

Maine Department of Corrections:
MSP Culture Survey Findings & MDOC Response
May 25, 2012

Survey Findings

The Department conducted a follow up culture survey during the month of March 2012. After reviewing the survey results, the Department has identified the lack of staff trust of the supervisory level as the primary finding of the survey. In addition, we also note that many of the responses regarding the workplace indicate that:

- 73% feel that their immediate supervisor demonstrates fair and equal treatment, is approachable and responsive to their ideas and concerns and follows policies and practices.
- 75% of staff feel they can report concerns about inmates to their supervisors without fear of intimidation or retaliation.
- 77% of staff feel their co-workers treat them respectfully.

MDOC Response

The Department identified the need to strengthen the management skills of the Maine State Prison supervisory level prior to the survey. A focused effort to improve supervision has taken place as follows:

- **Deputy Warden's Training:** Between May and September 2012 all Deputy Warden will be trained in a number of areas that cover operational management and accountability.
- **Managing in State Government:** The Department will provide this 3-day training to all supervisors. To date, 124 of 217 supervisors have been trained. Follow up training and support is also being provided to ensure that the principles learned in this training are put to practice.
- **Leadership Development Initiative:** All supervisory staff will also attend this training. To date, 57 staff from MSP/BCF have attended some or all modules.
- **Unit Management:** The Commissioner began a special project with all Unit Managers in April 2011. The team has developed and implemented a framework to Unit Management and continues to meet to discuss Unit Management.

In addition, the Department is committed to creating trusted avenues for communication for all employees:

- **Organizational Structure and Communication:** Steps to improve organizational structure and communication have been ongoing. As a first step at Maine State Prison, in early 2011 there was a significant turnover of leadership across the Department and the Maine State Prison (new Commissioner, new Deputy Wardens, and new Captains). In addition, Town Hall meetings with staff have been instituted. The Commissioner and Warden hotlines also remain in place.
- **Commissioner Round Tables:** These meetings are discussions between Commissioner Ponte and Associate Commissioner Grondin. Line staff from all disciplines are welcome to attend—no supervisory staff are invited. The Roundtables provide an opportunity for line staff have a direct discussion with the Commissioner. One Round Table at MSP has been held to date.
- **Exit Interviews:** All staff that has departed since June 2011 (21) have received exit interviews with the Warden. To date, no one has reported leaving due to dislike for their job or the staff with whom they work. Reasons for departure had more to do with personal family issues or other employment opportunities.

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Next Steps

The Department will continue its focus on the supervisory level, as noted above and will continue to improve communication with staff. Notably, the juvenile side of the house currently conducts staff satisfaction surveys as part of its implementation of evidence-based practices. The Department plans to leverage this competency on the adult side of the house to provide a quantitative means to track staff satisfaction and culture. Below is the survey utilized by Juvenile Services.

	Question	Strongly disagree			Neither		Strongly agree	
		1	2	3	4	5	6	7
1	Overall I am satisfied working in this organization							
2	People in senior management respect my personal rights							
3	I am often expected to do things that are not reasonable							
4	I have confidence in the judgment of senior management							
5	There is a friendly feeling between management and staff							
6	Management usually keeps us informed about things we want to know							
7	The organization tries to take unfair advantage of its staff							
8	This is a good place for people trying to get ahead in their career							
9	This is a good place for training and personal development							
10	Management is not very interested in the feelings of staff							
11	I know exactly what is expected of me in my job							
12	Staff frequently do not know what they are supposed to do							
13	This organization is a better place to work than other organizations in this field							
14	The jobs here are well organized and co-coordinated							
15	There is a lot of wasted time here due to poor planning							
16	Our job targets seem to be confused							
17	This is just a place to work and is separate from my personal interests							
18	The needs of the organization are more important than my own personal interests							