

# Memo

To: Joseph Ponte, Commissioner  
From: Patricia Barnhart, Warden  
Date: 11/10/2011  
Re: Updates from August to date

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The following is a list of the accomplishments since our last meeting with OPEGA.

## SECTION I

### Strategy 1 Management Consultation To Improve Culture

- Training: Five FTO positions were filled in September. Training for FTO officers took place in October. FTO program start date is November.
- Administrative Investigations — report submitted in September
- Grievances — report submitted in July — policy re-write completion and into APA process in November.

### Strategy 2 Organizational Structure and Communication

- Weekly Deputy Warden/Captain, Unit Manager meetings continue.
- Warden held Town Hall meetings on 9/28/11 and 10/6/11.
- Warden held weekly meetings with Union representatives reviewing staffing matrix.
- New policy and procedures notification emailed to staff and included with briefing materials.
- Seven day notices to staff for **any** procedural changes, sent out via email to all facility staff and included with briefing materials

### Strategy 4 Climate Survey

- Focus groups started.

### Strategy 5 Diversity Training

- Noel Bonam met with staff and prisoners in October to set up survey tool. Survey to be out to staff in November.

### Strategy 7 Recruitment and Retention

- Five (5) new Field Training Officers hired — training to be done in October and **November 2011.**

-Staff survey questions developed for survey distribution November 2011.

—Corporal positions added.

—Turnover rate:

2009: 5.5%

2010: 8°/0

2011 to date: 11.2%

### Strategy 8 Performance Measurement Criteria

—The Commissioner has made the decision to move the department forward with participation in ASCA (association of state correctional administrators) Performance Based Measures System (PBMS) which will capture data in all adult facilities on the following standards: Contextual Data, Public Safety, Institutional Safety to include incidents and PREA matters, Substance Abuse, Mental Health, Justice Standards to include Grievances and disciplinary reports, Academic Education, Health Care, Fiscal Standards and Personnel Standards.

To date, one IT person has been trained by the National Institute of Corrections to facilitate this effort. Other staff to be trained includes the Director of QA and an Assistant to the Commissioner to ensure oversight of the implementation of the PBMS and ongoing accountability of the system. On September 14, 2011 all facility CEO's participated in an on-line Webinar of the PBMS to ensure a basic understanding and commitment to the effort. The PMS provides clear definitions and methods of measurement for all area standards. The Director of QA and the Assistant to the Commissioner are in the process of developing an action plan for tracking the standards and associated key indicators. This data will generate information that will provide employees with valuable information to improve the performance in their institutions.

## SECTION II

### Strategy 1 Incident Reports Tracking System

—No calls to Warden's Office or Commissioner's Office on complaint lines were received.

### Strategy 3 Prisoner Grievance tracking

—State-wide Grievance Committee formed in September. Policy re-write completion and into APA process in November.

### Strategy 4 Employee Suggestions/Concerns

—September 2011: Staff and prisoners expressed concerns about safety. A security team structure was formed. A Captain was selected to head the team. Sergeant interviews completed for the team on 10/17/11. Sergeant was announced. Corporal positions to be posted early November.

—October 2011: Staff expressed concerns about responders for emergencies. A new policy was adapted.

### Strategy 5 Prisoner Suggestions and Concerns

-September 2011: PC prisoners requested more programming opportunities. The PC Unit was relocated to MCC in October 2011.

-October 2011: Vending machine issues. Warden met with prisoners civic groups on 10/17/11. Relocating some vending machines to Activities Building. Completed 11/8/11.