

New Approach Proving Value

- Contracting with vendor
- Cell phone based; less than 10 mins to take; completely anonymous
- ~25% response rate thus far
- Identifying areas of strength...
- ...and areas needing improvement



Field helping to shape Our Focus



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237th TBCJ Meeting and 344th Windham School District Board of Trustees Meeting

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Basic Structure of Survey

- Four quantitative sections (4-10 questions each)
 - Organizational Culture, Working Style, Employment Satisfaction, Organizational Alignment
 - Rated from Strongly Agree to Strongly Disagree
- Four qualitative (open-ended) questions
- Invites based on monthly random sampling of cell phone numbers provided by officers



Brief and Anonymous



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Who Is Responding?

- Almost 2,400 officer responses through first 9 months
- Rank – 53% CO IV, 32% CO V
- Gender – 57% male, 43% female
- Race – 49% Black, 30% White, 17% Hispanic
- Tenure – 26% < 1 year; 29% 1-3 years; 32% 5+ years
- 93 units represented; maximum security units account for 35% of respondents



Respondents reflect TDCJ

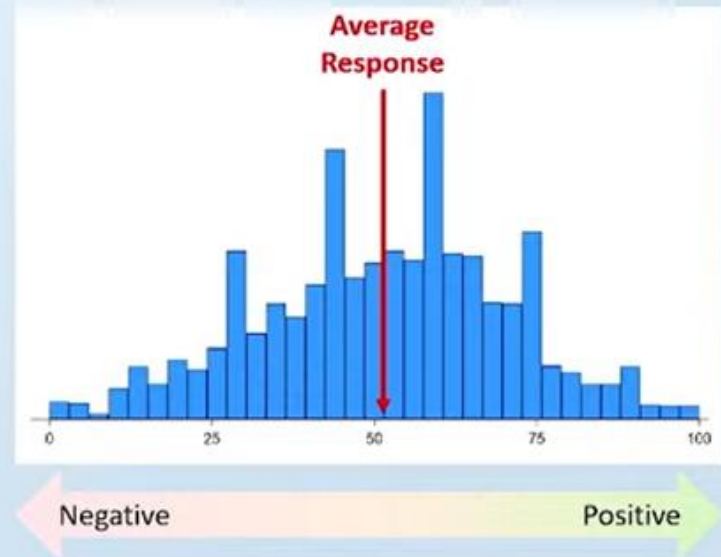


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What Are We Learning?

- Staff generally agree that they do not treat one another with enough respect, and
- Strong perceptions of lack of professionalism by supervisors

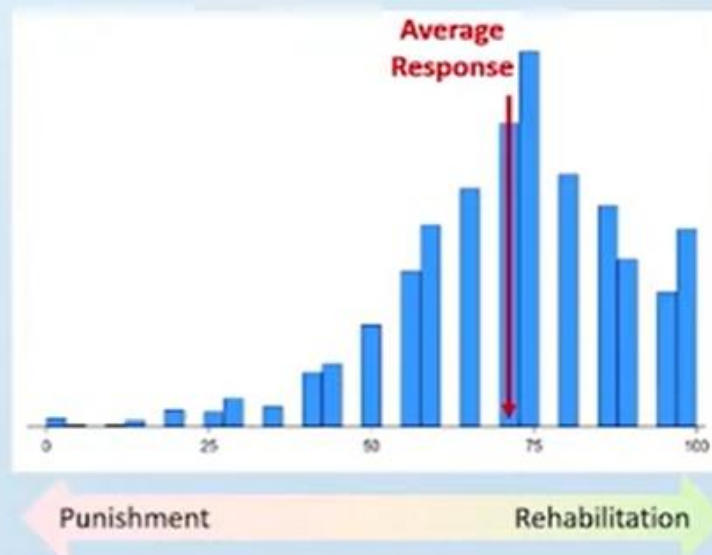


Organizational Culture – 51/100



What Are We Learning?

- Officers broadly agree their roles are critical to rehabilitation
- Officers broadly believe that most inmates can be rehabilitated
- Most officers do not believe the primary purpose of prison is to punish inmates



Working Style – 72/100

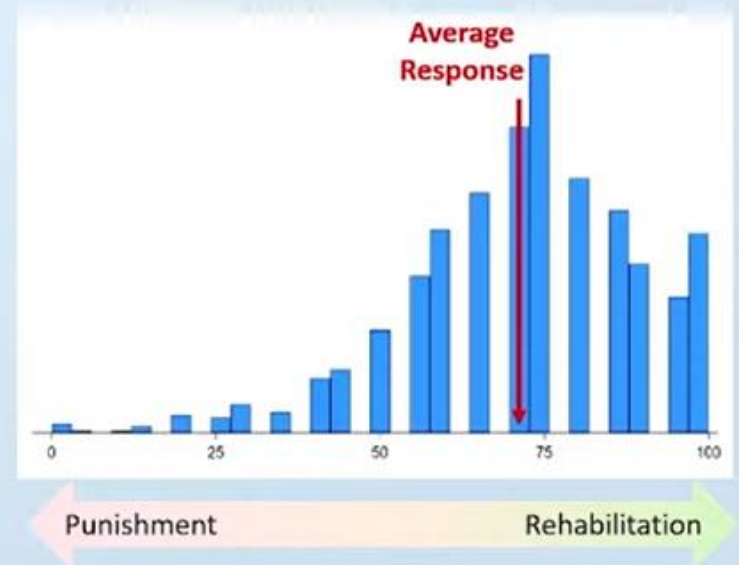


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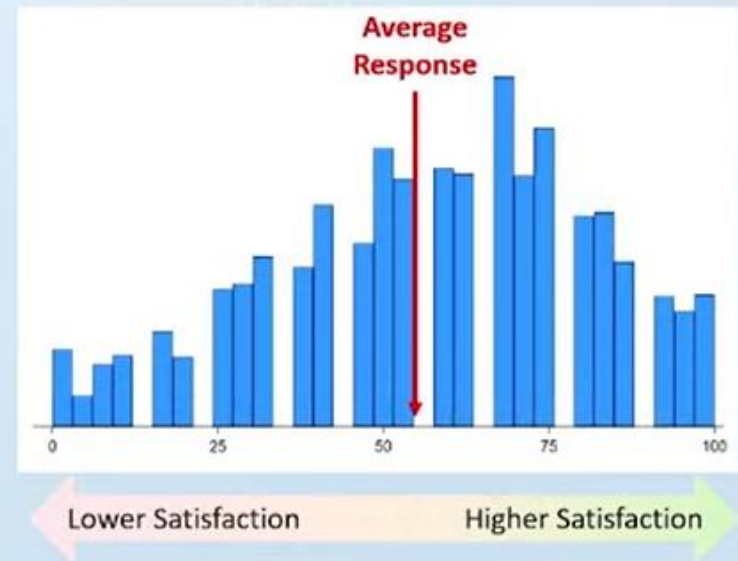


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What Are We Learning?

- More than half indicate they would like to retire with TDCJ, but
- Two-thirds indicate it would be easy to find a better job than being a correctional officer at TDCJ, and
- More than half have thought of quitting in the past 6 months



Employment Satisfaction – 57/100

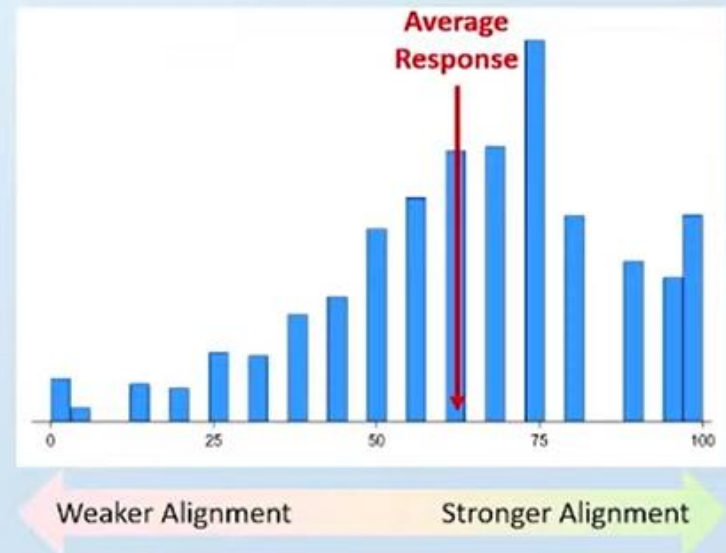


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What Are We Learning?

- Three quarters of officers really care about the fate of TDCJ, and
- Over half are proud to tell others they work for TDCJ, but
- Half of officers do not feel TDCJ inspires them to perform at their best



Organizational Alignment – 65/100



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What Are We Learning?

- Top three areas of concern highlighted in the open-ended questions:
 - Compensation
 - Leadership effectiveness and accountability
 - Training and standards for hire



Open-Ended Questions = High Value



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Moving Forward

- Reviewing strategies to address concerns
- Already deployed survey exploring equipment issues
- Communication back to the field
- New surveys to focus on correctional officer training
- Eventual expansion to Parole and rest of agency



Surveying the Field to be Ongoing

