

Questions:

1. What changes should be made in environmental/culture at MSP to fully support the following as regards violations of significant policies and procedures, inappropriate treatment of staff and inmates and other misconduct regardless of who may be the subject of the charges:

- prompt reporting;
- timely, appropriate and consistent response;
- appropriate, consistent and effective action and resolution of the concern?

2. What improvements should be made to the avenues available for staff to raise concerns to assure that: staff can utilize them without intimidation or fear of retribution; there is timely appropriate and consistent response and resolution; and there is sufficient record of the concern and actions taken to resolve it? Should additional avenues be established?

3. Have staff experienced or observed situations that have not previously been reported or properly addressed, or that staff perceived have not been fully and properly addressed, which management should take action on or communicate about?

I. CHANGES TO ORGANIZATIONAL CULTURE

Strategy 1. Management consultation to improve culture

Lead	Actions	Outcomes	Timeframe
<ul style="list-style-type: none"> ▪ Commissioner, Warden 	<ul style="list-style-type: none"> ▪ Carol Flaherty Zonis to consult with MSP management team 	<ul style="list-style-type: none"> ▪ Coordinating a return site visit and consultation with Carol Zonis 	November/December 2009

Strategy 2. Organizational structure and Communications

Lead	Actions	Outcomes	Timeframe
<ul style="list-style-type: none"> ▪ Warden, HR division, Central Office leadership 	<ul style="list-style-type: none"> ▪ Review organizational structure and chain of command, communications flow ▪ Identify obstacles/barriers to effective communication 	<ul style="list-style-type: none"> ▪ clearly describe how information flows; what information goes to the Warden and in what format; what information is shared with security, etc <ul style="list-style-type: none"> ➢ Update organizational charts 	July 2009

Strategy 3. Unit Management review

Lead	Actions	Outcomes	Timeframe
<ul style="list-style-type: none"> ▪ Commissioner, Warden 	<ul style="list-style-type: none"> ▪ Request consultation from NIC ▪ Revisit unit management assessment ▪ Identify improvements based on best practice 	<ul style="list-style-type: none"> ▪ Submit NIC request ▪ Schedule site visit 	July

Strategy 4. *Climate survey

Lead	Actions	Outcomes	Timeframe
<ul style="list-style-type: none"> ▪ Deputy Commissioner, Warden, other facility administrators 	<ul style="list-style-type: none"> ▪ Review climate surveys and select appropriate method ▪ Conduct employee assessment of climate ▪ Compile results and distribute to employees ▪ Develop follow up plan based on results ▪ Reassess routinely 	<ul style="list-style-type: none"> ▪ Establish a baseline ▪ Improved assessment of climate in subsequent surveys 	January 2010 Annually thereafter

Strategy 5. *Diversity training

Lead	Actions	Outcomes	Timeframe
<ul style="list-style-type: none"> ▪ Deputy Commissioner, Director of Training, Warden, MSP Training Director 	<ul style="list-style-type: none"> ▪ Continue the development of staff training by Noel Bonam ▪ NAACP training ▪ Incorporate any trainings developed into department training curriculum (leadership, correctional officer, etc) 	<ul style="list-style-type: none"> ▪ Identify Training that is targeted to needs identified in climate survey; analysis of incidents and grievances ▪ Develop a training plan (content and schedule) ▪ Assess the need for prisoner education on diversity awareness 	July – initial report from training committee

Strategy 6. *Promotional opportunities

Lead	Actions	Outcomes	Timeframe
<ul style="list-style-type: none"> ▪ Warden, HR Director 	<ul style="list-style-type: none"> ▪ Review promotion board process and selection criteria <ul style="list-style-type: none"> ➢ Solicit employee suggestions for improvement ➢ establish improved process ➢ train supervisors in new process ➢ Leadership development training 	<ul style="list-style-type: none"> ▪ Solicit input from staff ▪ Create a committee or process to develop proposed criteria ▪ Pilot proposal 	Update the Commissioner by July 29

Strategy 7. *Recruitment and retention

Lead	Actions	Outcomes	Timeframe
<ul style="list-style-type: none"> ▪ Deputy Commissioner, SC HR Director, Recruitment and Retention Team Leader 	<ul style="list-style-type: none"> ▪ re-focus the recruitment and retention team on selection criteria <ul style="list-style-type: none"> ▪ exit interviews ▪ peer support ▪ First 6-12 months of new CO 	<ul style="list-style-type: none"> ▪ Reduced employee turnover ▪ Reduced vacancies of correctional officers ▪ Improved retention of correctional officer ▪ Improve the FTO support of new hires 	January 2010

Strategy 8. *Performance measurement and criteria

Lead	Actions	Outcomes	Timeframe
<ul style="list-style-type: none"> ▪ Deputy Commissioner, Director of Programs, Facility Administrators, facility administrators 	<ul style="list-style-type: none"> ▪ ASCA performance indicators review with CEOs ▪ select those indicators that inform culture/management conditions ▪ develop tracking system ▪ provide feedback to managers and employees on performance of institution 	<ul style="list-style-type: none"> ▪ begin tracking agreed upon performance measures – pilot 	<p>January 2010</p>

* These strategies will be developed and piloted at the Maine State Prison, but will be applied to all adult correctional facilities and the entire department.

II. REPORTING OF VIOLATIONS OF SIGNIFICANT POLICIES AND PROCEDURES, INAPPROPRIATE TREATMENT OF STAFF AND PRISONERS AND OTHER MISCONDUCT

Strategy 1. *Incident reports tracking system

Lead	Actions	Outcomes	Timeframe
<ul style="list-style-type: none"> ▪ Warden 	<ul style="list-style-type: none"> ▪ collect incident reports in one place ▪ establish timelines for responding to reports ▪ track response performance ▪ track type of incident ▪ develop methods of reporting results 	<ul style="list-style-type: none"> ▪ Initiated a system; will be tracking the information ▪ Regular reports to Commissioner 	August 2009

Strategy 2. * HR Grievance tracking system

Lead	Actions	Outcomes	Timeframe
<ul style="list-style-type: none"> ▪ SC HR Director 	<ul style="list-style-type: none"> ▪ establish a tracking and reporting system 	<ul style="list-style-type: none"> ▪ Initiated a system; will be tracking the information ▪ Regular reports to Commissioner and Deputy Commissioner 	August 2009

Strategy 3. *Prisoner Grievance tracking

Lead	Actions	Outcomes	Timeframe
<ul style="list-style-type: none"> ▪ Facility administrators, Director of Classification 	<ul style="list-style-type: none"> ▪ analysis prisoner grievances for trends, problem areas 	<ul style="list-style-type: none"> ▪ A system is in place in each facility; reports will be sent to Central Office for an aggregate report to Commissioner and Deputy 	September 2009

Strategy 4. *Employee suggestions and concerns

Lead	Actions	Outcomes	Timeframe
<ul style="list-style-type: none"> ▪ Warden, Commissioner, HR director 	<ul style="list-style-type: none"> ▪ consider a process for employees to bring forward concerns or issues that are not considered incidents ▪ consider the existing initiative at DOT as a model approach 	<ul style="list-style-type: none"> ▪ consult with DOT 	August – September 2009

Strategy 5. *Prisoner suggestions and concerns

Lead	Actions	Outcomes	Timeframe
<ul style="list-style-type: none"> ▪ Warden, other correctional administrators, 	<ul style="list-style-type: none"> ▪ consider a process for prisoners to bring forward concerns or 	<ul style="list-style-type: none"> ▪ regular reporting and tracking mechanisms for prisoner 	November 2009

Central Office	issues that are not considered grievances to include: hotlines for prisoners, feedback from prisoner groups	suggestions/concerns	
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