is by ACA files. You have to have so many hours. a lot of the training I go to have nothing to do with my job. Some people just piss away their day. If you don't use your skills, you revert back to what you know. Training should be modified for job specific and personalized to our staff. It is not taken seriously. I like being trained and would like more tools and helping out I would do those things to help out. but if you volunteer, you are just expected to set up the room, not really train. That and the politics, they are everywhere. If you are not a warrior, you will not do well here. Security is the only way to go to move up. Plus pay is crap moving around. we don't get enough communication, it is departmentalized and only told to certain areas. I like to know what is going on in this place, but I don't hear a lot of what goes on. I need to know these things because I do move around this facility. there is no bad communication, use it. Our new director is doing better than past. Highlights from the director is very good. I need to know the positive things. recognition would be nice I feel secure here. No big threats, issues handled. Ill be okay here and be supported. Processes, why write new processes all of the time. Lets make the ones we have work. simple policies make for less issues. if it isn't broke, don't add another layer to it. Micromanaging seems to be crazy around here. we don't need 100 people involved when 2 can do it. 1000 know it is bad, don't include them, give it to the person who can get it fixed. give it to them and get it fixed. | |
| training: when I started being a I was just told "here it is". there was no training. but now there is training. - advancement, you can go as far as you want. there are opportunities to go forever. however, they advance to fast. it only takes about 6 months to become a corporeal and there are people with less than 2 years of experience who are Sgt. and inexperienced. | |

Survey 2 Data

| Q11: Please rate your degree of satisfaction with the following features of your work environment. | |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied | |
| training-supervisor over time involved. PUG meetings; not the same as actual training time. | is very supportive; would give highly satisfied, but because of the |
| Training-the core classes were wonderful but when you got back to the institution you got a case load of 29 people | . Communication- We talk about firm fair and consistent treatment toward inmates and I would like to see staff be treated the same way. If one person is not performing I think they should go to that person rather than punish the entire department. Notification of training, processes and procedures. Just got a notification that members of the legislature will be coming to sit in our classes, this could create a confidentiality issue |
| understand training and why we have to do it - not sure why I have to have the level I do; we should all have the same level of training and any one of us could find us in the same situation; making decisions at upper level without the people who are involved with the program that they are making the decision about. | |
| We are not told a whole lot from mgmt., they are never there. Always get a lot of I don't know, scared to make a decision. Very inconsistent in what they tell us. | |
| We do get a training budget and the department has been real good about making sure we get trained if we need it. | but right now not so good. If you want to jump out of your area there are a lot of options there. It's only one-way communication from the administration. They want to decide and announce. They have a paramilitary mindset here. I've been so sick these last couple of years. There is no real process for project management...large scale projects where needs to be involved. We don't get notice on large projects. We're kind of an afterthought. They don't think of us before they need to do something. |
| Wellness is what I make of it. I think there are times they don't think about inclusion of us. | are left of notification, but I want to think it's because |
| wellness, not sure how to even answer this question | |
| We're always looking for better training but I'm satisfied | |
| when it comes down to training, focus should be on day to day; normally when they get notified of changes, they get it second hand/used as a mistake; communication not there when there are changes; made it a focus in training - on tests (60 question pretest) online training, tests should not be used on you to keep your job, some younger people know PCs vs. older employees without pc experience; people retire because they cannot pass training test | |
| When riots happened, wanted to have Emg Preparedness do a training, was told by supervisor, "they should know what to do." | |
| With regard to training I feel that for training purposes specific to instead of our officers having to conduct training in combination with their caseloads. | there should be one or more designated trainers |

Survey 2 Data

| Q11: Please rate your degree of satisfaction with the following features of your work environment. |
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| 1 Highly Dissatisfied 2 Dissatisfied 3 Neutral/No Opinion 4 Satisfied 5 Highly Satisfied |
| worked with policies and procedures, getting disseminated, staff doing do not read them, some info gets passed on, but procedures being followed; concern of consistency in OJT |
| Working in central office and having almost no exposure to the inmates other than the cleaning staff, it seems not necessary to spend the amount of time in training or having the same training that those working in the facilities have. Seems to me it is a waste of time and money. |
| workout facilities for staff to work out and increase fitness level and cardiovascular health. |
| would like to see reimbursement for gym |
| zero, there is none of that |

Survey 2 Data

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| <p>Q15: Have media reports about the Department of Corrections affected the way you feel about your job?</p> |
| <p>1 Yes 2 No 3 Neutral/No Opinion</p> |
| <p>A LOT OF THEM ARE BASED UPON THE RIOT. HAVING BEEN THERE AND SEEING WHAT WAS GOING ON. THEN HAVE THE MEDIA COME IN AND BLAME US WHEN THE INMATES CAUSED THE PROBLEM. A LOT OF THE NEWS ARTICLES ARE GIVING CORR A BLACK EYE AND NOT HELPING US OUT. THE LEGISLATURE WANTS TO BE HARD ON CRIME BUT NOT PAY FOR IT. THEY WANT TO SWEEP CRIME UNDER THE RUG AND NOT HAVE TO SEE IT. WITH THE BAD MEDIA WE ARE NOT GETTING THE QUALITY PERSONNEL WANTING TO COME WORK FOR CORR.</p> |
| <p>About my particular job no.</p> |
| <p>All of the negative attention a lot of the positive things go unnoticed and that affects morale</p> |
| <p>All of the negative press causes the employees more on their guard and defend their job to the outside people who don't work in corrections.</p> |
| <p>All the negativity, the way the department has been portrayed is fair in some ways but not in other ways</p> |
| <p>because the last couple of years have been tough; didn't affect my job personally, but when I would read the things and knew it would not be understood by people who didn't work at dept. of corrections; we didn't defend ourselves and it was stressful because it didn't make us look very good.</p> |
| <p>But I feel I need to defend my job</p> |
| <p>Corrections in the last year have been killed in the media. I think that a lot of people do not realize what we do on a day to day basis. It is not all bad for the inmates. Overall, for a prison setting, I think it is pretty good. I think a lot of people care about what they do, it is not shown in the media. Always having to defend ourselves.</p> |
| <p>Did not rate but said that he wasn't sure the persons involved in the Tecumseh riots should have been listed in the paper as receiving an award for their work during the riots because of their safety being compromised.</p> |
| <p>frustrating people above you make mistakes and are not held accountable. We all are held accountable for our actions, so should they be. staff specifically do issues and are not corrected, then everyone runs around acting like they had no clue it was going on. We should not let inmates drive, we all have said it should not happen. There was a death, now the process was called into question. We all have said they should not do it, but the director said it was okay for years. Now he acts like it is a big deal. We are told things are okay until something bad happens, then they act like we did something wrong. The riot occurred because we let people out of segregation that staff said should not been out. to many people sit behind a computer and not in a facility. we should question authority when dumb things are allowed to happen.</p> |
| <p>I am not in a facility, that makes a difference. I don't see it on a daily basis. I still tell people I work at NDCS. I tell people that I am not on the front line but other people are and that I am proud that they are.</p> |
| <p>I am offended by them. They do not work here. They have no right to judge us. They blow things out of proportion. I am not trying to hide things, but they make assumptions from the articles that they read. I was offended on behalf of the people were attacked in the press. They do not know what that person has to do. They should walk in there shoes.</p> |
| <p>I did earlier, they make you look like a buffoon. The inmates are never at fault, it is the employees. It is just driving the inmates insane knowing they cannot be put in restrictive housing. They are taking advantage of us.</p> |

Survey 2 Data

| Q15: Have media reports about the Department of Corrections affected the way you feel about your job? |
|--|
| 1 Yes 2 No 3 Neutral/No Opinion |
| I don't care what the media says |
| I don't have a great deal of respect for the media. |
| I don't read most of that stuff. I don't have internet or cable or the paper and the Gazette doesn't print it all anyway. I am blessed because I am kind of shut away from it. |
| I feel like the media always depicts the worst. |
| I get frustrated because I get defensive because I believe in my job and what I do. I know a lot of times what's reported is not the facts. Then I end up trying to straighten those people out...in the nicest sort of way. |
| I guess it affects how I feel about the agency as a whole. Before this happened we received all these emails about ethics and things like that and then you find out the agency director was doing something that wasn't ethical. That's hard for me. |
| I just feel that some of the news articles are so extreme and they don't know what's going on. I have call me to see if some of the things are true. |
| I know how the media works as far as negative stuff sells. I preach to my staff to remember the good things and success stories that don't get published. |
| I know what I do. They don't. |
| I know what really happens here and the media is sometimes embellished and is over critical when I know we have really good people in the dept. that do excellent work. I know more of the story, the true story behind the articles that are in the paper so no they do not affect me. |
| I think it is unfair the way they have portrayed the Dept. 99% of the people have not even toured the facility let alone worked in a facility. The way we were portrayed was very unfair. We have made some mistakes but it is not what the media perceives us to be. |
| I think that there is more to it than what the press says. The press uses the term guards not CO. We are dealing with felons every day but we do not get the respect of the police or firefighters. The public thinks we are just a bunch of guards, but there is more to the job. There are a lot of good people that work here. |
| I try to avoid it. It isn't going to do me any good. I'm already living it. |
| I was when the riots occurred and it was very disturbing that I heard more on the news than my higher ups and it made me more afraid of work than was before; didn't hear about it during roll call and hear it on the news going home is disturbing. We need to defend the people in custody in the news more that we do; internal hoorahs are good but seeing it out in the media is needed as well. I have seen the people who work out there go through a lot of shit. |
| I would say that NDCS can do better at educating people about what we do. |

Survey 2 Data

| Q15: Have media reports about the Department of Corrections affected the way you feel about your job? |
|---|
| 1 Yes 2 No 3 Neutral/No Opinion |
| If anything it has made me more supportive of the department because I feel the media just focuses on the negative part |
| I'm disappointed in the way Nebraska has responded to this issue with Corrections. |
| It affects the way I feel like I need to talk about my job with other people because they have a negative view about what they think has gone on. I think they view me or my job as incompetent because of what has happened. |
| It has impacted me mentally to a large degree, but it has not affect how I feel about my job. |
| It just seemed like it was one hellfire after another. It seemed like we were all portrayed as horrible people. What are we supposed to do with those types of people? I was ashamed to be a part of the organization. Some of it was the media's fault and some of it was our fault. |
| It removed all of our top leadership and there are still a lot of unknowns on our direction. That causes a lot of stress because the records thing is still ongoing. Inmates are still asking questions and they rely on me to give them answers. |
| it was this way before I ever go there |
| It's frustrating, but I do work behind the fence and I know what's really going on |
| It's really rough to watch the actions of a few drag everyone else's name through the mud. Obviously some people knew they were doing wrong with the release date issue, but it makes us all look bad. |
| It's reminded me that I always need to be aware that whatever I produce whether it's a report or an email it could be made public so I need to be careful. But I also have fears that if something happens with one of my clients if I'm identified as the scapegoat I'll be thrown under the bus because I'm disposable. Made me realize how political this industry is. I have also realized that most people at the top are willing to do whatever they need to do to maintain their image and their careers. So I can't trust anyone besides myself and my immediate supervisors. I wouldn't be able to defend myself in public and my employer probably would defend me either, even if I did nothing wrong. |
| Just more defensive about it. Have to justify that we are a bunch of misfits. |
| made me have more resolve to portraying DOC as a quality agency. Mistakes by a few does not represent the agency as a whole. When I hear about the coverage about DOC, I become more proactive. I try to be more positive. will be a new dept., but I still try to tell people about the good things we do for the state of Nebraska. |
| media has been highly critical and not acknowledged the good work we do which is discouraging; they focus on negative and embellish it; present a one sided view of the situations |

Survey 2 Data

| Q15: Have media reports about the Department of Corrections affected the way you feel about your job? | |
|--|--|
| 1 Yes 2 No 3 Neutral/No Opinion | |
| No effect | |
| none | |
| None | |
| Not in a negative...more like in a mother hen way, like I always have to defend Tecumseh. I feel like I'm always at battle with people and what they're saying. | |
| Not negative though, they don't know everything that we do for the inmates. I work the _____ and had a fight about the drugs used for the death penalty. Some people just are not fair. | |
| Not on a negative note, all the negativity in the media has made me more proud of the department that I represent. And I take every opportunity to educate the public and always cognizant of my professionalism and I try though that I try to show I am very prideful of the department. | |
| Often times media does not have the full scope about what happens with the department. | |
| Only because they annoy me because it's only part of the story. It makes me grumpy sometimes. | |
| Seeing the alleged missteps that led to Nikko Jenkins being released made me question our procedures. And I guess other media about administrative staff did not follow rules. Mostly though I just try to do my job to the best of my ability and let the rest go. I have felt encouraged by positive media coverage of our new director and policies he wants to implement. | |
| Sometimes I feel like they're one-sided. I feel like the information comes from the upper management when they're not the ones doing the day to day work. | |
| _____ I feel like it warrants explanation as to what occurred in our chain of command. | |
| The looks and response you get from people is bad. The press has given people a bad impression and the Dept. of Corr has had a lot of incidents that have lead to bad press. | |
| The media couldn't do my job. It takes a lot to come here five days a week and listen to inmates 5 days a week. The media doesn't understand. They like to side with the inmates. The inmates love to keep the us vs. them mentality going. The media attention fuels that mentality and in turn causes me stress. Anything that comes out in the paper, I get the political analysis from 5-10 inmates every day. | |
| the media reflects our dept. as that we are not doing our job and we work very hard/ take great pride in what we do; negative image portrayed to community along with the State Ombudsman's Office also portrays a negative image. | |
| The media reports caused stress at home between my _____ Everyone is entitled to their opinion but it made it difficult for us to explain what really was going on and what was portrayed by the media. | |

Survey 2 Data

| Q15: Have media reports about the Department of Corrections affected the way you feel about your job? |
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| 1 Yes 2 No 3 Neutral/No Opinion |
| The outside influence bothers me. The spotlight is on what our inmates are doing but not on the people who are trying to protect the community. I guarantee that they'll want to know what we're doing if someone makes it outside this fence. I don't even like watching the news anymore. The media are pretty brutal on us. |
| there has been a lot of negative media, it is frustrating to me as the public sees us bad. The recent audit however raved about how we are one of the best in the nation. |
| they don't have it right, I don't care |
| they really don't have the insight to what really goes on here. |
| This time it wasn't I see how it impacts my peers |
| We look like idiots. we look incompetent in our roles. |
| What goes on in Lincoln has some effect on but we don't seem to be having those kind of issues. |
| what the media says can be positive or negative; I don't let that affect the job that I do; I joined the DCS because their motto is "make a difference" so however the media choses to portray does not affect how I am going to go about doing my job. |
| When all you hear is the negative you wonder, why am I even trying? I know there's a lot of good stuff happening, but that doesn't sell papers. |
| When they talked about the big change of staff at upper levels it makes you wonder if we will be on the chopping block. Past directors in the past have been interested in programming so you don't know if they will hold us up and find us important since we are a highly programmed facility. |
| with what happened I now understand what the media talking about. |
| Yes, I learned a lot. I have learned to put more things in writing, follow up with discussions in writing, because the low man on the totem pole is going to take the fall. There have been issues brought up that have not been resolved. I used to put on my monthly report but was told take it off so I would make it a separate report titled "old issues" I think management does not like it because many things have been left unaddressed for over a year still. You are dismissed and a problem maker. They don't want to hear it. I feel management won't make decisions. |
| for a while it was feeling like the dept. was a job or angry that so many people had allowed people to be in leadership allowed that incident to occur |
| but embarrassing |
| people in the media was director, asst director, head of records, people we are supposed to be looking up; media not doing their research |

Survey 2 Data

| Q15: Have media reports about the Department of Corrections affected the way you feel about your job? |
|--|
| 1 Yes 2 No 3 Neutral/No Opinion |
| makes me feel embarrassed; people on the outside ask questions |
| made her feel embarrassed, have friends asking "is that place really that screwed up"; put a bad taste in her career; was upfront with people; with Frakes, lot of respect for that guy; for the longest time, so much cronyism that there was a lot being done right, couldn't speak candidly, would get around |
| Painted a pretty bad picture in last 3-5 years, haven't gone out and defended ourselves, especially on community based issues, not sure if people what to explain what we do; do a one on one interview; doesn't look good for us; negative impact on department, not even close to reflection of what happens on daily basis |
| have seen throughout the department, every time you turn on the news is negative, you get it's first hand, fear culture if you say anything you are going to lose your job, see people at TSCI to riot and why (can't interact with different cultures; there l a problem with how people interact; puts a negative taste in your mouth, don't want to be associated; negative now |
| complete negativity of how they portray us in media; constant portrayal of "guards" - we have correction officers/professionals; commend in last year, Kenney, Frakes, Ricketts - first time in we have a director and governor said to media we make a mistake, told media, shut up, when elected, TSCI, side impacted, we haven't had a Governor who stood up for employees for first time in 20 years - Ben Nelson - he understands the business of talent; they have our backs, not throw us under the bus for political reasons; impressed the hell out of him, nelson, Johannes, Heinemann - since 1992 feel things are going to change, see that he cares, believing things will get fixed; staffing models |
| See the department is getting hit, radio, saying things; like them to get the facts, on radio, just spouting off; hope like situation - that question how did he get approved to drive? So much going on with department, riot, inmates killed, legislature comes in Houston placed in a pickle, Governor not wanting to build or advance correction; never know if truth, put a fear here about coming to work here; is it combat |
| media job to sensationalize, with TSCI went with negative, rather than facts, they don't understand, unfortunate to jump to conclusion; someone not doing their job; need to change stigma of corrections to change culture; quick to judge vs. benefit of the doubt |
| DOC seems to be standing out a bit in the last few years with negative coverage. death of an inmate, riot, release of inmates early. personally affects him because DOC has been short staffed in all facilities and it seems like public does not want to seek employment with DOC because of the bad coverage. |
| it is embarrassing. It appears that management was lacking in their ability to lead and reflects negatively on the employees when there is negative press. |
| no, because he knows reports are not correct. but it is frustrating the doc does not stand up for themselves in the media. negative things are side but the claims are not rebutted. especially when it seems like corrections made an error, when in fact the dept. was just following statute. doc should probably defend themselves more although that may be the politically correct thing. also assaults on staff never are never talked about until recently. there are great things done behind the wall but no one hears about it. so when bad things come up they don't know about all the good that is done. love to see more positive pr, this last week Lincoln journal start recognized some doc employees. it was great to see that and the positive light focused on the dept. so there might be a shift in that direction. |

Survey 2 Data

| Q15: Have media reports about the Department of Corrections affected the way you feel about your job? |
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| 1 Yes 2 No 3 Neutral/No Opinion |
| <p>media needs to sell stories, so the more sensational the story the more people will pay attention. most stories focus on the negative and not the positive work done by over 2200 people. it is a feeding frenzy when things go wrong. when those stories come out there are untruths and doc is unable to retaliate and/or respond. so that is frustrating.</p> |
| <p>media doesn't get whole story so they spin it. but doesn't affect how she feels about her job and is not ashamed of job.</p> |
| <p>likes job and knows what he is doing. but not proud with how the ones that are in charge are treating people. and then everyone gets lumped together with those bad role models. and sometime the media gets things wrong, and they are not always unbiased.</p> |
| <p>it is interesting to see the reactions from the public. can see what inmates think every day.</p> |
| <p>not all information is accurate - frustrating when community globs everything together. Nikko Jenkins; the news reporters chose not to cover everything. Hate the bias of the media; oh, not doing job. Affects morale which in turn affects self morale - feels like they have to be the happy one all of the time.</p> |
| <p>media skews info and are not honest. so much want to say but can't, would get fired. They just want the hype; Upset at the comments, people with no prison background think they are experts. The miscalculations that were done - makes her ashamed and frustrated. makes us look stupid.</p> |
| <p>frustrating because media looks at them in poor light; nothing positive about Corrections.</p> |
| <p>affected somewhat; has a good understanding of the media to take it with a pinch of salt.</p> |
| <p>no longer says works for DOC, works for the State of Nebraska. The reaction of people when said worked for DOC - oh god.</p> |
| <p>Past two directors were so big in staff following the rules and behind close doors they were making up an illegal release program and not following court orders; they messed up good time, release of inmates, running the sentences, financial accountability. so big on employees following the rules but they don't follow the rules set by court. attitudes reflect leadership; if our leaders don't follow why do staff have to. supervisors chews tobacco investigative captain always has but investigates staff for doing the same thing. Hypocritical. can't sit there and we get bashed in the media over everything. has the dept. done anything to fix before it came out in the media. a lot of things done in this place that would be blow the top off; hard to look for a job when we work here because of where we work; turned a blind eye and didn't care until it became public.</p> |

Survey 2 Data

| Q16: What is the most important factor that keeps you working at the Department of Corrections? |
|--|
| a paycheck. |
| As long as I do my job I have my job. It is very difficult to get rid of a state employee which can be a double edged sword. |
| because he has so many years in with the amount of vacation and sick time he has and his position it would be hard for him to go anyplace else so he is stuck in a way. |
| love dept. of corrections, since at this facility can't stand the lack of leadership, lack of fear from director - but allows things to happen Mike kenny/Larry Wayne - working with agencies coming into help - wear our uniforms; can't fix a problem if continue to allow - good old boy network; would have like to see all warden's reapply for their job |
| Because I really like what I do, crazy as that may sound. I like seeing the light bulb moments in the inmates faces when you touch something inside of them and they get it. |
| The training we get and working with the outside agencies is recognized. That's my greatest pride. |
| Being a member of the |
| Belief that I am making a difference |
| believes in the Department and likes the job and people. |
| benefits |
| benefits; mostly retirement fund and paid time off |
| Bills |
| bills, trying to live; like what she does, try to encourage juvenile offenders, there is hope after here, not what you do, how you do it, lot of these kids very gifted and talented; put herself in the place if they were here own children; demands respects |
| Co workers. Helping people. |
| co workers; want to make sure they are doing OK. |
| Comradery with in the department. This department is a little different than possibly than other departments in NDCS. The employees have a bond and work ethic as they cooperate and assist each other with various tasks. |
| doing a good job and having it recognized. |

Survey 2 Data

| Q16: What is the most important factor that keeps you working at the Department of Corrections? |
|---|
| enjoys job and enjoys bosses |
| enjoys job and working with people especially in a situation that is helping someone thrive in the next step. |
| enjoys the diversity in what he does each day. not boring. |
| experience and knowledge offered as far as being a _____ state has allowed me to work as a _____ staff signs off on my work and meets with me 1x a week |
| EXPERIENCE. |
| fellow employees, immediate people he works with, mission of center |
| flexibility. |
| Good teamwork with coworkers. A workload that is satisfactory and completable. |
| Good work ethic. I see a lot of people trying to help each amongst staff. It is good to work here. Every job has it's moments but it is a good job. |
| Hard for me to say but I believe this job is my mission and I believe in the mission of the _____ I don't always like how others seem to carry out that mission but for me the job is a mission and a chance to, our motto is make a difference and it is a chance to make a difference. |
| hope that maybe I can influence one person to stay out of prison. would hope that I am positively influencing people who are incarcerated to not come back. some inmates this is the only life they know, and think that no one cares about them and thinks everyone is against them (staff, community, family, etc.). a lot them just needs someone to say this is the right way to do this and to build them up. would like to see some of them succeed. worst part of the job is seeing someone come back with a new number. |
| otherwise I would not be here at all. |
| I ask myself that quite a bit. I like my job and I like the people I work with. With the policy changes. I really don't know why. A lot of it's the money and the health insurance. I don't dread getting up in the morning. |
| I believe that I'm good at what I do and there are still good people who work here. The relationships I've built with those people it's worth it for me to stay here. |
| I don't know. |
| I enjoy my job. I enjoy the staff with DOC. everyone is working hard to a similar goal |

Survey 2 Data

| Q16: What is the most important factor that keeps you working at the Department of Corrections? | |
|---|---------------------------------------|
| I enjoy my job. I enjoy the clientele. Seeing the change in the guys. Having them identify and tell me that I've helped them or had an impact on their life. | |
| I enjoy my job. I like what I am doing. | |
| I enjoy the job | |
| I enjoy what I do. I enjoy and putting into the corrections environment. I like the direction we are headed for sure. I am proud that I work for the dept. You will have 600 different opinions but I love my job. I would like to see an increase in pay. If you really want to get to the source, you cannot keep putting band aides on things or addressing the fringe things but if you want to get to the root of the problem, pay is it. | |
| I enjoy working with corrections. I have worked with corrections since | |
| I feel like I make a difference. I work with community corrections and give them insight. I feel I am needed and do good work. but when I look at how the inmates respond, I don't have issues like some other areas do. I have inmates tell me when I see them in the community. they say I am the biggest prick in the world, but I learned how to be a man. they need to learn responsibility. I can teach them skills, they need. I taught him how to cook and feed his six kids. | |
| I get to help people. I love my job. This is stuff I really enjoy. | |
| I am not appreciated. | |
| I have to make a living. based on my background and education, this is what I am doing and going to be doing. I have done this a long time. Unless I win the lottery, I am here. | |
| I just enjoy helping people; rewarding; they need help and can't get help outside; I go home and feel good because I did something good for people. I could make more money for working outside but I like helping others. | |
| I like my job, get to go out and meet people. Affecting change and helping them succeed. | |
| I like my job, helping people. Stepping stone to another career or pathway to other things to do. | |
| I like my job. I feel I am providing a service to an underserved population. Being their advocate. Providing programs that mimic what would be provided in the community. I wish it could carry over when they were discharged because I think it could keep a lot of them out. | |
| I like my job. I'm able to help people daily. | |
| I like the community I live in and the pay is not available at any other job in It is rewarding. | I really like counseling the inmates. |

Survey 2 Data

| Q16: What is the most important factor that keeps you working at the Department of Corrections? | |
|---|--|
| I like what I do | like what I do. I think I make a difference. |
| I love my job. Like what I do every day. | |
| I love the people I work with, and overall the staff in the department are good to work with | |
| I love the people, the challenge. I love being a public servant. I love that everyday is not the same and you can truly make a difference if you look closely. I would not do anything else. I was chiseled to do corrections. | |
| I love what I do and love my job | |
| I need a job. Having a livelihood. | |
| I really like the people I work with. Specifically in our department we're supportive of each other, but on a wider scope most people are wanting to see people succeed, at least here at . | |
| I work well with the troubled population. My background is in behavior. | |
| insurance benefits that aren't the greatest but needed | |
| it is a job. I know how to do it. the pay is better than factory work .and some of the satisfaction I get from seeing inmates involve from kids to grown men and the different maturity working side by side with them. | |
| It is not because of the salary, it would be nice to be compensated fairly. I work here because there are places for growth if one wants to go after them. It has to do with my life experiences do to my age. It has helped me work with those coming out of the facilities. They are good people, did bad things. it took me years to find the job I love. I can help someone here, that is why I am here. | |
| it's a job, like my boss, that's about it | |
| It's challenging and some of my coworkers are just great coworkers and very talented and intelligent people. I believe in small ways I'm contributing to improve society. | |
| I've been looking for positions elsewhere for a while, but the people. | Helping fellow staff members. |
| job satisfaction with camaradery with others; money doesn't change what you have to do for your job; can't put price on being himself, can't do that on the "inside"; supervisors - can make or break how you feel | |
| job security and the pay | |
| job security, benefits, good coworkers | |

Survey 2 Data

| Q16: What is the most important factor that keeps you working at the Department of Corrections? |
|---|
| Job security. Knowing we're always going to have inmates. Location. |
| keeps her employed in general, needs benefits. actively looking for; enjoys the people; no anyone person or thing. |
| Lack of finding another job at this time. |
| lack of other opinions. they pay enough to make it hard to leave. And jobs that are easier to get don't pay enough. but the doc doesn't pay enough to make you want to stay either. |
| like her coworkers, like population of clients (inmates she serves) |
| like her job, responsibility; not a bad job; pay could be better, can come to work, do a good job; like responsibilities; not a lot of retention - culture change |
| like the work she does with important work, when feel a great deal of fulfillment, main reason keep working here |
| like what I do |
| like what she does; does think if she helps 1 in 1000 we are ahead; looking at future |
| like working with clients |
| likes job. |
| Looking towards retirement. |
| love my job |
| feel like working with inmates and making inroads in their lives - at this age group, huge impact |
| make too much to much to start over; probably more important the duty and service he gives the citizens of state; relationships and camaradery with people he works with |
| making a difference |
| MONEY |
| Mr. Frakes being new |
| My benefits are what keeps me here. |
| my coworkers. |
| My coworkers. |
| ...putting food on the table |

Survey 2 Data

| Q16: What is the most important factor that keeps you working at the Department of Corrections? |
|--|
| My job satisfaction, knowing that I'm helping the people who are working out in the prison and helping them with their needs so they can do their jobs. Even though I'm in safety and security is important to me. That's what keeps me here. |
| My job satisfaction. I really enjoy my current job. I did not like some of the earlier ones here. |
| My own personal comfort with the job. You settle in and I don't really care to start somewhere else and fall to the bottom of the ladder. |
| my personal passion and that I feel that I am called to this life work. I love my jobabsolutely love my job |
| My relationship with my supervisor. He respects what I have to say and that I can help him and help him make a difference. it is hard when you do not have people backing you. the staff here is really good and the staff and my boss appreciate me. |
| My vacation and its balance. |
| my work ethic and want to make a difference as a ; take pride in what you do and the career field that you have chosen; want to be successful |
| need the income for Stability. |
| New challenges everyday. I have made it my career. It is not a job, it is a career. |
| Paycheck |
| people he works with, some of them, has another income, not making as much doesn't bother him |
| people she works with/coworkers - boss |
| people that he works with and the pride that he has in his job. he's worked in the dept. for almost and they are tight knit and they are like a family. and sees the good in what he is doing. |
| Probably because I talk with other people who are experiencing some of the same things and when they talk about their issues mine do not see than bad. I have never had problems talking to the warden or asst. warden. I generally enjoy working with the people I would with, supervisors and coworkers. |
| public safety - think about it a lot. Makes want to do the job even more. |
| really enjoys being able to hopefully provide enough for the inmates to succeed when they are released to reduce them coming back. |
| Retirement |

Survey 2 Data

| Q16: What is the most important factor that keeps you working at the Department of Corrections? |
|---|
| right now it is the only thing that she knows...because she started the job so young and right now it is a paycheck. but likes job but wishes there was more to help instead of punish and make inmates follow rules all the time. |
| salary |
| Seeing people's lives change |
| service oriented personality; making a difference for certain people; also like at his level; years of service - 5 weeks of vacation, right now, working OT is comp time or get paid for it; associate warden watched facility; bring in 1 or 2 people brought in new leadership got rid of people, tried to pick off people, others left |
| STABILITY |
| stability of job; comradery; fear of changing jobs (unknown); job satisfaction is there; maybe not as much as when working in the facilities. very sought after job; ; pride |
| State benefits. he just has not found another job |
| Stuck with the state now. It is the benefits. Vacation 7.7 hours every two weeks. Can't get that anywhere else starting over. I like my job. |
| secondly - is trusted with the knowledge she has in her area to make decisions; given the opportunity to put to good use what is know. |
| That I am making this a better place for the inmate to reside. |
| That I plan on making a career out of this. Even in the bad times there are positive moments that remind you why you're doing what you do. |
| That I will make a difference. On the days that I do a good job I can say I am satisfied with what I did today. |
| that will be the best trained facility in the state. |
| The ability to assist the people who want to make a difference in their life |
| THE BENEFITS |
| The brotherhood. |
| The close relationships I've built with the people I work with. There's some really good people here. You kind of build a trust in people. Staff relationships, even though there's turnover. The challenge. There's constant activity. Being busy. |
| The job is a good fit. It is varied which I like. I have personal ownership since I run the department |
| The money and the benefits. It is about the almighty dollar and security. |

Survey 2 Data

| Q16: What is the most important factor that keeps you working at the Department of Corrections? |
|---|
| The pay and the benefits for this area |
| The pay is good. They just need to work on the upper management pay. And it would be nice to get rewarded for staying longer. The department shouldn't expect rock stars at \$15 an hour. |
| The people |
| The people I work with. |
| The people I work with. My immediate supervisor. I could care less about the administration. The everyday staff. The people that make me feel like I'm part of a team. |
| the people; manager looks out for staff; |
| THE RIOT TEAM. THE SENSE OF UNITY, FRIENDSHIP, THE BUDDY PROGRAM. IT MAKES YOU STEPUP AND PUT YOURSELF OUT THERE. YOU ARE MORE RESPECTED ESPECIALLY WITH THE ADMIN. AFTER MOTHER'S DAY WE GOT THANK YOU'S FOR SAVING THE FACILITY, INMATES LIVES, CO LIVES. THE INMATES THANKED US. |
| The staff that I work with |
| the starting wages are not bad; benefits good but at a high cost; overtime money is the reason I stay here; I like the front line staff but I don't like the supervisors |
| trying to change the offenders for the better.....make a positive change |
| Trying to help less fortunate people. Inmates aren't the problem here as far as my job satisfaction goes. It's the management. |
| very fortunate to have very good coworkers; throughout entire department career; even on her worst day of frustration, always coworkers that turned around and said "great job today" |
| When I was young I could bounce from job to job. But I didn't have a family, I didn't have a house. I'm not going to take a pay cut to leave. As soon as I get that call that says I can get paid more than I'm making here I'll be giving my two weeks. |
| You have a job everyday to go to. You are not going to get laid off. The state is going to pay you and not go broke. Stability of a job. |

Survey 2 Data

| Q17: What is the most important factor that would cause you to leave the Department of Corrections? |
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| a better job with more pay and benefits would cause me to leave. something better than what I have now. |
| A combination of _____, good health insurance and comparable pay that was better than what I have now. |
| A couple of the people I work with, but I can put up with that |
| A drastic change in management or management styles |
| A job that pays more for what I do. |
| ABUSIVE ADMINISTRATION OR ABUSE BY THE ADMINISTRATION. |
| At this point, I suppose if I got harmed at one of the institutions because _____ they are probably walking the hallways. So if any kind of harm to me, other than that I am pretty tough. I guess I can take the other stuff like no pay increases. |
| Bad immediate supervisor would be the tipping point for me |
| Being stuck in a situation that does not utilize my skills. _____ then I would be highly satisfied with my job. |
| Changes in schedule, changes in workload, changes in staff that I work with |
| conflict with supervisor on a regular basis and I do not have that; if I win the lottery :) |
| Conflict with the administrative staff. The relationship with them. A negative impact from administration. Stress from the job. |
| Disability...if something like that were to happen in my life to where I couldn't perform my job duties |
| Does not have anything. I thought I would stay _____ until I retired, so I am good. |
| Fear for my own safety or being unable to preform the job any longer. |
| For my own mental health because particularly in the last year working here has been so stressful that in the last year I don't think it has been healthy for me to work here. It affects my relationships. I'm concerned about the stress level getting to me. |
| God, when I wanted to leave a long time ago I prayed a lot and was never given a green light to go. He had plans for me. |
| HIGHER PAYING JOB WITH SIMILAR BENEFITS. |

Survey 2 Data

| Q17: What is the most important factor that would cause you to leave the Department of Corrections? |
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| I don't know. |
| I don't know. I have not thought about these two questions. It just is not an option for me right now. |
| I don't plan to leave until I retire; getting old will be the factor. |
| I have no intention of leaving. A lot of supervisory experience. I know there are opportunities for me to move up. I am happy to be where I am. If they offered me a job in admin, I am not sure I would even leave then. Board of parole is something I thought about in a few years ago, probably could be part of it if I really wanted to go for it, but I would not leave at this time in my life. |
| I have no plans of leaving any time soon. |
| I REALLY DO NOT HAVE ANYTHING. |
| If I became concerned for my safety and the safety of my family. Security here became poor. |
| If I could do the same for more money and better benefits. Or if the administration decides they don't like what I'm doing and decide to make your life hell. There are people who will go after you and pick you apart. |
| If I couldn't get along with my coworkers or if I got too stressed out. Burned out. |
| If I would feel black balled in the position I am in which would feel to not feeling respected, I would probably leave. |
| If something happened to the benefits. I have had offers to move on, but no one can touch the leave time and retirement. |
| If there was a threat to her integrity If I was told to do something dishonest or a threat. |
| If they don't feel that my talents and my employment is of value to them. I have called a forward thinker many times, and it takes five years to get things done. In it's been better. If they don't value my talent and ideas. If I'm getting harassed. That got me moving and got me going back to school so I could move to a different position. |
| If they tried to privatize corrections. I have talked to people that have worked in those facilities and it is not good. Loss of pay. |
| If we get to the point I cannot do it anymore. a different standard than everyone else. some people think I am a project, but if they come at me I will leave. If I feel like I am being used, I will walk when I am good and ready. when I am done, I will be done. |
| I'm not seeking different employment, but if I was offered a position that paid more I may leave, if it was less stress. |
| inability to make a difference |
| Inconsistencies. Things change so fast...and I understand we have to be flexible...but it's frustrating. Rules, policies are very inconsistent at this institution. |

Survey 2 Data

| Q17: What is the most important factor that would cause you to leave the Department of Corrections? |
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| Issues not being resolved that affect my ability to do my job. |
| It is what happened to me; not for the money; in time they would do more of what happened to me. When they call me and bring the inmate to complain; when they keep doing that to me |
| It would be personal like retirement. |
| It's going to happen one day...I will leave because one day I want to find a job where I don't want a job where I have to go through seven secure doors to get to work. Where I don't have to worry about safety. |
| Lack of communication between management and front line staff, lack of cohesion, lack of inclusion of all staff, lack of feeling like I'm not wanted here any more. I see it going that way. |
| Lack of promotion opportunity. |
| Lack of support from administration |
| less stressful position; something closer to home (commute from Lincoln) |
| Loss of retirement |
| MONEY IT IS PUSHING A LOT OF THE SENIOR STAFF AWAY AND ATTRACTING A LOT OF THE WRONG PEOPLE. |
| money, benefits would cause him to leave |
| Money. If I had an opportunity to make more money. |
| Money. If someone gave me a lot of money to help people, I'd go |
| More overtime could be one. When I was looking for a job I wanted part time but the job was full time and after about 3 weeks, not only was it full time but it was overtime too. |
| My personal safety. I don't feel very safe right now. I don't really feel like they notice my existence, let alone whether I'm safe. |
| My safety. I have kind of hit that point as of late. I'm not sure if the department has that in our best interest right now. They're not staffing up. Inmates are getting rights too quickly. |
| my supervisor |
| Not being respected. My opinion not being respected. If I new illegal things were happening in the facility. |
| Pay |
| pay |

Survey 2 Data

| Q17: What is the most important factor that would cause you to leave the Department of Corrections? |
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| Pay and I guess the good old boy system. |
| Pay issues, not enough. If the caseload grew to much or a person quit and I had to assume her caseload, I might consider leaving if they did not replace her. |
| Pay. If I could get paid better to do what I'm doing that would be the primary motivated to move. |
| Pay. Poor supervisor. |
| Pension plan, if I was offered another job that offered this, I would walk. |
| Retirement. |
| Retirement. |
| safety, it is getting less and less than five years ago. pay, lack of support for my dept. I am dissatisfied with how important we are, the lack of attention we get in that area. That would cause me to leave, if they were to disregard us. I do 56,000 meals a month, that is a huge role. to no t screw that up year after year, I feel it is huge. |
| salary |
| Salary and safety |
| Seeing how this change to the Board works out, raises we were expecting and other things works out. If they change the demands, I may have to go. |
| sitting on the fence; support from your management staff and pay is an important part; feel that I work hard andwe need to reward and stay with DOC. Pay is a big issue. |
| STRESS |
| The low pay would cause me to leave. |
| the overall climate here at this agency. It is a horrible place to work and not getting better. The inmates are not that bad, it is the other shit we have to deal with. |
| The pay issue or if it was required to travel to the other facilities. Being on call at a facility that's unknown to you. Being "voluntold" to do those kinds of things. Taking us away from our home base. Losing productive time with driving would annoy me. |
| The pay would cause me to leave. I can get a job getting paid more, I am going to leave. Have thought about it before. Underappreciated in my role. |
| The politics. Policy changes. The lack of raises for longevity, which is interpreted to mean that their "time in" doesn't make a difference. Pay. |

Survey 2 Data

| Q17: What is the most important factor that would cause you to leave the Department of Corrections? |
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| The right opportunity or a better opportunity comes along |
| The security issues that I feel are arising from changes. Caring more about inmates and what they need and want and less about staff and what they need and want. |
| They would have to fire me. Retirement |
| Uncertainty, fear that you don't know what you're coming into every day. Like the riot and that people could get hurt. We've had some assaults in the last six months. It's pretty real that you could get injured. |
| Unrealistic work expectations due to short staffing. |
| Upper management. Unreasonable expectations. When we're being pushed too far. |
| We have to take care of our staff. Wages. I won't promote to a LT because I make more than a LT. I make more than a MAJOR with overtime. The pool we're hiring from is very inexperienced. We're not drawing from the people who have the necessary skills. That could be very dangerous. That plays in the back of my mind. |
| when says I can no longer do this job well. |
| Why I want to leave is that I don't feel confident in the administration's handling of things. When the dust all settles I think there's going to be another incident and I don't want to be around when it happens. The first one was enough. I don't want to see any fellow co-workers get hurt. |
| I hate to say this but there is that talk that going to 400 inmates. I don't want to be risking anything in my job. |
| If they bring the women back and or reasons. |
| I think if another thing happened like it did with my boss where the state did not back her up, I would leave. Probably if they closed our facility, I would not go to another facility. |
| I can't see me leaving unless they would close the facility. |
| When I am ready for retirement. I am not close yet and I plan on staying here till I retirement. If an incredible job came open I might look at it . |
| If I had knowledge of another job where I thought I would enjoy that job more. If I could find a job making the same money and that was more to what I prefer, I might take another job. |
| I guess if I was unhappy with my job. They would have to make me do a different job. I love what I do now. I have never worked anywhere where I did not like my job. |
| Getting a higher paying job. |
| leadership and pay |

Survey 2 Data

| Q17: What is the most important factor that would cause you to leave the Department of Corrections? | |
|--|---|
| don't know; nothing that she would leave whole department | |
| offered something to grow as an individual that he could not find here; | would |
| not be due to dissatisfaction; don't want to be a supervisor | |
| dissatisfaction with coworker relationships | |
| working with people that are not respectful; money | |
| retirement | |
| decision to move | |
| if Mr. Frakes went back to the old ways - Houston, fiasco | |
| leadership; | trickles to staff/inmate behavior; will stem down |
| unhealthy work environment | |
| harassment, threats about age, discrimination, retaliation, | |
| if a company would give him more money, better benefits, and more vacation; only thing couldn't negotiate was vacation; makes up for lower pay; holidays | |
| pay/recognition for quality of work that you do - plaques, letters don't pay bills | |
| lack of support with problems with inmates, mostly feel supported; would be done if seriously injured or assaulted | |
| offered a different job with higher pay | |
| policies | |
| Feel like when her time here is done | |
| work circumstances; targeting by a supervisor; lack of communication; | |
| what is mission/vision; had closed door opinion | |
| salary | |
| frustration with lack of support with facility management; refusal to listen to staff, concern for physical and emotional well being due to this lack of support | |

Survey 2 Data

| Q17: What is the most important factor that would cause you to leave the Department of Corrections? | |
|---|---|
| Have so many years in; would be pay - if younger; can't really leave; | that's rough, age/time stuck |
| management of the facility and human relations to warden says no doesn't need to, no visibility of warden or asst warden, not attune with what goes on in classroom.; mentions about how inmates treat them, told "that's the job", use four letter words, support; | process, warden asked to come back lack of |
| if it became too stressful and needed to maintain standard of living based on pay and comfortability of knowing job. | |
| don't really have a factor that would cause her to leave. | |
| lack of flexibility. | |
| when he sees things happening that are helping but hurting the profession that he loves. procedures were hurting line staff. old administration would make decisions that greatly change how things are done and may make job unsafe without seeking opinion from staff. | |
| would be his | |
| admin not having staff's back. over the recent year it has been catered to inmates a lot. | |
| pay, and how she was treated at facility by management or by staff. | |
| better paying job. or a job in degree field. | |
| n/a | |
| better training job, state fire marshals or another training job. | |
| communication and leadership. | |
| at this point, or retirement. | |
| if it interfered with life. | |
| injury inflicted by an inmate, seeing danger where I can't handle it. but has not seen that | |
| retirement; or moving to another place. thinks the stress here is killing everyone. | |
| lack of appreciation; being not shown any would be a cause. | |
| stress; lack of support and encouragement; grossly underpaid in this profession. | |

Survey 2 Data

| Q17: What is the most important factor that would cause you to leave the Department of Corrections? |
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| <p>poor supervisors. Have had more bad ones than good ones in this department. would follow everywhere worst experience of life and all due to administration.</p> |
| <p>no confidence in the Administration. Understand that may not be told about everything. expect that good decisions are made for the long term; feel short-term decision are made. Spec not funding the support for the recalculation - based on money, but ways to get funding for special projects when it would benefit dept. the recalculation required another level of integration- required comm from courts, State Patrol, the whole enforcement community. Funding for a new facility was denied - knew in 2006 that crowding would be an issue. General fund is there for when Corrections has a need; many positions not filled; doing cost savings by attrition only. Many openings in health services; told Director with the info in the newspapers - it's going to be hard to get people to work at Corrections.</p> |
| <p>has been through supervisors who showed favoritism; almost left. would have. would leave if there was a A form - job well done form. B - form (counseling). doesn't give out enough A forms; need to acknowledge (personally), not through an email form the director.</p> |
| <p>hire someone else at same pay - if ever was told not doing well. It would be her decision.</p> |
| <p>money; better benefit package; supervisor that would stress him out.</p> |
| <p>money - which could be here if given the chance. thinks some of the upper level management needs to be gone. would like to be part of the change, it's the good old boy system that's in place. it's bs...doesn't make the Department look good still in effect in today's world. have seen how it works here with the sentence calculation and how that went. some things are turning a blind eye to and not willing to make a decision. Director says willing to talk, but is not that open. Dissatisfied with the way changes have been made so far. Now looking at \$2M in budget cuts; can't do that on cell phone usage and toner - affects staff. there are items that can be looked at to cut/reduce; not willing to say no to the inmates. Inmates ask, don't get, they contact the Ombudsman and get what they want.</p> |
| <p>if management changed.</p> |
| <p>cutting out voluntary overtime and not getting an adequate raise. they give preference to opportunity to custody staff firsts and give them raises first. If I ask for opt the new custody staff get 1st choice compensate us for longevity ; at the same rate with a pay plan for 10 years who will reach the max at \$25; going to county is a \$5/hour increase. must make up wages with working overtime. too many inexperienced people</p> |

Survey 2 Data

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| <p>Q18: Would you describe the philosophy of the Department of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both?</p> |
| <p>Blend of both. I work in _____ unit, there are always going to be those inmates who don't want to rehabilitate themselves and that's when you need to switch to the punishment side because you can't just let them run loose in here.</p> |
| <p>Blend of both. It seems like we are moving in a very humanistic direction with includes rehabilitation of which I am very supportive. It seems that there are still line staff and management staff that still lack an understanding of a humanistic approach toward coworkers, employees and inmates. I would like to see those individuals with unhumanistic attitudes receive training to overcome their deficits in human relations.</p> |
| <p>Blend of both. Lean more toward rehab, I think they should be punished more. This place before the riot was like a day camp. Stamp club, walking league, fantasy football leagues. They get more than what people on the outside think. We should have more programming but maybe not that kind of stuff.</p> |
| <p>Blend of both. Rehab just hasn't hit the bar yet. Either we do rehab right away and they have to wait for release and cannot apply what they learned out on work release.</p> |
| <p>Blend of both. Until recently, the last 4 years, _____ have changed from law enforcement to more of a social work or case management style. However, there are people that still are stuck in their ways of punishment, punitive punishment. But I see it less with younger employees.</p> |
| <p>blend of both; for as long as I have been here the dept. has worked hard on bringing in good programming and send them out better people and more educated people. we have dangerous people here and must use the disciplinary procedures to keep everyone safe.</p> |
| <p>blend of both; sometimes I feel they need to improve; they hire the cheapest people; stop people from doing what they are doing and ignore it; end situation; they make it worse for the inmate; most qualified staff needed not cheapest which means they don't care about these people</p> |
| <p>Blend, leaning more toward rehab. The philosophy. The reality leans more toward punishment.</p> |
| <p>BLEND. I THINK REHAB IS ON A SIDELINE. I THINK THEY ARE MORE INTERESTED IN THE INMATES SERVING THEIR TIME AND GETTING OUT. THEY DO NOT HAVE ENOUGH REHAB SERVICES FOR THE INMATES.</p> |
| <p>BLEND. I WORK WITH MOSTLY COMMUNITY INMATES. SOME OF THE THINGS I AM SEEING IS THAT THEY HAVE REQ PROGRAMS. SOMETIMES THOSE PROG GET CANCEL DUE TO NO TEACHER OR SOME OTHER REASON. IT BOTHERS THE INMATES THAT THEY CANNOT COMPLETE THE STEPS TO GET OUT AND GET STUCK IN THE SYSTEM.</p> |
| <p>Blend of both. They are punished by sending them here. We do a good job if they want to rehabilitate. there are opportunities. I take pride in what I do, I teach them a skill. they learn things here and can take it to the outside. It is possible for them to get a career in the food service industry. It might keep them out of here.</p> |
| <p>both because they have been sent to prison for punishment; our focus is to try to rehab to be productive citizens and not come back; their punishment is their incarceration and we are not doing anything else; our goal is to keep them locked up and the public safe.</p> |
| <p>From what you hear, both. That's just based on what I hear and read, nothing that I've ever seen.</p> |
| <p>I DO NOT SEE THE REHAB PART AND I DO NOT REALLY SEE THE PUNISHMENT. THE RESIDIVISM RATE IS HIGH. THEY HAVE CUT MENTAL HEALTH AND PROGRAMS. IF WE ARE HELPING WHY ARE THE COMING BACK SO FREQUENTLY.</p> |
| <p>I don't see a lot of rehabilitation</p> |

Survey 2 Data

Q18: Would you describe the philosophy of the Department of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both?

I like to look at it as rehabilitative. I know some won't be.

I say it is more neutral, we are moving towards rehab. I don't think we have ever been here to punish. We sustain them until they are ready to go.

I think a blend. The programs that they are starting or reevaluating is for the betterment of the inmates. As far as punishment I think it has to be there or things would run a muck.

I think it is a blend of both recently. I also think they put more time, energy and money into helping the inmates as opposed to staff.

I think it's more rehab....what we're striving toward. I know that's very much what we're striving for. We really need to have that cross-over in the community when they leave us.

I think it's mostly rehab. We're not here to punish them. It's their own personal preference what they want to do when they get out, though. We give them opportunities, but that drug money is a little too easy to come by.

I think that it is rehab. There are a lot of classes. you can get a GED. Mental health treatment. If you want to change an inmate can through the programs.

I think they want their image to be a blend, a good balance of keep the bad guys locked up and rehab for the others and in actuality I view it as more punishment which is why I think when I come into an institution to do inmate classes, the classes are well received. For example in the last summer, I go to to their STAR unit (population with mental health issues, smaller group in own unit.) They are to get group sessions everyday, found out from staff, I was coming two times a week, for 6 weeks and they were counting my classes as their sessions rather than the counselors doing sessions. Counselors were coming once a week and they were suppose to get them every day. So sometimes you feel kind of used, and the was trying to tell me how to run my program. You start with that group and have to stay with that group to the end.

I want rehabilitation, but the new people are moving towards punishment. We have to fix this. Their punishment is being put in prison.

I want to say rehab, but unfortunately I do see at times that they're being disciplined. A little bit of both. Unfortunately I don't agree with that. Their incarceration is their discipline.

I would almost say it is at least at this point, it is just warehousing. There is some effort for programming but mostly they are just waiting and doing their time.

It has changed from more discipline than rehab and now it is rehabilitation.

It is neither, you cannot rehab someone who does not want to be. You cannot punish them. We cannot punish them if they cause problems. We let the inmates run the place. they tell us how to run the place.

It's gotten better. I used to say it was a livestock market, a few years ago we were just housing them like livestock. But I see it getting better. I was a in Tecumseh and I can give you a lot of examples of the warehousing.

Kind of a combination because we're going through so much change. They're trying to balance it.

Survey 2 Data

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| <p>Q18: Would you describe the philosophy of the Department of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both?</p> |
| <p>MORE OF A BLEND. IT IS A HOUSING WAREHOUSE. THEY DO THEIR TIME AND GET OUT THE DOOR. WE ARE NOT PUSHING THEM TO GET BETTER. IT IS A "FAKE IT TO MAKE IT" FACILITY. IT IS A REVOLVING DOOR. THE MORE WE PUSH OUT THE MORE THAT COME BACK. IT IS BETTER HERE THAN ON SOCIAL PROGRAMS. ROOM, BOARD, MEDICAL, NO RESPONSIBILITIES.</p> |
| <p>more of a rehab; we want to show inmates how to live in society and follow the laws; the protocol are not abusive or out of line...it helps protect them from themselves; educate them to be civilized.</p> |
| <p>More of a rehabilitation. Just watching the progression as they go through the system.</p> |
| <p>More rehab, but I don't even see that. It's definitely not punishment. I think a lot of these inmates have it better than a lot of people on the outside. They don't have any responsibilities, besides maybe their child support. It's not much. They get a lot of stuff for free.</p> |
| <p>Moving to rehabilitation, but because of the change in leadership. We were more towards punishment before current director. We do reentry services now that seems to be helping with transition.</p> |
| <p>Neither. We do not rehab inmates. They act like they live on the street. They wear their clothes like they are on the street. We could do mock interviews. We could teach them to talk properly so they can carry on a conversation. We give them 10 hours of extra work for cussing out staff, but that is nothing to them.</p> |
| <p>neither.....basically other than being incarcerated, not being punished; inmates seem to be running the facility rather than 18 years ago ; rehab opportunities...not as many classes and educational opportunities; not much vocational training like the men and other states have (other vocations) so when released have some skills; more idle time on their hands now; being here is their punishment; they have a lot more free time; not much expected any more; when I first started they were held accountable ; if they complain enough, they get what they want/admin gives in; if they bring up an issue, it wasn't automatically changed; a lot more thought was put into changes rather than giving in to inmate. squeaky wheel gets the grease</p> |
| <p>None of the above. The inmates do not have the rehab programs. Once they get into community programs they fail and just come back here. They know that they will just go in and out of to the community based programs no matter what they do or do not do. the inmates run the show. The inmates need to be held more accountable for their actions. Whether minor or major it is just a slap on the hand.</p> |
| <p>None of them. They're a warehouse. All they want to do is store them and get rid of them.</p> |
| <p>PASS</p> |
| <p>punishment of inmates: I don't see a lot of rehabilitation. I have been here a long time, they keep coming back doing the same things. I don't have training in rehab, so I am not sure of what they do here. does not appear to be working.</p> |
| <p>Rehab. There punishment is being here. I do not think they are punished unfairly while they are in here.</p> |
| <p>Rehab. We are trained that being here is the punishment, but once they are here it is about getting them ready for reentry. Having a safe place to live and educate themselves.</p> |
| <p>Rehab. What punishment do they have here other than their freedom. We have people breaking the law to get health care. Especially the older inmates. Punishment would be a whole different ball game.</p> |
| <p>rehab...we do our best with the funding available for programming; we do well with what we have; we need more programming; we need to make them productive citizens</p> |

Survey 2 Data

| Q18: Would you describe the philosophy of the Department of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both? |
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| Rehabilitation of inmates with all the programming and services we provide. I don't know how I'd feel if I was more on the corrections or custody side of things. |
| Rehabilitation. |
| Rehabilitation |
| Rehabilitation |
| rehabilitation = continues to move forward to make new innovations in programming and reentry to help inmates transition back into the community to be successful citizens; dept. continues to do programs like MRT, anger management, inside out dads; parenting, nursery; to show the inmates a new way of thinking. |
| Rehabilitation because if you look at our population, most of them will be getting out. We need to prepare them to get out and not return or at least commit crimes that will bring them back to prison. |
| rehabilitation for the most part, we do not punish anyone. |
| Rehabilitation of inmates. I don't feel they're punished enough. Bigger and better TVs, water bottles on the yard, things like that. They're too comfortable. I agree they need to be rehabilitated, but I wish we'd be putting the money into mental health programming instead of stuff that makes them more comfortable. |
| Rehabilitation of inmates. I was always told that they're here AS punishment not FOR punishment |
| rehabilitation of inmates; as a dept. and facility offer a lot of opportunity to change in thinking and growth; residential treatment inside of the prison; school to earn GEDs; a lot of really good...parenting, RAP, MRT, OASIS, 7 habits; help is their and each individual chooses. |
| Rehabilitation, especially with the new director. The more education things you provide them to change their mindset the less discipline you have to do. The one is going to change the other. |
| Rehabilitation. |
| Rehabilitation. |
| Rehabilitation. Given the limited resources at time for programming opportunities there is still significant opportunity for inmates to get programming that might prevent them from reoffending. |
| Rehabilitation. It's already proven we don't have to punish anyone. The judge punishes them. |
| Rehabilitation. Their punishment is just being here. I don't feel that it's our job to make their time here any worse. |
| Rehabilitation. We coddle. |
| Rehabilitation. We don't punish. They (the inmate) might view it as punishment. that is not what we are here for. |
| Rehabilitation. We offer a lot of services that most people don't even hear about. They have quite a few opportunities to better themselves. |

Survey 2 Data

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| <p>Q18: Would you describe the philosophy of the Department of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both?</p> |
| <p>Staff as a whole - it's punishment. I also believe, though, that the director is implementing policies that hopefully will change that way of thinking.</p> |
| <p>Strictly rehabilitation. I have never seen anybody ever be punished here.</p> |
| <p>The NDCS is about providing punishment to offenders while they are in the process of fulfilling their obligation to society, rehab should be a primary effort and I believe the dept. is beginning to constructively approach the issue.</p> |
| <p>The philosophy is rehab. The practice is a blend of both. and I do believe the corrections library and librarians could help make it more rehabilitation.</p> |
| <p>The philosophy is structure and rehabilitation.</p> |
| <p>The philosophy of the department is rehabilitation and strongly pushes it. To the point that staff are sick about hearing what you're going to do for the inmates versus what you're going to do for fellow employees.</p> |
| <p>The prisons are so overcrowded, not everyone there is getting what they need. They are not given the attention they need to be reformed. we are asked to give them the assistance they did not get in the facility. People look at it as punishment. where they get the attention they needed.</p> |
| <p>The trend is more of rehabilitation. That's been a big push. A lot more social workers getting involved. The inmates have a lot more people involved.</p> |
| <p>They want rehabilitation</p> |
| <p>Warehouse. A lot of inmates talk to me about their situations and they all say there's no programming. These guys have it tough in a lot of ways because they have very few options on the outside with a felony on his record.</p> |
| <p>warehousing them, stack them up and if they want rehab, it is there</p> |
| <p>we attempt a blend of both, limited resources and funding does not allow us to rehab</p> |
| <p>We're getting better. It used to be warehousing to a certain extent. Under new management I'm seeing a change, which will serve us better. Previously there was a disconnect when they came out. If they have some tools when they come out it makes it easier to match them up to resources in the community. Otherwise it's like starting all over again.</p> |
| <p>What I see is rehab. My boss sees them paying and learning. He aims to rehab.</p> |
| <p>definitely rehabilitation; see the changes director Frakes making, reentry - said since she's started 80-90% will be out during our lifetime, when it comes to interactions with inmates, parolees; rehabilitation - added programs with anger management, domestic violence, college services, MRT - department moving in that direction</p> |
| <p>rehabilitation - plenty of opportunities to do that if they choose</p> |
| <p>combination of both; think that people in areas that want to help people have a better life, the mentality that their inmates, scumbags, not deserving, lot of older school administration, lieutenants/captains, not retaliate; by and large look for ways/opportunities to get back at inmates; glad he was in</p> |

Survey 2 Data

Q18: Would you describe the philosophy of the Department of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both?

blend of both - coming from parole, while on parole, have multiple programs they have to do, supervision, but yet there are consequences with not following through with parole

did a lot of paperwork on inmates that fought and inmates that didn't fight; his paperwork got changed to keep kids locked down; before would be punishment; now word game segregation, lockdown, not retaliate; does believe they try to rehabilitate the best they can

blend of both, there are people who try to help people help them, then there are others who look for opportunities to mess up, get in trouble, mess up passes, furloughs, don't help everyone, help who they want to help, more bad apples than good apples (employees)

blend of both; however, there has been a lack of actual resources to get inmates rehabilitated until they get to get to there was so much pushing inmates through that overcrowding; need to get programming before they get to needs to be more rehab in facilities should be last stepping stone

rehabilitation at this point, do to all the services we provide, try not to keep people in seg/restrictive housing as long as possible, do more with mental health, inside a secure facility or outside, geared program than punishment

blend of both; needs something that's not retaliatory or inhumane

blend of both lot of the staff do things/tools to hurt inmates, whether passes, furloughs, if inmate tries to get a GED, don't make an effort to make sure he's successful in doing it; can't do testing now; culture starting to hurt the inmate; definitely has a culture of fear...top to line staff; some grievances inmates are having are due to employees....filtering down

offer for rehabilitation; whether patients pursue that or not; understand incarceration is punishment; not as punitive as you would think it should be; am impressed with time and effort into trying to rehab people

offer a lot of programs, like to see them continue, clubs, AA; we aren't lots of volunteers - 2 AAs 1 Hispanic AA - deputy warden said we didn't need Hispanic AA, have the volunteers from community; Hispanic AA met at 6, English at 7 - now not all together - got complaints from judge, lawyer, did write the warden, deputy warden; programming as a whole, management makes changes without input, get them off the yard; narcotics anonymous; not just warehousing Alternative to violence program - want to eliminate; wanted to measure programs, if inmates off the yard for 3 day weekend; stressed out when asked for data

rehabilitation - hindered due to space; budget to be as rehabilitative as we can; which may cause people to think we are being punitive; not about punishment

blend of both on lower scale; not either is what he would say it is

mixture, punishment, sometimes you have staff that just don't belong in corrections; when she was in custody; some staff relish over thought of custody/power over inmates; rehabilitation - that's what she's about; daily users she gets to know; mission is we want to rehabilitate; sometimes a little of both; based on people working here

mission is to be rehabilitation, however, from what he's seen over the years, he's seen it go from a fairly good attempt to rehabilitate (i.e., college, body shop, metal show, construction shop) to very little classes and schooling compared to what they have; housing people until time is up; issue to get inmates to get into programs

Survey 2 Data

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| <p>Q18: Would you describe the philosophy of the Department of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both?</p> |
| <p>rehabilitation; more worried about treating people than they should just be in prison; there are some that will benefit from treatment, but others that wont - keep trying, trying, trying - sometimes that's to negative; putting parole or inmate before community</p> |
| <p>blend of both, at this location gotten better, more toward rehab than punishment, staff before was more on punishment , consequences for people who stood up for that, focused on rehab now</p> |
| <p>saw a case where (inmate) being transferred, sprayed into the face with OC, he was in restrains, deputy warden sprayed twice, went to didn't take highway 50, was lost almost to Kansas border, didn't spray them - covered up inmate assaulted by another inmate, reported by (interpreter), had been in cell, held hostage for 2-3 Inmate was released and returned to segregated housing, not enough time, he needed to be put in front of AG; 3/15 what was going on with , didn't want note sent, she would make a call Further compounding problem with public</p> |
| <p>rehabilitation; before she came to work here, needs to be more punitive; going back to society; like the direction as department is going; here to not punish them, not sentence, that's the judge, we are here to handle the aftermath of when we; looks forward to seeing Director Frakes be progressive, Nebraska needs to move progressive; we are one of a very few youth facility systems in the country; why are we not being capstone, tons of people from other countries come in to see what we are doing; not many youth facilities, like to see professional development, see other facility and do you thing, DCYC comes through for tours in other states</p> |
| <p>blend of both, on paper, the department is about rehabilitation, written mission statement; department tries to incorporate programs that rehabilitate, for the young men at there is a lack of boundaries taught, a lot of bad inmate behavior is tolerated, and with the court system, inmates often don't get consequences or consequences are limited/so long after issue - has no impact on them; some of it might be a maturity issue, some might be a parenting issue, if we have young men with no boundaries, must hold them accountable, don't believe that's being done</p> |
| <p>rehabilitation; punished because you are in here, rehabilitate to comeback to society, what she sees was it inmate, and then look at what they did, would have they done the same under the influence, got to give them hope, if you don't teach them positive here, but get back out, some are on drugs/alcohol abuse; if you can give them hope, can change; anyone can</p> |
| <p>blend; but punishment - not so much, but containment, not punished, let's just keep them contained</p> |
| <p>policy is for rehabilitation along the idea of being in prison is a punishment. there a sanctions for poor behavior in prison but it's more so to help them find a better path so when they are released they will not reoffend.</p> |
| <p>the goal is to rehabilitate. no punishment but behavior modification.</p> |
| <p>has not witnessed the punishment of inmates. A blend of both. the majority is rehabilitation. doesn't like the word punishment because doc is providing what the law requires, restricting inmates ability.</p> |
| <p>rehabilitation. focus more on that than the punishment. there is discipline to curve the behavior behind the wall. the punishment is their sentence. struggle with rehabilitation is the cost. want to do more programming but it cost more to do this. that is their focus and trying to do the best with what they have. all staff included in rehabilitation thought process classes.</p> |
| <p>rehabilitation, been with doc long enough to see the changes in the dept. when he first entered there were more punishment aspects to it. but over the last many many years that dept. has been focused on providing funding. but the problem is the funding. blames on 10 years governor and the continued requests to cut this budget.</p> |

Survey 2 Data

Q18: Would you describe the philosophy of the Department of Corrections as one of rehabilitation of inmates, punishment of inmates, or a blend of both?

blend of both. trying to rehabilitate but doesn't do good job because they do not have the programs they should and of the programs that they do have the inmates don't take it serious and neither do staff. inmates are punished for their crime but they need to be given tools to go into the community. sending them out into the community to look for a job or making them work doesn't teach them how to get a job and how to keep a job and support family. instead of funding programs dept. spends money on other things that may not be needed such as creating a new position for a position that already exists.

blend of both. has to do with the culture of staff. there is a lot of inconsistency in how inmates are treated. some staff are willing to help and some staff are out to make inmates' lives miserable so they don't try to help and in the long run they hurt more than they help.

blend of both, and that depends on the staff that they work with directly. some staff is geared towards rehabilitation and works with inmates on getting them prepared to enter the community again. other staff writes up inmates for personal reasons and not proper disciplinary reasons.

rehab. thinks dept. does everything possible to give inmates opportunity for programming as long as it is safe for the employees or institution .

rehabilitation. doesn't see punishment. it is a reward if the inmates are going what they are suppose to be doing. inmates have a lot of control over where they are at.

what I see is a blend of both. when I first started there was more rehabilitation programming. but as time has gone by funding has decreased and now it is more of warehousing. some things are changing like is becoming a treatment facility which is good.

it is just a holding facility. I don't see that much rehabilitation or programming. some of the case managers fart the inmates off, "don't bother me."

blend of both. doc doesn't offer enough of the programming to actually do justice and help a lot of individuals that are here. mental health services, need a lot don't know how to get enough for some of these people and unfortunately a lot of them are going to come back because they know they are safe in prison and will get their medications in prison. but if you are just housing inmates without giving them the opportunity to better themselves and how to better deal with life and life situations then in a lot of ways it is more of a punishment. like being locked up like an animal. and some who don't even know how to behave (aggressive, throws feces, etc.) you have to put them in seg. and that is like a punishment because people need the human interaction. but it is what needs to be done for safety.

blend of both. you have to give them some sort of punishment when they do not follow rules. that is why they are in prison for not following rules or laws. something they never learned. lack the guidance.

blend of both. Not sure why a blend.

rehab; not necessarily punishment; quagmire until can get into programs, due to funding. not the fault of staff, but not 100% blameless either.

blend - try to rehab and the focus is there. policy is one of punishment; need to talk about positive reinforcement rather than punishment; hard to do when inmates are caught doing wrong versus when doing things right.

Survey 2 Data

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both - very justice oriented. feel people need to be held accountable and feels that way in job. In this facility, it's a work release facility. worked on death row for a few years - not rehab. Depends on the facility.

blend of both. It's the current philosophy; while here get the help they need not to reincarcerate.

rehab. They try to do everything can to succeed or make it on parole. Up to the inmate though.

rehab. try to get inmates to do better; can't make them if don't want to. there are those that want to make a change in their life.

last 8 months - a change of philosophy. Blend of Both - blind faith in Mr. Frakes; turning more towards side of rehab.

motto is prison is punishment enough. Has been a push for rehab (statutory) to release faster. Can they be fixed? some can, depends on themselves if they want to improve and not re-offend; will take classes. Some will float on by so they can get out - get out and re-offend.

prison is punishment - they want it to be rehab according to newspaper accounts and legislature.

blend of both; they offer services but there is a catch. through the RTC sub abuse you get parole; a lot of guys are being told you do these programs you get paroles; a lot follow the rules who come up for parole hearing and get denied. they take a problem inmate and if they do the program, they get paroled. Don't force and guarantee parole....make it voluntary. a life sentence for murder...positive psych eval/points...etc. had problems with cell mates, protective custody...I was directed to run classification for removal from EC and put him back in min custody even though he did not meet for min. I ran it for refused and isn't back on EC. they set him up for failure ;

Survey 2 Data

Q19: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for DOC as a whole?

AS A WHOLE I WOULD LIKE TO SEE A MEDICAL CO-PAY FOR THE INMATES. THEY ABUSE THEIR ACCESS TO DOC AND NURSES. IT WOULD CUT EXPENSES, IT WOULD CUT DOWN ON ABUSE, AND MAKE THE INMATES MORE RESPONSIBLE FOR HELPING MANAGE THEIR MEDICAL CARE.

Be a lot more transparent with staff. More staff meetings. More town hall type meetings. Higher ups should be out talking to staff more and taking their opinions into consideration. Incentive for a rural facility. Day care assistance for staff. If you get mandatoried you have no options. If you work 2-10 you have no options. If we had a day care run by the facility we may be able to attract more people. There need to be more support services in this rural area.

Benefits for medical. I don't accept medical insurance here. I can purchase medical insurance
I would like to get the money for insurance that the state does not have to pay for me.

biggest suggestion as we increase staff in security also need to increase staff in programming areas; not enough to create a safe and secure environment but need also to provide an environment that inmates can thrive to make them successful when they leave the facility.

Completion of treatment needs before they get out. They should be doing this in the facility and not after they get out of the facility. Otherwise, we need money to get them to do this once they are out. They come out with no money and cannot take this on themselves. I would make the treatment be tied to their parole, they don't leave before they complete treatment. If we really do have to work with the highest risk people, I think we should be armed. I do not feel safe if we are only working with the highest offenders as the Leg is proposing.

definitely need longevity pay so new hires don't make the same as 30 years; insurance shouldn't cost as high as it does; we have to be able to retain employees and reduce the high turnover rate. this last year I have sat on more hiring boards than the last 5 years together. more educational and vocational opportunities for inmates for both employability when release and productive idle time. better communication between shifts, areas and administration. A disconnect between areas occurs in communication. Our facility has a lot of inmate movementin/out of unit;come and go as please during open hours, unlike the male facilities. The male facilities have 10 min to come in and out and females run and in/out....lot of fights because of this. Also don't know where inmate is; lot of I don't care attitude of inmate and no respect; don't care about room restriction/segregation because they come right back out; punishment is inconsequential/very indifferent. Never had that before. The inmate used to care. find a way to limit inmate movement; decrease idle time; split lobbies; running of the doors;

Department - hiring process makes no sense sometimes. People who would make good supervisors don't get promoted but people who wouldn't but interview good do. Culture of fear is still there. If you voice your opinion you get blackballed. That's still there. I don't think that will ever go away. The good old boy club in the institutions is a big problem. I'm sure it still is.

Department as a whole - someone from the outside should review the staff training academy because we need a different type of training if we have the people coming in that we're hiring. - Improve communication, not be so quick to bring disciplinary action against employees but coach, teach and work with employees. Creates disgruntled employees who are damaged beyond repair.

effective communication among all departments/staff....security, mntc, unit case workers to succeed at our facility on all shifts; shift does not communicate well; they need to rotate shifts between 1, 2, 3 and get clicks within the groups and they are disrespectful.

Survey 2 Data

Q19: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for DOC as a whole?

the need to give us the tools to be able to do our jobs...an electronic medication record, an electronic health record and to have comparable salaries for nurses in the community so I can attract good staff. I'm barely hanging on because the only staff I can get are the ones who couldn't make it other places.

to be successful, we have to have rehabilitation take place earlier. This look at job skills for these people, not filling out applications, but real skills. If they need treatment, they kick these people out and making them pay for treatment out of pocket when they leave. Too much stress, use drugs to cope. The inmates are getting mixed messages also. If they are over 23, they are told they do not have to get a GED. When they get to parole, they are told they have to get a GED in the community. Information has to be updated prior to release, we do not have all of the info on an inmate when they get to parole. The system is not current. They have no certificate when they meet with the worker. mental health is too overwhelmed and needs updated. Look at having drug alcohol treatment people on staff outside of Lincoln and Omaha. We do not have vouchers for treatment, if we had one on staff we could get this done. They cannot pay out of pocket and will help us with getting them back on their feet. Western area does not have enough resources. providers are asked to cut their fees, some do some do not. Paroles need to know things about grants and money is out there, but this info is not up to date. They have to relocate to get funding. causes a lot of confusion to families and paroles. a lot of out of pocket. No way to live.

From what I've been reading they're starting to educate these kids. What I'd like to see is to get ahold of these kids and change their environment when they're young. So they don't come here. You've got to get into their house and change their ideas. Maybe it's at school? I pray about it, but that's all I can do.

Getting the staff the tools and resources that they need - my facility doesn't offer GED testing when that's what we teach. That kind of defeats the purpose. Increase IT assistance at the facility level. Better supervisor training

grade staff at least so we can compete with the custody staff. they can walk in here and make a dollar and a half more in pay than food service. they would be fools not to go over there, I cannot blame them

Have a special box for suggestions without retaliation and confidential. I can go to someone but they won't let me address the issues. Your boss can be a jerk and you can't complain. Have people from outside to evaluate the situation, like this survey. That way everyone would be careful as to what they are doing. Accountability and responsible for what they are doing without retaliation.

I can't think of any right off.

I do my best to speak my mind and my administration does a great job at listening to them and trying to go forward with it. I am not in position to make changes with the department so I guess I will make suggestions when I see a need.

I don't because the job that I do is limited to a certain area and I don't work with all the policies and procedures.

I help another with reentry, we split it. DOC took over reentry, we will have a lack of communication with parole so we need to be able to get on the same page with the two depts.

I think I already stated what I would like to see change.

Q19: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for DOC as a whole?

I think if all staff were really held accountable to the training we actually receive, we would be in good shape. We obviously need increased funding for wages to attract and keep good staff and to implement improved programs. We definitely need improved communication so staff know what is going on and I think we need someone to look out for corrections staff. I really do not know where to go to with problems.

And I guess I see as one of the big problems is lack of respect for each other and support for each other. Working together to encourage and help.

I think raises or raises for performance would be helpful. I think more positive feedback would also be helpful. The only feedback you get is negative or none. I have learned you don't want feedback at all as it is negative. You do something very well, you never hear about it.

I think that just improve staffing would solve most of the departments issues with retention, not necessarily the pay or benefits but I don't see how you can improve staffing without improving pay and benefits.

I think there needs to be more emphasis on project management and the people who control finances need to work more with on funding projects, instead of just "no, no, no." A lot of the things asks for are to make the who agency more productive, not just something wants.

I think they should look at either pay/benefits pension program. I know pay is an issue, but if they could do a pension here that would retain people. They use this job as a stepping stone and that might keep them here.

Q19: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for DOC as a whole?

I think this study is a good idea. This did not happen over night and will not be fixed over night. Corrections should not have been a chip for the Gov, or Leg over the years. Corrections should not have been under the Gov, we should have an elected official. When the regional centers closed, we got over crowded. they kicked the can down the road, and now they have no one to blame but themselves. They wanted to save some dollars and that is all they cared about. politics and money should not dictate our moral obligations. We are responsible for 1200 guys here, no one is less important then the other one. We are responsible for every part of their life while they are here. We have a youth facility that operates at 98,000 a year, but here it is 38,000 a year. we offer no programs. when you leave here you get \$100 and the clothes on your back. they cannot even get a motel room. they get cancer and come back because they cannot get insurance. we have to look at things differently then we have been. we are treated paramilitary. we see the local police agencies and Ferguson and what not, who are we at war with? these are not our enemy? why paramilitary? There is us and them, mgmt. and direct staff, inmate and us, always against another person. simple policies would be helpful. if you are nonviolent, why are they even being sent here. the Judicial system is not helpful either. we need good staff, who can be trusted. we have had dirty cops, bringing contraband, etc. if \$16 an hour is going to attract people, they probably are not a high caliber employee. McDonalds is going to pay more than this place soon, why the hell would they work here. Our culture when I started, I worked for a LT who cussed and said racial slurs. No one dealt with him. there are others here who I question how they got into leadership. heard one guy say things and she giggled. However, if I did it, I would be written up on charges. equal treatment wise not happening. these are the guys who did our training, not the type we should have been modeled after. We should be calling the old employees who left here and see what they have to say. Mr. Frakes got a shit sandwich with no bread. I hope he is up to the challenge. He cannot be scared to asked questions. we missed out on millions for years, we have a broken infrastructure and the dept. failed to ask for what they need. Now we are totally fucked and we need to ask for money. We were told to cut cut to make the Gov look good, now we are screwed. we are three years away from seeing anything good coming out of. Warden meetings happen, but people seem to walk around here like they don't have a clue what they are doing or who is in charge. The state knows the union is weak. The union cannot do anything and no one joins due to it being worthless. they gave up everything we have that was good. How did they help us, it didn't. If you are cutting people, how will you ever hire anyone? Most don't use the union, so they go after us because we cannot pay for representation. We need an arbitration review committee to be an employee advocate. they can review A and B forms and look at fairness. We get statement of charges if we call in or say something. We have the ombudsman, but they suck and good luck with them. An employee advocate needs to be found since our union does not give a shit. The union is all about fighting for mandatory overtime, where the hell where they 10 years ago when it opened. Now it is in the news and now the union wants to help. We need a union and we need to join the Law Enforcement union. Administrative staff, we are 24/7 and there is no carry over into the shift. A warden or asst warden needs to be here until later in the day. We need more than a LT in the facility. We would feel more like they care if someone was here. they might spend 20 hours on a b form, but if I tell a guy to get his head out of his ass, I get a NOA. (this guy was very animated and very opinionated. He has talked for over 1.5 hours and I am having to shut down the interview to get the next person in. He was 30 minutes late due to being on the wrong side of the building) Let employees give feedback into the policies. Let them feel like they have a say. we need to build a team.

I think we have a good direction going

I think we need better communication, more effective. Two way street, not one way. Front line should be able to provide input and have that input given attention. A lot of good people working here. So many have good ideas, they do this work because they love their job. Having worked here, I am proud to say the DOC employees are equal to the LE people in the street. You are with known offenders all day, everyday. Use survival tech you don't use everyday. You can be shot on the street, but an inmate can kill you just as fast.

I would have a list if I had known ahead of time. Putting budget toward , communication and training. Request input from affected employees about changes that are being considered. Don't just rely on administrators. The paramilitary is too much. They focus too much on that.

I would like leadership to question why thing occur, talk to staff who are involved and do something with what they hear. Better retirement, wages, take care of employees. Quit having ACA dictate our jobs and adding more things to our workload. Let us do the job we actually were hired to do. All I do is type reports, not supervising my clients.

Survey 2 Data

Q19: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for DOC as a whole?

I would like to see more staff so we don't have individuals so overwhelmed. If you do a good job, you get more work and duties and this burns you out. Need to spread out the work to other employees to avoid burnout. we need to reward people, reward people for not using their sick leave and coming to work. People abuse the sick leave as a vacation day.

I would recommend automation for example the holiday gift program. Putting the order form on website so that family members could order the inmate a gift for Christmas. This would save the inmate from buying an envelope and stamp and having to send it to the family member. We could also automate, the form filled out and submitted electronically. Save postage, accounting data entry, eliminate errors, automatic deposit. Saving the agency tons of employee time.. I brought this to two different dep. directors two weeks ago and I was told, they did not want to be the one to make the decision so "not at this time".

I would say for the NDCS as whole, they are trying to brain storm ideas for change, bring in the experts in the field. I think too often decisions are made in Central Office without considering how to implement a new idea, lot of times lack of consideration of the impact it will have in the end.

If inmates go to sick call/get prescription/get glass they should have to pay a co-pay. If they mess up in community program they should go somewhere else rather than back here to wait to go back to community program.
in other states - they are ran differently. When they come back it is like a family reunion.
When they come back there is no penalty for failure in the community based program.

if the facility ran yard time and each housing had specific time to be in yard; SAU inmates are not to be with general housing units would create less sneaking around. Women in treatment would be open in sunshine rather than the dog kennel. Not open yard time. more consistency in employee response to inmate questions/requests.

THEY JUST COME AND GO - THAT IS NOT FAIR AND MORE WORK WOULD GET DONE - NO INCENTIVE FOR LONGEVITY I AM OVER THE MONEY -
WHY CANT I GET WEEKENDS OFF - WE HAVE TWO POSITIONS WE CANNOT KEEP FILLED\ UNIFORM REIMBURSEMENT - IT IS SUPPOSED TO BE IN THE COST OF LIVING, BUT THE CO GET THE SAME COST OF LIVING AND FREE UNIFORMS.

Increase staff, pay, do some studies of national pay for corrections workers. In the last 3-4 years, the management has really impacted how he feels about this job. It's not even burnout.

Increased training when it comes to proper use of community based resources. Some officers have it down and some don't.

Line staff consideration should also be a top priority. I don't know why their advice and opinions aren't considered more. Pay or benefits need to be addressed. More about retention and less about hiring. We can hire all day long but if we can't keep them we're just spinning our wheels.

Look at upgrading our technology such as our computers for both staff and offender population. Look at the department getting the necessary resources to do what is statutorily required of us.

Survey 2 Data

Q19: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for DOC as a whole?

love to see program where they brought dogs from humane society and obedience training completed. great for society and give our guys a purpose; group programming throughout the department; life continues to go on even though inmate in prison.....death, divorce, graduation.....group mental health programming; peer support; facilitated through MH. Phenomenal artists in prison. take a community level guy and rent a booth at Haymarket and sell artwork and bring money into facility. Vermont hired a pastry chef and taught inmates to be a chef; highly selective profession; they made wedding cakes and sold to community and put money back into facilities. The food here is hideous canned food. If they are gardening and growing fruit/veg. Leftovers sold on side of road; chicken coups for eggs; get goats and make cheese. I could go on and on with ideas.....improve life for inmates; this makes it better staff; if they can learn that and make better decisions; have something to go to when they get out. I can't imagine sitting around doing nothing.

Mental health services - real ones. What I witness at different times it appears the attitude here from the majority of MH workers is do the minimum. They don't do a lot of individual help. During the incident they went door to door and asked about eating and sleeping. That was their idea about mental health. There haven't been any mental health classes offered to the gen pop in a couple years or more. SMU had some but only a minimal number of inmates could be involved and the feedback I got was that there was no individual sessions. I think the leadership at this institution is horrible. It's not a therapeutic interaction. It's bare minimum to say they checked in as many number of times its required. mental health worker who was treated so horribly - did job so well and took time to meet with the guys - the rest of the staff alienated currently and they appreciate what doing there. was the best thing they had going here. was firm and fair. And it went back to substandard. My direct interaction with the head of MH here at been condescending. The behavior contracts are more to put a lid on the inmates behaviors, not because it's therapeutic. They're not results driven. No change in statuses for behaviors that warrant things being taken away. When you try to hold people accountable the response is not good.

More communication and information for families of correctional staff. TSCI riot-nobody thought to call the family of the people who could not leave. Families just had to get information from the media. Not just during the riot but also staff assault, or when they are required to work mandatory overtime. They may not have time to notify the family so somebody should call the family. Every boss I have ever had says family comes first but in reality work comes first. Make sure you have key players involved in a situation included in either the discussion or the outcome of the situation. They need to go to the root of the situation if you want information.

More communication for those who don't have email access. There needs to be better communication. I don't like feeling like I'm a target. I should feel like if I'm not feeling safe I can call someone and ask for help or assistance and I can't do that. There aren't enough people. We literally have to fend for ourselves. It would be nice if we had access to the gym. It would be nice to hear every once in a while to hear, "thanks for what you do." The basic respect of acknowledgment.

More consistency, stability. I find that when you treat an inmate with respect, you get it in return. I'd like to see the culture change on that. A lot of security don't treat them with respect and they don't get compliance in return. I'd like to see that culture change. I love my job...I don't really have a lot to complain about....consistency and stability would help staff and inmates.

MORE JOB TRAINING, MORE EDUCATION, GIVE THEM SOMETHING TO FALLBACK ON WHEN THEY GET OUT SO THAT THEY DO NOT GO BACK TO CRIME. USE EDUCATION AND JOB TRAINING. AUTO BODY, PLUMBING, ETC. THEY HAD JOB SKILLS THAT THEY COULD OFFER. NOW IT IS JUST WAREHOUSING.

Survey 2 Data

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| <p>Q19: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for DOC as a whole?</p> |
| <p>More money would improve retention and quality. Comm with staff needs to improve. More staff.</p> |
| <p>More training for upper management as far as how to deal with people...most people have started in Corrections and they have developed their skills working with inmates, then they have to work with staff. Staff and inmates are not the same. I don't blame them for having trouble with the transition, but it's an issue. I wish they would call what happened on May 10 what it was instead of calling it a "disturbance" or an "incident." Don't berate people who call it what it was - a riot. That just downplays the situation for everyone and minimizes what we went through.</p> |
| <p>need to redo the pay scale; disrespectful to not notice and reward people for their successes;</p> |
| <p>No</p> |
| <p>NO</p> |
| <p>no</p> |
| <p>None what so ever. I have brought issues for the past decade. They turn around and throw them away. You never hear the outcome. If you make to many, they put you where you cannot promote. They don't care.</p> |
| <p>nothing that they are not already doing.....more parole/less incarceration.....there are people here that would be safe on the street but very expensive to be housing. More alternative sentencing</p> |
| <p>Obviously physical location, and acceptable office space</p> |
| <p>One thing I would really like to see is Director Frakes. I never see the man, never walked through our hallway, never introduced himself. I think it would be nice if he connected with the staff in his building. I would like to see our image be more positive because there are really, really good things that does go on here. Good things about the way we collaborate with organizations in the community, because we have a lot of good programs that do rehab inmates and I don't know if they get enough accolades that they should. They only know about the riot in Tecumseh.</p> |
| <p>Pay rate for me personally isn't that big of a deal but I would like to see legislation to see us get more money because that's a common complaint among our peers. The number one complaint is relationship between the immediate supervisor and/or administration above. A lot of times there are what seems like rash decisions from admin, they don't ask the people it seems to affect, they just do it. The line staff don't get to be a part of the decisions. I'd like to see that change. That's causing a lot of people to quit.</p> |
| <p>Pay...longevity pay Starting pay is fine. Uniform allowances. Minimum physical standard for employees on an annual basis. Safety depends on that. Better retirement. Retirement that would allow people to retire earlier. More leadership classes available for current leaders and people interested in promoting. Accountability, holding staff accountable no matter what rank. Make disciplinary action a learning moment rather than just punishment. More people skills for everyone. Hire more staff.</p> |

Survey 2 Data

Q19: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for DOC as a whole?

Prison should be a place that isn't somewhere people want to come. We've created such a culture here that you get all this free stuff, what's the incentive to stay out? We have to work our asses off to get the things that these get for free. These guys don't need the Big Ten Network...35 cable channels. We pay \$5,000 a month for cable TV. They don't need that.

Prisons used to be self sufficient. Grow their own food. Inmates don't do anything. I can't tell you all the jobs the inmates have that last 5 minutes. I have 30 inmates that work for me. Most of them work 4-6 hours.

salary need to increase across the board; get a higher caliber of individual; this would promote retention and higher level of experience retained; would not have to keep training new staff; could be improvement in communications between various depts.....custody, medical, mental healthforums to have a meeting of the minds and have different perspectives and compromise; coordinate with other.

See previous responses

Some things are already being looked into already - longevity pay for people who have been here. Improve communication. More awareness of what is going on from facility to facility. Cross-training so staff understands what other staffs' roles are. Not knowing can lead to conflict.

Sometimes I feel like we are forgotten about sometimes in Omaha and that everything is focused on Lincoln. Training opportunities. report that just came out made no mention of Kind of just makes you feel swept under the rug.

Speech classes for inmates. Mock interviews. Help them get jobs to be more productive. Require them to dress properly. Hire staff that are willing to rehab the inmates. Half the staff in this facility say it is okay they will be back in a couple of months.

Staff at the central office should be more present at the facilities. Learn the day to day operations. Talk to the people that implement the policies and proc before issuing them. Shorten the hiring process. People are taking other jobs before we can even interview them. The mental health practitioners are paid poorly. So I do more hiring than clinical work. They compared our positions to BS level degrees when our people have masters.

Start focusing on retention and forget about recruitment. I'm tired of losing the veteran employees. Those people need pay and benefits. They'll say it's working relationships but they're leaving for pay and benefits. The other law enforcement agencies are seeking them and picking them up because they're very well trained. Some answer for the problem that an officer with 15 years of experience makes the same as an officer starting today. If they perform and have longevity, they should be rewarded.

raises, pension plans, funding for community programs for clients. You cannot keep adding job duties without taking something away. make a decision on what our priority is and how we can get there. build the foundation so we can have a solid house.

The big deals are brushed aside and the petty things get all the attention.

Survey 2 Data

Q19: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for DOC as a whole?

The old admin went with discipline and retaliation. Not enough positive things, team unity. each year they had a Christmas party at facilities, tried to bring in the Order of Peace Officers Association. We don't like each other, we don't want to get along. I don't like going to . Darkest place in the world. Hate it there. The good old boy's club was alive and well, needed to do a house cleaning of individuals.

There used to be a Labor-Management meeting. It was driven through the Union. Staff could have a voice with anything going on in the facility. It would be nice to have a forum for line staff. A lot of that affects us as managers.

They are well on their way to a stronger reentry program.

THEY NEED INCREASES. MANAGEMENT NEEDS TO COME SEE US AND TALK TO US. LISTEN TO OUR CONCERNS. DO NOT JUST DO A SONG AND DANCE ABOUT CHANGE. TALK TO THE EMP ABOUT THEIR CONCERNS AND ACT ON THEM.

They need to pay more. They need a servsafe program not a prostart program for inmates. We have food service, garden and medical voc rehab for inmates, but they need more. The Prairie Gold program needs to be supported more.

This is a big org. It is hard to get to each person and thank them for doing a good job. I have a friend who works for a place that gives an award for not missing any work for 90 days without a day off. A little perk would be very much appreciated.

To be more consistent. To have the information that we're given be the correct information. They want to be more transparent so they're trying to give us information more quickly and sometimes it has to be taken back. That makes people look incompetent.

Training to get people to change their mindset. It is about rehabilitation and reentry. There is a lot of old school.

We need to get paid equally to similar jobs in the surrounding area. raises and longevity pay. Better benefits. Bigger and better training like other departments are able to do....mostly law enforcement I've seen Better tuition reimbursement...more fields of study even if not related to Corrections Administrators need to do a better job relating to front line staff. Understand them. Understand that their decisions have an impact on them and their families.

We need to look at programing, more skills for the people we serve. Need to look at what we stand for. We put a lot on these guys going out that they are set up for failure.

With the new director I can see little changes and I hope we continue in that direction. Better communication. Frakes needs to look at more institutions like ours and the way they're structured. Needs to be more computer based training. The majority of our staff don't know how to use the system we have available. If trained the staff on how to use the system it could be better utilized.

Survey 2 Data

Q19: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for DOC as a whole?

would like a greater emphasis it means to be a professional....whether a dept. head or a correctional office....it is lacking in all areas; too many cases of poor role modeling for inmates to observe. political connections that move the wrong people up the chain of command will eventually bite you which it has done in the past few years.

Would like to be able to catch inmates being good instead of being bad. Recognize when they're improving rather than just when they're messing up. Having more job classifications in the mental health area so people can advance. No pay for experience or longevity.

Yes, I wish they would have a suggestion box where a person could anonymously make suggestions about ways to cut out waste.

You would keep more good employees if you could make the benefits better. A pension plan. Health insurance after retirement. raises. a lot of people leave due to pay and benefits.

There has to be something we can do to make custody better. Custody staff have it the worst. We seem like we cycle through custody staff all the time. Why couldn't they use us to give the custody staff a break. Custody is doing doubles all the time. Their job sucks the most because they have direct contact with inmates. It is like daycare but the parents are never going to thank you every.

They are working very hard on it but they still need more educational and vocational classes for inmates. They need to learn a trade so they have something to go to. Of course some inmates just don't care. This facility is a lot different than the other facilities. The inmates complain they do not have anything to do. We have had more altercations between inmates because they are idle. They don't have to work. They should be made to work. Inmates can just opt out of working.

Communication, I know they are working on streamlining things so we all get the same things. Transparency, I think there are a lot of people and others don't know what their job duties are. For example the person who lines it up for an inmate to come to It used be that we would get offenders 1 day every two weeks, 20 at a time. Now there is no set day. We will get them 4 to 6 at a time any day of the week. Sometimes we will get 3 inmates all with orders for residential treatment and we do not have that here. So they get sent back on the next bus, it happens frequently. Technological advancement, it seems to be lacking here at We are still using paper files when so many places are digitized. We have huge paper files on inmates. It would allow us to have a comprehensive view of the inmate. We have been told we are cutting back on paper so we are losing our printers. I think bringing back raises and making them retroactive for long term employees would be helpful.

From my little corner of the world I don't see anything. I think for state food it is good. There is only so much in the budget.

On top of what is currently going on I am good with what is in the pipeline right now.

I wish we had more space for inmates. More space for inmate yards so they could have more time out in the yard. Wish we had more mental health programming available, medical-more amenities, so we could treat people here instead of sending them out to see the doctor.

Survey 2 Data

Q19: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for DOC as a whole?

More up to date software and hardware.

It would be nice if they would bring the phones into the 21st century. I have no notification about messages that are left on my phone until I pick up the handset. No call waiting, nor is there any training on the phone system. We have for some reason a lot of phone outages which makes me uncomfortable because I am raising my grandchildren ages 2 and 10 and they have no way to contact me if the phones are out because we cannot bring out cell phones in. This building is very old so really can't complain about things like air conditioning. All the inmate files are in paper form.

I would say we almost devalue our employees, showing a sense of value toward the employees. A staff dining area for employees that also does not get used for roll call. Cosmetic changes that does not make you feel like you are constantly in a prison. Merit raises for good evaluation would be huge.

not that she can think of, parole going through huge change, like parole to have more support staff, and mirror probation as a whole while still working with the department, don't know what would look like, or how it would work

vouchers - tied in with probation gave to parolees, gone away for parolees - 4 months

needs to be much larger focus on transition; in a perfect world (most successful) start in the institution, did work release, parole, got to supervisor; twice as likely to succeed with succession but need to look at "conditions" of paroles; has had one person on parole for 1 week, all should have 3 months, need services that have the legitimate of mental health problems, see it when they come out and get off of RX really see it, doesn't affect; not having voucher program to help them get services; department really put employees on back burner, new director has really gets involved with employees, sense of family, so not used to it sort of fake - but also brand new, need to be like family, demanding job with limited resources

went through staff training academy, had very little to do with parole, and anything with social work background, even thought diversity, trained to be correctional officers, 1 1/2 month of training

listen, make people feel important, treat people like people, you will win every time,

better staff at facility - staff needs to listen to inmates more, try to help them more, then make it harder, help them get out and be successful, DOC as a whole, be more smart about the decisions they make, such as months corrections is underfunded, could days ago, need to make cuts, mixed messaging, under finance, over budget Communication needs to be a lot better, with staff and upper management, between people

pay, salary, benefits, sick leave, cronyism, good old boy network (need to go away) - some gone but not all; investigations in the department are inconsistent in the application with disciplinary procedures/actions; sometimes there has to be away to avoid clicks, the higher level leaders appoint other to investigate - need to remove agendas

, lot of transfers from cronyism; Frakes did put out letter about supervisors handling things, b forms, in-house, major things to being investigated; personnel investigation - not progressive

Survey 2 Data

Q19: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for DOC as a whole?

see more access to central office; attend our meetings,
instead of just stopping in, shakings; not sure if answers and concerns are being shared with; open communication with Lincoln; don't think department is that big, should be able to do that

if process or issue (IR/grievance), let you know they are working on it, need updates, not see anything happening with his grievance; no headway; not feel comfortable with somethings that's been going on around here - pins and needles

quality assurance evaluators, at facility, report to someone in Lincoln, can evaluate what they see and not be retaliated against, different when investigation going down, needs to be more contact with the director of corrections; this study is a good thing to help if there is back up from DOC - if there is a problem, need to fix it, used to ask to for his help, he will give candid feedback, need to identify people who they know, who want to make a difference

hard to know; still learning system

like to see for DOC not so much I got you, teaching moment, not use discipline as a reason; coach people, not take drastic measures to destroy their work record

pay - starting, promotion, longevity; to continue on with open communication - governor and director Frakes doing; gotten more emails/letters than from 3 directors; keep in loop of changes; make perf plans more department based; KRONOS - need to be department based; shared with DHHS; complex; wasting more time ; be careful with change in leadership - wardens and below - change is good but can be bad - last two wardens loved; need to address wardens if not performing rather than moving people around; disrupts administrative flow/institution; keep up with ethic and openness; revamp our hiring processes for 2 biggest entry level - officer and case worker - DAS would hold up, DAS says app only good for 6 months, interview only good for 90 days; only explanation, "might miss out on qualified candidates"; business model - start entire process offer; officer/caseworker candidates should go through year long ranking - good for 1 year; may not help
would help - get 120 applicants for case worker; 90 days start over; recommended for hire - will they wait, would still call 8 months later and wait; would have rank ready to go

communication is #1 on list; see thinks differently than security/housing, we see discretion - used way too much with each person - have OMs, ARs - inmates and employees; everyone uses their own judgement - inconsistent among management, leadership

do some personality testing for new staff, weed out have control issues, those that will run all over; spend thousands of dollars to train people; need to reform recruiting; do a better job; for - administration is very anti technology; need to get inmates trained on technology, app online; still have typewriters; \$1100 for 2 typewriters; fought for 5 years; doing that with reentry; budget for the ; federal guidelines should have 9-13K per year, was at 2K, now on hold, how do I help them get back into society without technology

Survey 2 Data

Q19: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for DOC as a whole?

PAT (process action teams); boost morale; will help with decision making; be more open, be more informative to the staff, when they used to have quarterly meeting describe budget, issues, obstacles, what we are looking at for the future, things we are looking for to be a positive change, now don't get at all; would go a long a way rather than email; it's coming, it's coming - pie sale - people thought we were getting raises; be honest and open

pay improvements

like to see trades brought in, job opportunities, vocational stuff for inmates, would help both, more MH staff, large case load, less support you can provide cases with high load, pay increases to retain people who have been here a long time

department needs to look at alternatives to incarceration, community based corrections; in Omaha, more day reporting, facilities, overall should have started more aggressively build, do not build in a facility that can be sustained, bad location, got to have good solid demographics to build; wanted to build in _____ k previously because warden was for that, need to build based on best practices, look at state best practices Staff needs to know at all levels what mission is....if they don't, how long will they stay; how will you make safe? Get rid of people causing conflicts

compare best practices, connect with other youth facilities, students from KS was coming in, before director Frakes, inter state pact, Ohio or Colorado; look at from an educational facility; we are in this together; what can we do for everyone

make _____ for inmates under 22 not a program, but a requirement, required to go to _____ but treated as a program; legally anyone under 19 with a diploma has to attend school, more teeth put into _____, shortening time between time between inmate offenses and consequences, particularly for young inmates, _____ better communication with staff; less top down hierarchy; more collaborative environment - then para military

in small facility, more pressure on them; used to switch warden around, need to move the assistant warden, need to move them around, don't listen to your input, depends on what department you are in, _____ is bottom of totem pole, don't see skilled, quick to make change or micromanagement, let departments let them run; leadership needs to roll up sleeves, upper management needs to step in and help, don't want to step in to solve it, need to know how to talk to people, very disrespectful, inmate to inmate cuss you out where; if speak to upper management - go to SAG, double standard; can be so phony

people in charge of _____ for department need to be _____, feel like _____ process needs to be more clearly defined and supported by corrections, feel like _____ needs to be seen as unique expectations; working with young people, who are volatile, need to have clear expectations and consistent; not consistent for inmates, inmates need boundaries - and need to be supported by entire facility; boundaries are vague; _____, this is the least amount of boundaries in all places she's _____, shirts tucked in; communication process - clear facility wide, expectations, we follow them collectively; we need to have more programs, after the youth are release, post release programming, opportunities for them; working on disconnect with facility and _____ like the bad guys); need unified approach

Survey 2 Data

Q19: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for DOC as a whole?

yes. in short 7 years went from being ran pretty well, and inmates wanted to seek a better future for themselves. but now inmates don't want to focus on the purpose of the facility (which is integration back into the community). thinks there needs to be a longer period for transition between inmate classification and have more steps to help inmates be ready for move into the community. incentive to keep staff longer. seems to route through staff quickly and its a long process to get new staff. kitchen has been without a superior for 7 months so staff has to work harder. some climb up ladder rather quickly...ups three positions in one year. staff should have to stay in a position longer to knowledge and experience purposes.

na

headed in the right direction by getting outside management personnel to look at it at a different view point. changes need to be made and unfortunately its been status quo for a number of years and hopefully the changes are positive. needs to be more involvement with mid-level management and below. it has been his experience that management has been removed from the day to day functions of the operations and has not been proactive with getting information from the field on how to make improvements and how things are operated. management has isolated themselves and it has been counter productive.

DOC- getting input from affected areas before implementing changes. if making a decision that will affect every officer on the front line need to survey those officers to see their opinions since they are the ones that do the job and are the expert in their duties and what would be best for improvement. DOC- merit raises, raises. so a new officer is not making the same amount as the one that came in 8 years ago. or if the new officer is working shift they would be making more than the old officer. DOC- the dept. needs to be more open about what is being done right and wrong.

need to evaluate the manager in this department. seem to have some sort of entitlement and that they don't have to do the same thing that line staff does. warden, program manager, deputy director. need to be leaders and not dictators. have to do something with the pay and benefits because it is a tough job. it is a physically and emotionally demanding job. right now the pay is equal to those that work at gas stations and fast food restaurants. the cost of living raise gets eat up by the increased cost of insurance. need to improvement retirement so people can get out sooner before their health gets bad. and need to have raises to rewards those who do well and put in the time.

n/a

would like to see more comradery at the facility. people either like a person or they don't and if you don't fall in line they turn on you. and more options for advancement. doesn't have anywhere to go. and if they try to move to probation or patrol it is difficult to get in.

pay, some way to encourage senior staff to pay. people who have been here years make the same amount as those who just started. and that's why people leave.

raises. longevity pay. better benefits.

external training building, where they can do their own training, and not being under the eyes of the inmates and slowing down staff by having trainees going into and out.

Survey 2 Data

Q19: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for DOC as a whole?

increasing programming for inmates. - making sure that staff comes first. currently, it is that the inmates come first and staff come last. - staff do not have chairs to sit on, carpet in the office. but the inmates get ice machines and microwaves. they always want to talk to inmates first and go to staff last. those who support the dept. need to be listened to better serve the clientele. - accountability for administration. I have heard too many times the excuses. "you can change it." "only you can change it" but if admin does not lead by example, it cause problems and does not cause things to be led well. upper admin needs more training in leadership.- -

need new leadership. - doc needs to try to keep the staff is currently has and keep those that are coming in. this will all be up to leadership. it seems like they just, I don't know if they expect too much out of us, from new hires to the oldest, sometimes it seems like you do the littlest thing and you are in trouble for it. seen people terminated on first instance. people aren't being sat down and have their behaviors explained to them. need to work with people. everyone has different life situations going on. diversity going it on an individual basis. seen a lot of stupid things, but a lot can be worked out.

n/a

full trained, trustworthy staff. it would make a big difference.

teamwork; don't have that anymore. if had it, Corrections would be a better place to work.

raises were good for retention; best thing back in the day. a lot of guys were here when that was in effect.

catch people doing good - inmates and employees both. as supervisor, does the follow up on discipline but there's nothing in place when an employee is doing something good - create more of a positive focus.

higher pay; need to care more about the employees; invest more in each other; be nicer. A lot of mean supervisors, get punished for being different or asking questions.

more input from tiered decision makers. current way - all Dep Director's, have people stand in; have tiered meetings, gives more decision making. PAT team in the past: ex: uniforms - what they wanted to see in the uniforms, what is worn, etc. needs to spend more time improving processes than pointing fingers; hold employees accountable. is a range on how to hold accountable - no progressive discipline - only a written statement. didn't give the guidance and training needed; spent time trying to correct by issuing a write-up. No support, no private investigation done. Not the person to hide information, experience using NIS. four different supervisors in first two years at

focus on the positive. stop showing the favoritism; hire the person who can do the job; certain people who have moved up very quickly - every 3 months moving up. Stop picking out the person even before the interviews. Hope that has changed since some of the decision makers have left the department.

The survey - how many State employees work 2 jobs. Something with pay - degree doesn't matter. Wish there were a pay scale. Catastrophic leave - as mentioned before.

Survey 2 Data

Q19: Do you have any suggestions for improvement or changes that you would like to see implemented either at your facility or for DOC as a whole?

The money the Department spends - paying a lease on a vacant building that has been empty for 4-5 years. combine all offices to Corrections-owned buildings. Stop paying for buildings not in use. Comparatively speaking - but can spend the lease money. a lot of employees don't feel heard. people who make decisions don't consult people who do the work. Offered information sharing to new supervisor. Biggest area - make change with least impact and most efficient.

listen to staff; take into account what they are saying; think outside the box. Don't say it has to be this way only; highly intelligent staff here and all of the Department. It's not only opinion, they've been here and know. Dump the good old boy system - it doesn't work. Majority of staff see what is happening; observe staff too.

consistent budget for - would have an impact on the deficit. everyone on same page as far as people are treated; if we're all one team, don't separate the administration and have a separate set of standards for admin and staff.

staff lose vacation and sick leave every year if we are over the max; budget known along with sick/vac; we should not lose this without being compensated; hard to get vacation and supervisors not approving time; they should pay us off; do an accurate budget and pay us for overtime based on state seniority and if you can do the job, not classification alone. adequately compensate staff for what they do. make sure case managers are allowed to do their duties without being included in minimum staff Director/admin make changes to policy/procedures without actually working directly at facility; drug offender classification took away losing telephone privileges; inmates don't care and we have to deal with that when they are high counsel of inmates and counsel for direct level/front line staff...not the administrative staff who sit in an office.

Survey 2 Data

Q20: Is there anything you'd like to share that I haven't asked you already?

appreciate time taken to conduct surveys. staff appreciates it. make it mandatory that trainees have to go to tsci for 2 months before going to their facility. great to see what it is like for people to work in this facility before going to other facility because it is the max and it is the most modern.

As far as front line staff goes we are constantly dealing with inmates, the minimal praise we get, we hear lots of complaints and it gets old very fast. Would be nice if the executive staff that worked front line at some time in their career remember how they felt in that position.

be more open to listen to staff; don't just send up chain of command; it never comes back; goes up chain and disappears; why punish good staff for a mistake; staff who repeatedly mistakes gets treated better than a good staff with 1 error; discipline is biased and not fair; decision is made before the hearing

Because of the stress of our job due to the nature of Corrections related stress. High divorce rate, substance abuse and the stress of the job.

been with dept. with what he has seen in the last few years has been hurtful. need to bring dept. back up where there is respect for the staff, inmates, and families. so that all citizens and law makers, staff are happy with what the dept. is doing.

everyone is related or super clicky - not the best pool of applicants; leadership is poor and negative. don't nurture or support staff there. Deal with the worst inmates and the worst administration. Demoted just to get out of there. had to rebuild and retrain mind, got paranoid and institutional while there. The difference is big working here now, shows really cared, not judgmental. administration is bad because of the good-old boy system; promotions happen that aren't deserved. Interview process is skewed and wants that to be looked into for the department overall. has learned a lot since working here.

biggest thing for me in my experience at Corrections; big stuff slides and the little stuff higher ups get upset about is the ticky tacky stuff; Protection #1 safety from convicted felons/lifers have nothing to live for. I would rather do my own pat down that let someone else.
#2 to be protected as an employee is very difficult; I have no idea how to contact the union and have been paying the union dues to tell them what I want; no communication from the union other than newsletter; I want to know how to be protected better. I am applying for other jobs now because I don't know how to stop what is going on with my supervisor.. Left to be a secretary because of overtime because being mandatory and too hard to work 16 hour shifts and standing with 2-3 housing units on the grounds to 5-6 guards and riots happening; too old to do that. If mandatory, 4 hours might be reasonable but not 8 additional. No adrenaline or energy left. If they went to 12 hours shifts; pay people to drive 1 hour each way to get people who work

budget cuts, staff have to do more with less, there has to be a time that they have reached a maximum amount of work. This has to change or people will continue to walk away.

can't think of anything

Survey 2 Data

Q20: Is there anything you'd like to share that I haven't asked you already?

concentration on services, quality leaders, people that lead you are the ones that make or break your entire department; floored when director Frakes said "call me" - people said "don't call him"; parole survey - just had employee survey, changing the department, black ball people, seen it time and time again; still culture of fear; at _____ gave an opinion watched him for 8 hours 1 week, cataloged everything they did; he quit arguing; best case worker they had; culture of fear, watch what you say is going to come back on you

corrections isn't a difficult job; not a lot of violence, waterline always about your head; shouldn't have personal relationship with inmates; do a lot right, get frustrated when media and paints all of corrections in this horrible black cloud, most of the media would last 30 days in this environment; do you want to publish what we do right? Media puts out so far from true, we as a department "just let that happen"

don't know if his personal values/morale - everyone is different; after that eval, took another level, maybe he was the problem, during that timeframe, _____ - 8 inmates, gang members, 1 female, 2 were out, 1 on parole found out; it was an atta boys if on Facebooks, if back tomorrow, laughed about it, wasn't sure what it meant, _____ came back, _____ being person that said something, felt retaliated against from _____ vacation time - vacation not approved, _____ was approved, _____ was made he was in the cooler wrestling with inmates, going back and forth; talked to _____ had a meeting to be a role model; _____ contemplating EEOC charge, new guy to handle

don't know if there was anywhere in here but feel key individuals in a situation are overlooked. discussion of things and I am the key player or someone has a question and ask someone else about what I am doing, Lines of communication need to be direct as they could be; I am not on the list or e-mail when it concerns me directly. People go to the wrong person/unawareness of roles and responsibilities. Lack of understanding, circumvented communication.

everything we did, Heinemann knew everything we did; figure out population; focused on honor, integrity, impact morale, way they handle TSCI; director/governor - what do you need? We are going to rebuild this, we are going to rebuild this right, no matter what the cost - Governor Ricketts - going to fix it; not going to balance the budget on the back of state of employees - ben nelson; we won't compete his answers are open and honest, would be happy to discuss ideas; call or meet good.

governmental problem (dept. and non dept.)- this is not an isolated event cause by the dept. of correction, caused by the unicameral and the former governor and they need work together to fix it. the unicameral and governor needs to better understand what goes on with dept. of corrections. they need to come down and see what goes on. like working a few days, talking with staff (not just with inmates). stop telling stop what they are going to do, and not asking for their opinions. - admin needs to know about everyone's job and responsibilities. they don't know and just assume. needs to know what is going on. not being micromanaged. so they feel appreciated. - likes where Frakes is going or where he says he would like things to go..

has the utmost respect for people who work here, beating the pavement, guys in the unit, it's a team effort, stressful gig, didn't realize that before, we are all trying to do very best, during times of stress, get cohesive, can only stay in that stress for so long, works for a great warden, he is progressive, open, you can make change real honest, when someone is open to changes - who's open to looking at proposals, my way or the highway; work together, this is how she functions, how she works, relieved a lot of layers of stress; help get what she needs to do job effectively

_____ has a request in to talk to Director Frakes Retention is huge; employee need to know mission; see director; see leadership; open communication with warden, executive staff

Survey 2 Data

Q20: Is there anything you'd like to share that I haven't asked you already?

hit the high points I think. Give inmates more to do, let them do a tattoo place here for them. we could make shoes or clothes. Our uniforms are made overseas. To save money, let them recycle things. They shredded our old uniforms and inmate uniforms. They paid to have them shredded, we could have sold it. city mission thrift store recycles and makes more money than their store sells. we throw a lot of clothes away.

I don't like how administration makes assumptions that what's problematic for custody staff is problematic for all other positions or job areas. The needs for all staff is different. It's such a focus on custody staff and caseworkers that it comes at the expense of other job classifications. Less opportunity for growth for people who don't work in Lincoln. Not given the same opportunities to even meet people or connect with people. Networking is limited.

I guess I would like to comment on safety. I don't personally feel unsafe very often but there are many who do and many who feel another big event will happen within the year. Like the Tecumseh riot. I have seen an increase in ERT calls (emergency response team calls) for fights and other incidents. The consequences to inmates have become less for more infractions. We have large quantities of newly trained, very young staff.

They have asked for a Corporal in _____ to assist for over seven years and it has never been funded. It is really encouraging that they are asking people what is wrong and what is right with this survey and that you could volunteer to be interviewed.

I hope that in the future, that the line custody staff and housing unit staff, the people who work with inmates as their primary job, that their wages can be raised. They have more stress, more chance of being injured and to ask them to do this type of job at a much lower wage than other similar employment pays. We will never keep people who really like this kind of work if wages aren't adjusted.

I love my job. Love working here. My overall job satisfaction is through the roof.

I really enjoy my job, great exec staff and great employees. If they want to get to the heart of issues here they need to make a significant increase in pay.

I think we should not have to be given a directive and be told to do it without input from supportive staff. I think it is wrong to say here is your directive, I don't care how you get it done but get it done. And I do believe that goes on here and when you ask why, they just say that is the directive you are given. .

I thought this was about cultural diversity. We did not touch on that. The divide in cultural diversity is not going to narrow until we focus on the families.

You have to get away from your family to fix the problem.

I would like to see more action. I see a lot of email, but not a lot of action. I've seen some of it with allowing other people help with mandatory overtime. I also believe information needs to be better communicated to the Director from people in the divisions, not just relying on deputy directors or managers. Communication and action....things need to not be filtered before it gets to the top. Referred to the shoebox full of complaints that were "ignored" until _____ finally got union representation. Then got apology letters from administration. I know it continues to happen in other areas. I wish people were more willing to talk about what's happening to them. Exit interviews need to come back. I'm lucky I'm so stubborn. The only thing that kept me here was my stubbornness. Periodic interviews need to happen before the person leaves. Not everyone has the guts to submit internal complaint after internal complaint.

If they would just listen to staff. Even the inmates will tell you if you just listen. People want to be heard and respected for their opinions. Consider their suggestions even if it may not happen. People feel retaliation is bad. Give them some facility/employment benefits like a gym and dining facility. People appreciate effort. Comm is key.

Survey 2 Data

Q20: Is there anything you'd like to share that I haven't asked you already?

In this facility I don't believe the community doesn't support this facility. They seem more afraid of the inmates than the probation offenders. Comments have been made about Prairie Gold Homes about what the inmates are doing out in the community. We don't have the medical available here and we have to transport. Security staff cannot keep up with all the transportation orders.

Inmates are "catered" to; get a group of inmates to call Ombudsman to get what they want. new director going away from the para-military style; the ranks still seem to be a huge thing - Corporals, Major, Sergeant, Dep Director, Warden, etc. Thought there would be more of a change of in regard to the good old boy with the new director.

thought the medical services for inmates would be curbed - now its no questions asked. always been an open-checkbook for the inmates

It goes back to positive feedback. For so long they have controlled with fear. If you do not like it, leave has been the mentality. I know coworkers who work four overtime shifts in a week and they get manditoried the next day after working several days. They then get a statement of charges for not mandatory OT. there is a real lack of grace or lack of consistency. there also is not give way for issues.

It is a common thought that our union is weak. Example, 4 years ago we asked for raises and then got furloughed. And that is why a lot of people do not pay the expensive dues, it is like \$40 a month.

It is such a small facility you would think comm between admin/staff/inmates would be spot on, but it is not. Everyone's performance and behavior effects another department. If the kitchen orders wrong it backs up the gate and the warehouse. If we say something we are accused of being the ones that are being the problem and uncooperative. It makes the job harder. Not enough cooperation and people working together to get the job done right the first time.

Always here, maxed on vacation, using his connections, doesn't understand view of analysis loves his job, loves his parolees, coworkers are great

lack of help from when there are policy violations. Ex: had a facility buying inmate clothing from a vendor, rather than In the AR, that if it is made it needs to be bought from there. Excuse was - didn't like the fabric. Tries to make the facility comply - wrote an AR about inmate clothing. Would make it consistent across all facilities; especially when inmates transfer between facilities. topic of Women's work boots - did the research on it; no difference between men's and women's. Still not in compliance controls what is sold in the Canteens

Seems to have more power than what they should (at the Department). buying the death penalty drugs issue too. was forced to quit - was under another investigation.

Helped them to get jobs they had; tried to keep accountable for job assigned to do. Allegations came from Should be a change in the way investigations are handled. Decision is made before the information is taken down and are asked "how do you want this to come out". happens all the time

let me know about management, retaliatory, staff don't want to say anything, fear their jobs

Survey 2 Data

| Q20: Is there anything you'd like to share that I haven't asked you already? |
|--|
| <p>letters - who wants to be the boss, corrections culture change - accountability - isn't as much that their should be; get long time employees that are not held accountable; if you are there a long time, you are owed; need to do job to best of their ability; see too many things where people aren't held accountable</p> |
| <p>Level of communication from Director and warden to line staff is horrible. Lacks tremendously. For years whether it be from me or other staff members the biggest complaint I hear is administration makes a decision about issues that do not concern them in their daily duties and do not ask for advice or information from the staff that actually do the duties, therefore that leads to bad morale. I know that the director is working on it but the good old boy system is in full effect.</p> |
| <p>like for problem with this facility, problem with culture set aside with management/connected - culture embedded; will get demoted; what makes it so bad, it's overturned, something needs to stop Performance management - how going to handled, demotion; want to department to look good, and be for the better Individual moved out of this facility, going to be detrimental - if that happens</p> |
| <p>lot of times difficulty with confidentiality - and what management thinks needs to be disclosed, couple instances of this lately, warden respects confidentially - unless safety and security - issue where taken way over head, struggle, management not knowing their boundaries - security vs. people health</p> |
| <p>loves the transparency with the new administration; not as secretive; not the good old boy system;</p> |
| <p>may have to do with him getting older, seeing things differently, see a lot of racism, black to white, Hispanic to white; see most of with pick on black inmates than the white inmates, when go out on GPS, majority is black inmates, think so with staff, discriminate against black employees, within only 4 minorities in facility, with job openings, haven't gotten position, a lot of inmates see that - how come case managers are white, front desk is white, alienate food service (3 black, 2 white), interfere with the way things they do, come try to control our areas, has job know what to do; warden is minority Not enough minority employees to interact with minority inmates</p> |
| <p>may not have a good immediate supervisor, but have a good director. she works hard, she knows what she is doing. she just has someone under her who does not take criticism well</p> |
| <p>mental health and unit staff people who are required to be od's or officers of the day are very stressful and are not compensated for and it is a very stressful job and administration should look at this. it causes a lot of turnover. this duty is in additional to the 40 hour work week. management should not be so isolated.</p> |
| <p>n/a</p> |
| <p>n/a</p> |
| <p>n/a</p> |
| <p>n/a likes job. doesn't believe supervisors are out to get staff. if you are doing your job and treating staff and inmates right you are not going to have those issues. some people are just going to be negative.</p> |
| <p>n/a there is a lot of the good old boy system. there have been a few upper management, and their Facebook pages have photos of bus trips and other social events that certain people go to, and you see those people move up in the system. one of the wardens in the past pics show with other case workers, unit managers, and others partying together after work and people start to talk. Those that party together seem to move up in the ranks. in those upper positions you have to have a level of professional with co workers during and after work.</p> |

Survey 2 Data

Q20: Is there anything you'd like to share that I haven't asked you already?

Needs to be more emphasis on staffing in community corrections, if going to go toward rehabilitation model, has to be more staff to support, gps monitoring - need more staff to implement, if you don't monitor, need more checks and balances, big push to rehab - but not staff to support; lucky nothing has happened, more needed on shift in particular, don't have a rank custody; sooner or later going to get burnt Not sure if it's here or Lincoln, don't know what is shared where - needs more clarification from top down

No

no

no

NO

NO

NO

no

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no

no

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Survey 2 Data

| Q20: Is there anything you'd like to share that I haven't asked you already? |
|--|
| No |
| No |
| No |
| No |
| no |
| no |
| no |
| no |
| no |
| no |
| No sir. |
| No, not really |
| No, nothing else. |
| no, pretty much good |
| NO. |
| No. |
| No. |
| no. |
| No. Biggest thing he wants to be known is that staff leave because they don't feel respected because staff are not involved or consulted in decisions that are being made. Staff are not interviewed about processes and procedures before they are changed. DOC should be showing respect and appreciation for staff if they do not see it. They need to know supervisors support staff and are there for them. |
| None. |
| nope. |
| Not that I can think of. |
| Nothing |
| Nothing at this time. |
| Nothing else |
| nothing more |
| nothing more to add |
| nothing more. |
| nothing more. |
| nothing more; all was covered. |
| nothing. |

Survey 2 Data

Q20: Is there anything you'd like to share that I haven't asked you already?

The dept. has to know there are many many things I like about the dept. that has kept me here. I continually, even after this time, I strive to do my very best, improve it and carry out the mission of the dept. I don't want it to sound like I hate the department. Wish there was better communication from the top down so we would feel more connected. There are little bubbles or groups and some get treated better than others. Stressors workload. I have no back up and no support staff. Everything falls on me. There are 10 facilities and within those 10 facilities specialized units or populations like the STAR unit, SAU Substance Abuse Unit and mental health unit, besides the general population and each requires and individual presentation.

One thing, in regards to new director Frakes, I have not met him, however, I find myself advocating for him because it appears to me that he is making the changes that are needed to fix this culture that we have of good old boys. I am really impressed by his transparency.

only speak for this facility, I would want administration to include every dept. head in every decision regarding their dept. People who have done this job and understand the consequences than they would; let them have a say in what would impact their department before the decision is made. a lot of people talk to me and I hear about a lot of things.....disappointments and disrespect that people are feeling. My comments are reflective of those viewpoints.

Our hiring process internally is screened by DAS and DAS does not have the knowledge to do a proper screening for Corrections.

Our new director is not as charismatic as the old ones. He has not been out to meet staff. Half have no idea who the guy is. I know he is busy and can only do so much, but people at the facilities have no idea who he is or what he is doing. They fear he will go back to the way the other Directors have gone. He needs to be more public. He is here on Saturday and Sundays, I know he puts in the hours. He is making the talk, but he has not yet walked the walk. He needs to meet staff.

Project management. It's so disorganized. We need to knock down some silos and get the correct people involved so everyone is included in critical decisions.

Regarding lack of experience in my job, because I am doing work that staff should do at a lower pay grade, if I had the appropriate staffing to do clerical

Reported several different issues with sanitation not being cleaned, lack of documentation of cleaning schedule, lack of follow through for lieutenants to follow through) - lack of support of facility administration; basically told by warden that he's "tired of saying they aren't supported with inmate behavior"; believe the corporals do the best we can with inmate behavior, have had corporals tell that LTs have said not to respond to unless dire administration; 2nd time reported this was when the warden said he was tired of her saying they don't support us; go to supervisor with everything; hope to get support; seems like some conflict with management and ; example - things that happen in - constant use of the N word (by the inmates) with no consequences, inmates calling bitch, telling us to shut up, telling us we are annoying, trying to intimidate them as , but when these are dealt with, LT sends them back to , misconduct reports aren't heard fro a week, the regency is gone; issues with misconduct reports from not being heard; sent to unit administration, was called a stupid bitch, materials were thrown off the table, someone said didn't look like was threatened on camera, sent to unit admin committee vs. institution incident committee; double standard; double warden gets called a name, inmate gets locked down; when called a name, not deemed important; brought issue of UDC misconduct reports not being heard up, was told not to inquire about that, impacts behavior once did an internal complaint, inmate through a pencil, LT said he didn't not see throw a pencil , incident was dropped, was positioned as such that couldn't see pencil, made complaint in January, no one met with in complaint until February, complaint wasn't finalized until March 11; after that felt targeted, issues brought up ignored and that was chastised for inconsequential things as a result of internal complaint

Survey 2 Data

| Q20: Is there anything you'd like to share that I haven't asked you already? | |
|---|-------------------------------|
| Requiring a masters degree, but paying people with a GED more is unfair. I don't feel like | should have to work holidays. |
| Security: I have noticed that I don't like, a lot of good staff, excellent staff leave. Lots of new staff. turnover is so bad that I don't recognize people. the care of the staff and morale has gotten so bad, they don't care. when I am feeding in the dining room I have 60 to 80 people. They cut in line and inmates get up and go through the line several times. they just want to get the dining done and they don't care. It has gotten unsafe due to the turnover of staff. | |
| seems to be a little divide caused by upper management; any workplace has some of that and it comes from the top here and employees are bothered by that....a different social class.....like a clique but it starts at the top and noticeable by middle and lower management... Promotions you know who is going to be promoted before the job opens up and not based on performance causes internal strife and adverse impact on morale we were told by administration and received a morale quote that basically said that morale is only low if you let it be and everyone is in charge of their own morale and if it is low it is your own fault. | |
| some of our processes and paperwork that are required are time consuming and don't do what they are intended to do; there continues to be a need for the dept. embrace technology within our population; to prepare our inmates for the future we have to find a way to provide pertinent programming and technology. The IT staff seem to have a lot on their plate and would benefit from further support; cross training security staff in functions of programming staff. On the job training for programming staff in security should go the other way with security shadowing programming. It would increase the understanding of programming; continued communication by administration on down is key into making changes and progress within the department. | |
| statutes regarding purchasing - could save more money feels like a mandate is made by the Director and it gets done regardless if it's the right way or not. the staff that could provide the most information are not asked. 100 employees were signed up to attend a conference; correct process was not followed | |
| Stressors-the way I am learning to handle my stress, is accept that come in, do your job and "we don't want to hear from you unless asked" So I focus on the employees within my wing and help them be successful and feel good with that relationship. Although the administration says they want new ideas you are shut down even when you provide evidence of wasteful spending. | |
| The dept. knows a lot of problems exist, but we do not address them until they blow up. We are reactive, not proactive in addressing things. The facilities are negative, very negative. Never praised for anything. Don't need an award, but a thank you would be a great thing. We are told to motivate the inmates, but we don't get any. You make a mistake, ten will come after you to let you know you messed up. Not appreciated, causes negativity. | |

Survey 2 Data

Q20: Is there anything you'd like to share that I haven't asked you already?

The [redacted] puts in 50-60 hours a week all the time because of short staffed and will burn out eventually. [redacted] is too good of an employee to lose. We run a very good education program and looked at as the model program. It is that way because of all the extra hours that others are not willing to do. That makes it look like we don't need the help; we keep hearing that they are going to do something about it over and over, year after year and nothing gets done about it....very frustrating. Ever since they took Metro away, the women inmates have absolutely no vocational program but the men have lots of programs. I am surprised that there has not been a lawsuit because ofthey can say they can do prairie gold, but they won't accept women because they don't want to combine men and women inmates for fear of sex and this is a sham because we advertise it when in reality they won't take the women. Now no women apply for that program. Metro was trashed and may have had problems [redacted]; we had 50 + inmates enrolled every quarter; inmates made dean's list; serve safe certification received by inmates; earned professional skills specialist diplomas/soft skills needed in workplace and helped them get jobs; still hear that Metro just did random classes/this is not true....heard from [redacted] but not true; currently putting in place a partnership with York College for inmates that are here at least 3 years or longer to earn an associates degree. The problem is they are only taking 12 students for 3 year program...serving a very small number of the population. My opinion is they are willing to take lifers and there is no need for a lifer to take a slot and get an associates degree. SCC is coming [redacted]. We hope they will do similar to Metro to serve our women. as a side note, more inmates in classes means less trouble in the yard. management leader portrays an image of a womanizer and other non-NDCS have commented on this image he portrays; the image comes from his exclusive attention to certain attractive females. Anticipate future problems with this. This is the appearance. huge concern - women go to work release - shipped out when a bed available. Staff that receives the person in the class and signed up and entering her classroom

[redacted] . Affects the women we serve because it affect the GED program. She was a good employee, but now something is not right.

THE STATE DOES NOT STOP AT LINCOLN! No one travels past Lincoln, we go there, but they never spend any time out west to see what we are doing out here. Lots of stuff out west if they would channel us.

There needs to be more communication from admin to front line staff.

There was a lot of issues and frustration with [redacted]. I spent six months discussing a psych and even sent data. Until I discussed it with the Warden and she brought it up [redacted] would not acknowledge my request. [redacted] was not ID as a problem with Jenkins. [redacted] was the scapegoat when he was the professional, and was doing a good job and was right. [redacted] is still talked about for all his innovation here. He lost his career. Who would take the job after what happened to [redacted]. Why take the risk and become the scapegoat. The mental health position at the State Office Building should be eliminated. It is a waste of time and money. They did not get the numbers and the bed space is not there. They do anger management, but that is not enough. Driving there or them driving here makes no sense.

WE GO TRAIN EVERY YEAR. WE HAVE TO CONTINUE THE TRAINING. SOME JOBS DO NOT NEED THE WHOLE FIVE WEEK TRAINING PROGRAM. EVERYBODY DOES THE SAME PROGRAM WHEN YOU START THE JOB AND THEN ANNUALLY. TARGET THE TRAINING TO THE JOB. PEOPLE GET TRAINING ON EQUIPMENT THAT IS NOT AVAILABLE TO THEM AND THAT THEY DO NOT USE.

We have excellent comradery here at parole and I wonder if a new and better office location would influence the way individuals work together in a negative way. I think the office structure would play a part in continuing the relationship between supervision and the officers.

Survey 2 Data

Q20: Is there anything you'd like to share that I haven't asked you already?

We want to feel included in the changes coming to parole. Was put on a training Comm to make recommendations to someone, asked who we reported to, no one knew. Knew those changes recommended were not going to be used. Was given to many ground rules of what not to talk about. Feel that I have limited experience at corrections, feel I have a lot in supervision and change. resistance to change is huge and listening to others in important.

our work area is limited and we need to have a bigger medical area; pay increase for all nursing and medical records/secretary support staff. We wear many hats and in a smaller facility we need to be rewarded; increased nursing staff to support the increased population.

worked for several directors, worked in several positions, know people have hope, never seen it like this before, never seen a director, not be part of his people, what it appears to be; hope things can change, don't see it going in the right directions; lot of great people who work with department

You have more problem confronting somebody who doesn't know their job. Inmate interaction is difficult. If you are the hard ass one week and then lenient the next, it is hard to find consistency. It is hard to know what game to bring to work every day. If you are too lenient, they call you in. And with inmates you will never will a popularity contest. I think has it figured it out better than the other facilities. We are closer knit than the other facilities. I think we care more for each other. I haven't worked in the other facilities but we are friends here.