



METHODOLOGY AND RESULTS:  
2013 NATIONAL SURVEY OF PRISON WARDENS,  
CONDUCTED IN CONJUNCTION WITH UPDATING  
THE *RESOURCE GUIDE FOR NEWLY APPOINTED WARDENS*

In 2012, the Center for Innovative Public Policies, Inc. was asked to update the *Resource Guide for Newly-Appointed Wardens*, published in 2002 by the National Institute of Corrections.<sup>1</sup> In order to obtain the input of wardens throughout the country, during the revision process a national survey was conducted.

Development and implementation of the 2013 National Survey of Prison Wardens was a collaborative effort among several stakeholders—i.e., the funding agency (National Institute of Corrections), the project administrator (Center for Innovative Public Policies), and researchers at Florida Atlantic University (School of Criminology and Criminal Justice and School of Public Administration).

Following a comprehensive literature review, the survey instrument was drafted and a hard copy was pretested in November, 2012, with the 24 participants attending NIC's Executive Training for New Wardens. Onsite discussions probed further to identify any items that might be unclear, missing, redundant, or otherwise confusing. After revisions were made, the online version of the survey was pretested with eight wardens from seven states. Feedback was very positive, with only a few minor changes made after this stage of the process.

At the same time, researchers were exploring avenues for obtaining email contacts for wardens throughout the country, since the online capability of Survey Monkey was determined to be the most efficient method for administering the survey to such a large, geographically dispersed target group. In that regard, NIC placed a notice on their discussion board website in November, 2012, asking state correctional agencies to submit a list of wardens in their state. The few responses received primarily came with names only, (not email addresses), thus making it impossible to contact them.

By early January, 2013, it had become apparent that it would not be possible through this approach to obtain a national list of prison wardens with specific contact information. The research team therefore initiated its own investigative process, developing a customized list through information available in state Department of Corrections websites, follow-up personal contacts, and discussions with DOC research personnel. This process yielded a list of approximately 898 names of wardens and their email addresses, (representing 47 states).

---

<sup>1</sup> The 2002 publication is available at: <http://www.cipp.org/survival/Resource.pdf>



To check the accuracy of these addresses, a test email was sent to everyone on the list in late January, 2013, explaining the project and providing them with a "heads-up" alert to watch for the upcoming survey. After eliminating 21 invalid email addresses and correcting others, a total of 877 names remained on the list. By January 28, 2013, the survey was sent to these validated email addresses, asking for a response within two weeks.

By mid-February, a follow-up email was sent to everyone, thanking those who had replied and requesting those who had not to do so. Since survey responses were anonymous, it was impossible to distinguish one group from the other, so a generic email was sent to everyone. The survey was left open online for another month thereafter. By that time, a total of 360 people had responded, representing a 41% response rate. However, there were 34 respondents who did not answer the majority of important questions, so they were eliminated from the analyses, resulting in 326 useable cases (a 37% response rate). Twenty-two respondents who were formerly wardens and are now state directors or administrators were removed for a portion of the quantitative results, but their responses to the open-ended questions were included in the qualitative analysis.





Overall, forty-three states are represented in the sample. For various reasons, three states did not participate (Illinois, Washington, and Georgia), and no one from the states of Maine, Delaware, Rhode Island, or New Hampshire responded to the question about their current state of employment. While it is unclear whether anyone from those four states responded, it might be speculated that since all of these are small states with very few wardens, anyone responding might have been concerned about anonymity if their affiliation was acknowledged.

If you have any questions, please contact Susan McCampbell at [susanmccampbell@cipp.org](mailto:susanmccampbell@cipp.org).

## 1. Which of the following best describes your facility?

		Response Percent	Response Count
State Prison		98.3%	341
Federal Prison		0.0%	0
Local/County Jail		1.7%	6
Other (please specify)			13
answered question			347
skipped question			14

## 2. What is the average daily population of inmates in your facility?

		Response Percent	Response Count
Less than 500		26.2%	93
501-999		23.4%	83
1000-2499		38.9%	138
2500 or more		11.5%	41
answered question			355
skipped question			6

### 3. How many employees work in your prison?

	Response Average	Response Total	Response Count
Number of Employees	380.58	133,204	350
	answered question		350
	skipped question		11



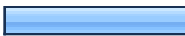


### 4. Approximately, what percentage of employees is sworn/custody?

	Response Average	Response Total	Response Count
Percentage of sworn/custody employees	99.39	33,993	342
	answered question		342
	skipped question		19

### 5. Approximately, what percentage of employees is civilian/non-custody?

	Response Average	Response Total	Response Count
Percentage of civilian/non-custody employees	42.62	14,534	341
	answered question		341
	skipped question		20

## 6. What is the security level of your prison?

		Response Percent	Response Count
Minimum		16.7%	57
Low		4.7%	16
Medium		26.9%	92
High		15.2%	52
Multiple levels of security		36.5%	125

Other (please specify) 38

answered question	342
skipped question	19




## 7. In which state do you currently work?

	Response Count
	119
answered question	119
skipped question	242




## 8. How many years have you been working in the field of corrections?

	Response Average	Response Total	Response Count
Number of years	26.65	9,221	346
answered question			346
skipped question			15

## 9. Within that time, how long have you served as a warden/superintendent?

		Response Percent	Response Count
Never served as a warden/superintendent		0.9%	3
Served less than one year		8.6%	30
Served one year or more (please specify the number of years)		90.5%	314
answered question			347
skipped question			14

## 10. What is your current title?

		Response Percent	Response Count
Director		1.2%	4
Deputy Director		0.9%	3
Warden/Superintendent		97.9%	322
Other (please specify)			27
answered question			329
skipped question			32

### 11. How many years have you been working for your state's Department of Corrections?

	Response Average	Response Total	Response Count
Number of years as an employee	24.78	8,574	346
Number of years as a warden/superintendent	6.15	2,071	337
answered question			346
skipped question			15






### 12. What is your age?

	Response Average	Response Total	Response Count
Number of years	51.73	17,848	345
answered question			345
skipped question			16






### 13. What is your gender?

	Response Percent	Response Count
Female	21.7%	75
Male	78.3%	271
answered question		346
skipped question		15

#### 14. What is your highest level of education?







		Response Percent	Response Count
Less than High School		0.0%	0
High School Diploma or Equivalent		16.7%	58
Associate's degree (2 years)		11.5%	40
<b>Bachelor's degree</b>		<b>51.0%</b>	<b>177</b>
Master's degree		19.9%	69
Doctoral degree		0.9%	3
<b>answered question</b>			<b>347</b>
<b>skipped question</b>			<b>14</b>

#### 15. Which of the following best describes your race/ethnicity?







		Response Percent	Response Count
American Indian		0.3%	1
Asian		0.0%	0
Black		17.9%	61
<b>Caucasian</b>		<b>77.1%</b>	<b>262</b>
Hispanic		3.8%	13
Multi-racial		0.9%	3
Other (please specify)			7
<b>answered question</b>			<b>340</b>
<b>skipped question</b>			<b>21</b>








## 16. Capability to develop a new budget

		Response Percent	Response Count
Not applicable		3.9%	13
Not at all necessary		3.3%	11
Slightly necessary		13.1%	44
Moderately necessary		28.9%	97
<b>Very necessary</b>		<b>33.3%</b>	<b>112</b>
Completely necessary		17.6%	59
<b>answered question</b>			<b>336</b>
<b>skipped question</b>			<b>25</b>





## 17. Your capability to develop a new budget

		Response Percent	Response Count
Don't know		2.4%	8
Not at all capable		2.1%	7
Slightly capable		8.3%	28
Moderately capable		31.3%	105
<b>Very capable</b>		<b>40.8%</b>	<b>137</b>
Completely capable		15.2%	51
<b>answered question</b>			<b>336</b>
<b>skipped question</b>			<b>25</b>





## 18. Capability to administer an existing budget

		Response Percent	Response Count
Not Applicable		0.0%	0
Not at all necessary		0.3%	1
Slightly necessary		2.1%	7
Moderately necessary		8.9%	30
<b>Very necessary</b>		<b>45.8%</b>	<b>154</b>
Completely necessary		42.9%	144
<b>answered question</b>			<b>336</b>
<b>skipped question</b>			<b>25</b>





## 19. Your capability to administer an existing budget

		Response Percent	Response Count
Don't know		0.0%	0
Not at all competent		0.0%	0
Slightly competent		1.8%	6
Moderately competent		15.3%	51
<b>Very competent</b>		<b>45.0%</b>	<b>150</b>
Completely competent		37.8%	126
<b>answered question</b>			<b>333</b>
<b>skipped question</b>			<b>28</b>







## 20. Capability to make fiscally sound decisions

		Response Percent	Response Count
Not applicable		0.0%	0
Not at all necessary		0.0%	0
Slightly necessary		0.3%	1
Moderately necessary		2.4%	8
Very necessary		41.7%	140
Completely necessary		55.7%	187
answered question			336
skipped question			25







## 21. Your capability to make fiscally sound decisions

		Response Percent	Response Count
Don't know		0.0%	0
Not at all capable		0.0%	0
Slightly capable		0.3%	1
Moderately capable		4.2%	14
Very capable		45.7%	153
Completely capable		49.9%	167
answered question			335
skipped question			26







## 22. Capability to obtain necessary fiscal resources

		Response Percent	Response Count
Not applicable		2.1%	7
Not at all necessary		1.8%	6
Slightly necessary		5.1%	17
Moderately necessary		18.7%	62
<b>Very necessary</b>		<b>42.8%</b>	<b>142</b>
Completely necessary		29.5%	98
<b>answered question</b>			<b>332</b>
<b>skipped question</b>			<b>29</b>







## 23. Your capability to obtain necessary fiscal resources

		Response Percent	Response Count
Don't know		2.1%	7
Not at all capable		1.5%	5
Slightly capable		4.8%	16
Moderately capable		24.2%	81
<b>Very capable</b>		<b>47.8%</b>	<b>160</b>
Completely capable		19.7%	66
<b>answered question</b>			<b>335</b>
<b>skipped question</b>			<b>26</b>







## 24. Capability to administer contracts

		Response Percent	Response Count
Not applicable		3.3%	11
Not at all necessary		6.6%	22
Slightly necessary		14.4%	48
Moderately necessary		28.8%	96
<b>Very necessary</b>		<b>31.5%</b>	<b>105</b>
Completely necessary		15.3%	51
<b>answered question</b>			<b>333</b>
<b>skipped question</b>			<b>28</b>







## 25. Your capability to administer contracts

		Response Percent	Response Count
Don't know		3.3%	11
Not at all capable		4.2%	14
Slightly capable		9.6%	32
Moderately capable		28.4%	95
<b>Very capable</b>		<b>41.5%</b>	<b>139</b>
Completely capable		13.1%	44
<b>answered question</b>			<b>335</b>
<b>skipped question</b>			<b>26</b>






## 26. Capability to manage litigation

		Response Percent	Response Count
Not applicable		4.5%	15
Not at all necessary		3.6%	12
Slightly necessary		9.0%	30
Moderately necessary		24.0%	80
<b>Very necessary</b>		<b>39.5%</b>	<b>132</b>
Completely necessary		19.5%	65
<b>answered question</b>			<b>334</b>
<b>skipped question</b>			<b>27</b>







## 27. Your capability to manage litigation

		Response Percent	Response Count
Don't know		4.2%	14
Not at all capable		3.0%	10
Slightly capable		7.8%	26
Moderately capable		24.8%	83
<b>Very capable</b>		<b>43.9%</b>	<b>147</b>
Completely capable		16.4%	55
<b>answered question</b>			<b>335</b>
<b>skipped question</b>			<b>26</b>







## 28. Capability to oversee physical plant management

		Response Percent	Response Count
Not applicable		0.9%	3
Not at all necessary		0.0%	0
Slightly necessary		1.5%	5
Moderately necessary		7.3%	24
<b>Very necessary</b>		<b>50.5%</b>	<b>166</b>
Completely necessary		39.8%	131
<b>answered question</b>			<b>329</b>
<b>skipped question</b>			<b>32</b>







## 29. Your capability to oversee physical plant management

		Response Percent	Response Count
Don't know		0.3%	1
Not at all capable		0.3%	1
Slightly capable		1.2%	4
Moderately capable		13.5%	45
<b>Very capable</b>		<b>51.7%</b>	<b>172</b>
Completely capable		33.0%	110
<b>answered question</b>			<b>333</b>
<b>skipped question</b>			<b>28</b>

### 30. Capability to manage technological resources







		Response Percent	Response Count
Not applicable		2.1%	7
Not at all necessary		0.6%	2
Slightly necessary		11.4%	38
Moderately necessary		25.9%	86
<b>Very necessary</b>		<b>45.8%</b>	<b>152</b>
Completely necessary		14.2%	47
<b>answered question</b>			<b>332</b>
<b>skipped question</b>			<b>29</b>

### 31. Your capability to manage technological resources







		Response Percent	Response Count
Don't know		2.1%	7
Not at all capable		1.5%	5
Slightly capable		11.7%	39
Moderately capable		36.6%	122
<b>Very capable</b>		<b>37.8%</b>	<b>126</b>
Completely capable		10.2%	34
<b>answered question</b>			<b>333</b>
<b>skipped question</b>			<b>28</b>







### 32. Capability to identify emerging trends in corrections

		Response Percent	Response Count
Not applicable		0.3%	1
Not at all necessary		0.3%	1
Slightly necessary		2.7%	9
Moderately necessary		17.1%	57
<b>Very necessary</b>		<b>55.0%</b>	<b>183</b>
Completely necessary		24.6%	82
<b>answered question</b>			<b>333</b>
<b>skipped question</b>			<b>28</b>




### 33. Your capability to identify emerging trends in corrections

		Response Percent	Response Count
Don't know		0.3%	1
Not at all capable		0.3%	1
Slightly capable		1.8%	6
Moderately capable		23.4%	78
<b>Very capable</b>		<b>54.8%</b>	<b>183</b>
Completely capable		19.5%	65
<b>answered question</b>			<b>334</b>
<b>skipped question</b>			<b>27</b>






### 34. Capability to assure organizational accountability

		Response Percent	Response Count
Not applicable		0.3%	1
Not at all necessary		0.0%	0
Slightly necessary		0.0%	0
Moderately necessary		3.4%	11
Very necessary		40.1%	131
Completely necessary		56.3%	184
answered question			327
skipped question			34






### 35. Your capability to assure organizational accountability

		Response Percent	Response Count
Don't know		0.0%	0
Not at all capable		0.0%	0
Slightly capable		0.0%	0
Moderately capable		7.4%	25
Very capable		46.1%	155
Completely capable		46.4%	156
answered question			336
skipped question			25





### 36. Capability to engage in strategic planning to guide operations

		Response Percent	Response Count
Not applicable		0.0%	0
Not at all necessary		0.6%	2
Slightly necessary		0.6%	2
Moderately necessary		9.6%	32
<b>Very necessary</b>		<b>49.3%</b>	<b>165</b>
Completely necessary		40.0%	134
<b>answered question</b>			<b>335</b>
<b>skipped question</b>			<b>26</b>





### 37. Your capability to engage in strategic planning to guide operations

		Response Percent	Response Count
Don't know		0.0%	0
Not at all capable		0.6%	2
Slightly capable		0.3%	1
Moderately capable		14.9%	50
<b>Very capable</b>		<b>53.1%</b>	<b>178</b>
Completely capable		31.0%	104
<b>answered question</b>			<b>335</b>
<b>skipped question</b>			<b>26</b>






### 38. Capability to align operational practices with administrative priorities

		Response Percent	Response Count
Not applicable		0.6%	2
Not at all necessary		0.0%	0
Slightly necessary		0.0%	0
Moderately necessary		4.5%	15
Very necessary		43.9%	145
<b>Completely necessary</b>		<b>50.9%</b>	<b>168</b>
<b>answered question</b>			<b>330</b>
<b>skipped question</b>			<b>31</b>





### 39. Your capability to align operational practices with administrative priorities

		Response Percent	Response Count
Don't know		0.0%	0
Not at all capable		0.0%	0
Slightly capable		0.3%	1
Moderately capable		5.4%	18
<b>Very capable</b>		<b>53.9%</b>	<b>181</b>
Completely capable		40.5%	136
<b>answered question</b>			<b>336</b>
<b>skipped question</b>			<b>25</b>






#### 40. Capability to assure compliance with legal mandates

		Response Percent	Response Count
Not applicable		0.3%	1
Not at all necessary		0.0%	0
Slightly necessary		0.6%	2
Moderately necessary		5.4%	18
Very necessary		31.6%	105
Completely necessary		62.0%	206
answered question			332
skipped question			29




#### 41. Your capability to assure compliance with legal mandates

		Response Percent	Response Count
Don't know		0.0%	0
Not at all capable		0.0%	0
Slightly capable		0.3%	1
Moderately capable		7.8%	26
Very capable		44.3%	148
Completely capable		47.6%	159
answered question			334
skipped question			27






## 42. Capability to encourage ethical decision-making

		Response Percent	Response Count
Not applicable		0.3%	1
Not at all necessary		0.0%	0
Slightly necessary		0.3%	1
Moderately necessary		3.0%	10
Very necessary		26.1%	87
<b>Completely necessary</b>		<b>70.3%</b>	<b>234</b>
<b>answered question</b>			<b>333</b>
<b>skipped question</b>			<b>28</b>






## 43. Your capability to encourage ethical decision-making

		Response Percent	Response Count
Don't know		0.0%	0
Not at all capable		0.0%	0
Slightly capable		0.0%	0
Moderately capable		1.5%	5
Very capable		30.6%	102
<b>Completely capable</b>		<b>67.9%</b>	<b>226</b>
<b>answered question</b>			<b>333</b>
<b>skipped question</b>			<b>28</b>






#### 44. Capability to assess internal organizational culture

		Response Percent	Response Count
Not applicable		0.3%	1
Not at all necessary		0.0%	0
Slightly necessary		0.9%	3
Moderately necessary		4.9%	16
<b>Very necessary</b>		<b>52.3%</b>	<b>172</b>
Completely necessary		41.6%	137
<b>answered question</b>			<b>329</b>
<b>skipped question</b>			<b>32</b>






#### 45. Your capability to assess internal organizational culture

		Response Percent	Response Count
Don't know		0.3%	1
Not at all capable		0.0%	0
Slightly capable		0.9%	3
Moderately capable		9.4%	31
<b>Very capable</b>		<b>56.5%</b>	<b>187</b>
Completely capable		32.9%	109
<b>answered question</b>			<b>331</b>
<b>skipped question</b>			<b>30</b>

#### 46. Capability to manage internal organizational culture






		Response Percent	Response Count
Not applicable		0.3%	1
Not at all necessary		0.0%	0
Slightly necessary		0.3%	1
Moderately necessary		5.8%	19
<b>Very necessary</b>		<b>52.6%</b>	<b>172</b>
Completely necessary		41.0%	134
<b>answered question</b>			<b>327</b>
<b>skipped question</b>			<b>34</b>

#### 47. Your capability to manage internal organizational culture





		Response Percent	Response Count
Don't know		0.3%	1
Not at all capable		0.0%	0
Slightly capable		0.3%	1
Moderately capable		12.7%	42
<b>Very capable</b>		<b>55.6%</b>	<b>184</b>
Completely capable		31.1%	103
<b>answered question</b>			<b>331</b>
<b>skipped question</b>			<b>30</b>







#### 48. Capability to resolve organizational conflicts

		Response Percent	Response Count
Not applicable		0.3%	1
Not at all necessary		0.0%	0
Slightly necessary		0.3%	1
Moderately necessary		4.9%	16
Very necessary		46.2%	152
<b>Completely necessary</b>		<b>48.3%</b>	<b>159</b>
<b>answered question</b>			<b>329</b>
<b>skipped question</b>			<b>32</b>





#### 49. Your capability to resolve organizational conflicts

		Response Percent	Response Count
Don't know		0.0%	0
Not at all capable		0.0%	0
Slightly capable		0.9%	3
Moderately capable		7.3%	24
<b>Very capable</b>		<b>56.5%</b>	<b>187</b>
Completely capable		35.3%	117
<b>answered question</b>			<b>331</b>
<b>skipped question</b>			<b>30</b>






## 50. Capability to make staff feel proud to be a part of the organization

		Response Percent	Response Count
Not applicable		0.0%	0
Not at all necessary		0.0%	0
Slightly necessary		0.3%	1
Moderately necessary		4.8%	16
Very necessary		41.6%	138
<b>Completely necessary</b>		<b>53.3%</b>	<b>177</b>
<b>answered question</b>			<b>332</b>
<b>skipped question</b>			<b>29</b>






## 51. Your capability to make staff feel proud to be a part of the organization

		Response Percent	Response Count
Don't know		0.0%	0
Not at all capable		0.0%	0
Slightly capable		0.6%	2
Moderately capable		14.2%	47
<b>Very capable</b>		<b>48.6%</b>	<b>161</b>
Completely capable		36.6%	121
<b>answered question</b>			<b>331</b>
<b>skipped question</b>			<b>30</b>





## 52. Capability to maintain a positive organizational culture that values initiative

		Response Percent	Response Count
Not applicable		0.3%	1
Not at all necessary		0.0%	0
Slightly necessary		0.3%	1
Moderately necessary		4.8%	16
Very necessary		47.1%	156
<b>Completely necessary</b>		<b>47.4%</b>	<b>157</b>
<b>answered question</b>			<b>331</b>
<b>skipped question</b>			<b>30</b>





## 53. Your capability to maintain a positive organizational culture that values initiative

		Response Percent	Response Count
Don't know		0.3%	1
Not at all capable		0.0%	0
Slightly capable		0.9%	3
Moderately capable		11.4%	38
<b>Very capable</b>		<b>56.9%</b>	<b>189</b>
Completely capable		30.4%	101
<b>answered question</b>			<b>332</b>
<b>skipped question</b>			<b>29</b>






#### 54. Capability to guide organizational change

		Response Percent	Response Count
Not applicable		0.3%	1
Not at all necessary		0.0%	0
Slightly necessary		0.0%	0
Moderately necessary		4.5%	15
Very necessary		42.8%	142
<b>Completely necessary</b>		<b>52.4%</b>	<b>174</b>
<b>answered question</b>			<b>332</b>
<b>skipped question</b>			<b>29</b>







#### 55. Your capability to guide organizational change

		Response Percent	Response Count
Don't know		0.6%	2
Not at all capable		0.0%	0
Slightly capable		0.0%	0
Moderately capable		6.9%	23
<b>Very capable</b>		<b>52.1%</b>	<b>173</b>
Completely capable		40.4%	134
<b>answered question</b>			<b>332</b>
<b>skipped question</b>			<b>29</b>






## 56. Capability to obtain necessary human resources

		Response Percent	Response Count
Not applicable		0.9%	3
Not at all necessary		0.0%	0
Slightly necessary		1.9%	6
Moderately necessary		10.8%	35
<b>Very necessary</b>		<b>49.1%</b>	<b>159</b>
Completely necessary		37.3%	121
<b>answered question</b>			<b>324</b>
<b>skipped question</b>			<b>37</b>







## 57. Your capability to obtain necessary human resources

		Response Percent	Response Count
Don't know		0.6%	2
Not at all capable		0.6%	2
Slightly capable		4.6%	15
Moderately capable		25.8%	84
<b>Very capable</b>		<b>47.7%</b>	<b>155</b>
Completely capable		20.6%	67
<b>answered question</b>			<b>325</b>
<b>skipped question</b>			<b>36</b>






## 58. Capability to manage human resources

		Response Percent	Response Count
Not applicable		0.9%	3
Not at all necessary		0.0%	0
Slightly necessary		1.6%	5
Moderately necessary		5.9%	19
<b>Very necessary</b>		<b>46.7%</b>	<b>150</b>
Completely necessary		44.9%	144
<b>answered question</b>			<b>321</b>
<b>skipped question</b>			<b>40</b>





## 59. Your capability to manage human resources

		Response Percent	Response Count
Don't know		0.3%	1
Not at all capable		0.3%	1
Slightly capable		1.9%	6
Moderately capable		13.0%	42
<b>Very capable</b>		<b>51.5%</b>	<b>167</b>
Completely capable		33.0%	107
<b>answered question</b>			<b>324</b>
<b>skipped question</b>			<b>37</b>





## 60. Capability to retain employees

		Response Percent	Response Count
Not applicable		0.3%	1
Not at all necessary		0.0%	0
Slightly necessary		0.9%	3
Moderately necessary		7.4%	24
<b>Very necessary</b>		<b>54.9%</b>	<b>179</b>
Completely necessary		36.5%	119
<b>answered question</b>			<b>326</b>
<b>skipped question</b>			<b>35</b>




## 61. Your capability to retain employees

		Response Percent	Response Count
Don't know		0.0%	0
Not at all capable		0.0%	0
Slightly capable		4.6%	15
Moderately capable		32.2%	105
<b>Very capable</b>		<b>48.5%</b>	<b>158</b>
Completely capable		14.7%	48
<b>answered question</b>			<b>326</b>
<b>skipped question</b>			<b>35</b>

## 62. Capability to lead employees to achieve organizational mission







		Response Percent	Response Count
Not applicable		0.3%	1
Not at all necessary		0.0%	0
Slightly necessary		0.0%	0
Moderately necessary		1.9%	6
Very necessary		43.1%	138
<b>Completely necessary</b>		<b>54.7%</b>	<b>175</b>
<b>answered question</b>			<b>320</b>
<b>skipped question</b>			<b>41</b>

## 63. Your capability to lead employees to achieve organizational mission







		Response Percent	Response Count
Don't know		0.0%	0
Not at all capable		0.0%	0
Slightly capable		0.0%	0
Moderately capable		5.9%	19
<b>Very capable</b>		<b>54.6%</b>	<b>177</b>
Completely capable		39.5%	128
<b>answered question</b>			<b>324</b>
<b>skipped question</b>			<b>37</b>







#### 64. Capability to address union/labor issues

		Response Percent	Response Count
Not applicable		23.0%	74
Not at all necessary		3.1%	10
Slightly necessary		5.6%	18
Moderately necessary		13.0%	42
<b>Very necessary</b>		<b>28.0%</b>	<b>90</b>
Completely necessary		27.3%	88
<b>answered question</b>			<b>322</b>
<b>skipped question</b>			<b>39</b>




#### 65. Your capability to address union/labor issues

		Response Percent	Response Count
Don't know		18.0%	58
Not at all capable		3.4%	11
Slightly capable		3.7%	12
Moderately capable		12.1%	39
<b>Very capable</b>		<b>40.6%</b>	<b>131</b>
Completely capable		22.3%	72
<b>answered question</b>			<b>323</b>
<b>skipped question</b>			<b>38</b>





## 66. Capability to evaluate subordinates

		Response Percent	Response Count
Not applicable		0.0%	0
Not at all necessary		0.0%	0
Slightly necessary		0.3%	1
Moderately necessary		1.9%	6
Very necessary		44.0%	140
<b>Completely necessary</b>		<b>53.8%</b>	<b>171</b>
<b>answered question</b>			<b>318</b>
<b>skipped question</b>			<b>43</b>




## 67. Your capability to evaluate subordinates

		Response Percent	Response Count
Don't know		0.0%	0
Not at all capable		0.0%	0
Slightly capable		0.0%	0
Moderately capable		2.8%	9
<b>Very capable</b>		<b>48.6%</b>	<b>158</b>
<b>Completely capable</b>		<b>48.6%</b>	<b>158</b>
<b>answered question</b>			<b>325</b>
<b>skipped question</b>			<b>36</b>







## 68. Capability to resolve employee grievances

		Response Percent	Response Count
Not applicable		0.0%	0
Not at all necessary		0.0%	0
Slightly necessary		0.6%	2
Moderately necessary		5.9%	19
<b>Very necessary</b>		<b>48.3%</b>	<b>155</b>
Completely necessary		45.2%	145
<b>answered question</b>			<b>321</b>
<b>skipped question</b>			<b>40</b>






## 69. Your capability to resolve employee grievances

		Response Percent	Response Count
Don't know		0.0%	0
Not at all capable		0.0%	0
Slightly capable		0.0%	0
Moderately capable		7.1%	23
<b>Very capable</b>		<b>56.6%</b>	<b>184</b>
Completely capable		36.3%	118
<b>answered question</b>			<b>325</b>
<b>skipped question</b>			<b>36</b>






## 70. Capability to assure employees are trained to do their job

		Response Percent	Response Count
Not applicable		0.6%	2
Not at all necessary		0.3%	1
Slightly necessary		0.3%	1
Moderately necessary		3.7%	12
Very necessary		38.9%	125
<b>Completely necessary</b>		<b>56.1%</b>	<b>180</b>
<b>answered question</b>			<b>321</b>
<b>skipped question</b>			<b>40</b>





## 71. Your capability to assure employees are trained to do their job

		Response Percent	Response Count
Don't know		0.0%	0
Not at all capable		0.3%	1
Slightly capable		0.6%	2
Moderately capable		8.6%	28
<b>Very capable</b>		<b>53.5%</b>	<b>174</b>
Completely capable		36.9%	120
<b>answered question</b>			<b>325</b>
<b>skipped question</b>			<b>36</b>





## 72. Capability to plan for future leadership/management needs

		Response Percent	Response Count
Not applicable		0.3%	1
Not at all necessary		0.0%	0
Slightly necessary		0.9%	3
Moderately necessary		4.6%	15
<b>Very necessary</b>		<b>47.4%</b>	<b>153</b>
Completely necessary		46.7%	151
<b>answered question</b>			<b>323</b>
<b>skipped question</b>			<b>38</b>





## 73. Your capability to plan for future leadership/management needs

		Response Percent	Response Count
Don't know		0.0%	0
Not at all capable		0.0%	0
Slightly capable		1.9%	6
Moderately capable		15.3%	49
<b>Very capable</b>		<b>53.6%</b>	<b>172</b>
Completely capable		29.3%	94
<b>answered question</b>			<b>321</b>
<b>skipped question</b>			<b>40</b>





#### 74. Capability to take disciplinary action when appropriate

		Response Percent	Response Count
Not applicable		0.3%	1
Not at all necessary		0.0%	0
Slightly necessary		0.0%	0
Moderately necessary		1.9%	6
Very necessary		30.2%	97
Completely necessary		67.6%	217
answered question			321
skipped question			40




#### 75. Your capability to take disciplinary action when appropriate

		Response Percent	Response Count
Don't know		0.0%	0
Not at all capable		0.0%	0
Slightly capable		0.9%	3
Moderately capable		2.5%	8
Very capable		35.6%	116
Completely capable		61.0%	199
answered question			326
skipped question			35







## 76. Capability to mentor subordinates

		Response Percent	Response Count
Not applicable		0.3%	1
Not at all necessary		0.0%	0
Slightly necessary		0.0%	0
Moderately necessary		2.2%	7
Very necessary		41.3%	133
<b>Completely necessary</b>		<b>56.2%</b>	<b>181</b>
<b>answered question</b>			<b>322</b>
<b>skipped question</b>			<b>39</b>







## 77. Your capability to mentor subordinates

		Response Percent	Response Count
Don't know		0.0%	0
Not at all capable		0.0%	0
Slightly capable		0.0%	0
Moderately capable		5.0%	16
<b>Very capable</b>		<b>49.5%</b>	<b>159</b>
Completely capable		45.5%	146
<b>answered question</b>			<b>321</b>
<b>skipped question</b>			<b>40</b>

## 78. Capability to deal with the media







		Response Percent	Response Count
Not applicable		3.4%	11
Not at all necessary		2.5%	8
Slightly necessary		7.4%	24
<b>Moderately necessary</b>		<b>31.3%</b>	<b>101</b>
Very necessary		30.7%	99
Completely necessary		24.8%	80
<b>answered question</b>			<b>323</b>
<b>skipped question</b>			<b>38</b>

## 79. Your capability to deal with the media







		Response Percent	Response Count
Don't know		3.1%	10
Not at all capable		0.3%	1
Slightly capable		7.7%	25
Moderately capable		32.6%	106
<b>Very capable</b>		<b>39.7%</b>	<b>129</b>
Completely capable		16.6%	54
<b>answered question</b>			<b>325</b>
<b>skipped question</b>			<b>36</b>









## 80. Capability to build a positive rapport with stakeholder organizations

		Response Percent	Response Count
Not applicable		2.2%	7
Not at all necessary		0.6%	2
Slightly necessary		2.2%	7
Moderately necessary		12.2%	39
<b>Very necessary</b>		<b>47.5%</b>	<b>152</b>
Completely necessary		35.3%	113
<b>answered question</b>			<b>320</b>
<b>skipped question</b>			<b>41</b>





## 81. Your capability to build a positive rapport with stakeholder organizations

		Response Percent	Response Count
Don't know		2.2%	7
Not at all capable		0.6%	2
Slightly capable		0.9%	3
Moderately capable		15.7%	51
<b>Very capable</b>		<b>54.8%</b>	<b>178</b>
Completely capable		25.8%	84
<b>answered question</b>			<b>325</b>
<b>skipped question</b>			<b>36</b>





## 82. Capability to analyze the "big picture" beyond your facility

		Response Percent	Response Count
Not applicable		0.3%	1
Not at all necessary		0.3%	1
Slightly necessary		0.9%	3
Moderately necessary		9.0%	29
Very necessary		39.6%	127
<b>Completely necessary</b>		<b>49.8%</b>	<b>160</b>
<b>answered question</b>			<b>321</b>
<b>skipped question</b>			<b>40</b>





## 83. Your capability to analyze the "big picture" beyond your facility

		Response Percent	Response Count
Don't know		0.0%	0
Not at all capable		0.0%	0
Slightly capable		0.3%	1
Moderately capable		11.1%	36
<b>Very capable</b>		<b>45.4%</b>	<b>147</b>
Completely capable		43.2%	140
<b>answered question</b>			<b>324</b>
<b>skipped question</b>			<b>37</b>







#### 84. Capability to develop positive relations with the community

		Response Percent	Response Count
Not applicable		0.3%	1
Not at all necessary		0.0%	0
Slightly necessary		0.0%	0
Moderately necessary		9.6%	31
Very necessary		39.3%	127
<b>Completely necessary</b>		<b>50.8%</b>	<b>164</b>
<b>answered question</b>			<b>323</b>
<b>skipped question</b>			<b>38</b>






#### 85. Your capability to develop positive relations with the community

		Response Percent	Response Count
Don't know		0.0%	0
Not at all capable		0.0%	0
Slightly capable		0.6%	2
Moderately capable		8.7%	28
<b>Very capable</b>		<b>47.4%</b>	<b>152</b>
Completely capable		43.3%	139
<b>answered question</b>			<b>321</b>
<b>skipped question</b>			<b>40</b>







## 86. Capability to manage inmate medical needs

		Response Percent	Response Count
Not applicable		1.6%	5
Not at all necessary		0.9%	3
Slightly necessary		5.0%	16
Moderately necessary		13.7%	44
Very necessary		34.8%	112
<b>Completely necessary</b>		<b>44.1%</b>	<b>142</b>
<b>answered question</b>			<b>322</b>
<b>skipped question</b>			<b>39</b>







## 87. Your capability to manage inmate medical needs

		Response Percent	Response Count
Don't know		0.6%	2
Not at all capable		0.0%	0
Slightly capable		4.6%	15
Moderately capable		21.7%	70
<b>Very capable</b>		<b>52.9%</b>	<b>171</b>
Completely capable		20.1%	65
<b>answered question</b>			<b>323</b>
<b>skipped question</b>			<b>38</b>






## 88. Capability to manage inmate mental health needs

		Response Percent	Response Count
Not applicable		2.2%	7
Not at all necessary		0.6%	2
Slightly necessary		4.1%	13
Moderately necessary		10.3%	33
Very necessary		38.2%	122
<b>Completely necessary</b>		<b>44.5%</b>	<b>142</b>
<b>answered question</b>			<b>319</b>
<b>skipped question</b>			<b>42</b>





## 89. Your capability to manage inmate mental health needs

		Response Percent	Response Count
Don't know		0.9%	3
Not at all capable		0.6%	2
Slightly capable		4.6%	15
Moderately capable		22.0%	71
<b>Very capable</b>		<b>49.2%</b>	<b>159</b>
Completely capable		22.6%	73
<b>answered question</b>			<b>323</b>
<b>skipped question</b>			<b>38</b>






## 90. Capability to oversee inmate programs

		Response Percent	Response Count
Not applicable		0.3%	1
Not at all necessary		0.0%	0
Slightly necessary		1.3%	4
Moderately necessary		7.8%	25
<b>Very necessary</b>		<b>47.6%</b>	<b>152</b>
Completely necessary		42.9%	137
<b>answered question</b>			<b>319</b>
<b>skipped question</b>			<b>42</b>




## 91. Your capability to oversee inmate programs

		Response Percent	Response Count
Don't know		0.0%	0
Not at all capable		0.0%	0
Slightly capable		0.3%	1
Moderately capable		9.3%	30
<b>Very capable</b>		<b>56.2%</b>	<b>181</b>
Completely capable		34.2%	110
<b>answered question</b>			<b>322</b>
<b>skipped question</b>			<b>39</b>






## 92. Capability to manage critical incidents

		Response Percent	Response Count
Not applicable		0.3%	1
Not at all necessary		0.0%	0
Slightly necessary		0.3%	1
Moderately necessary		1.9%	6
Very necessary		26.9%	86
Completely necessary		70.6%	226
answered question			320
skipped question			41






## 93. Your capability to manage critical incidents

		Response Percent	Response Count
Don't know		0.0%	0
Not at all capable		0.0%	0
Slightly capable		0.0%	0
Moderately capable		5.0%	16
Very capable		43.1%	138
Completely capable		51.9%	166
answered question			320
skipped question			41

#### 94. Capability to administer safety regulations





		Response Percent	Response Count
Not applicable		0.6%	2
Not at all necessary		0.0%	0
Slightly necessary		0.3%	1
Moderately necessary		5.1%	16
Very necessary		40.2%	127
<b>Completely necessary</b>		<b>53.8%</b>	<b>170</b>
<b>answered question</b>			<b>316</b>
<b>skipped question</b>			<b>45</b>

#### 95. Your capability to administer safety regulations






		Response Percent	Response Count
Don't know		0.3%	1
Not at all capable		0.0%	0
Slightly capable		0.9%	3
Moderately capable		8.5%	27
<b>Very capable</b>		<b>54.2%</b>	<b>173</b>
Completely capable		36.1%	115
<b>answered question</b>			<b>319</b>
<b>skipped question</b>			<b>42</b>







## 96. Capability to reduce facility-related liability risks

		Response Percent	Response Count
Not applicable		0.6%	2
Not at all necessary		0.0%	0
Slightly necessary		0.0%	0
Moderately necessary		6.3%	20
Very necessary		43.0%	136
<b>Completely necessary</b>		<b>50.0%</b>	<b>158</b>
<b>answered question</b>			<b>316</b>
<b>skipped question</b>			<b>45</b>





## 97. Your capability to reduce facility-related liability risks

		Response Percent	Response Count
Don't know		0.3%	1
Not at all capable		0.0%	0
Slightly capable		1.3%	4
Moderately capable		13.9%	44
<b>Very capable</b>		<b>54.1%</b>	<b>171</b>
Completely capable		30.4%	96
<b>answered question</b>			<b>316</b>
<b>skipped question</b>			<b>45</b>





## 98. Capability to maintain professional competence

		Response Percent	Response Count
Not applicable		0.3%	1
Not at all necessary		0.0%	0
Slightly necessary		0.0%	0
Moderately necessary		1.6%	5
Very necessary		40.9%	131
<b>Completely necessary</b>		<b>57.2%</b>	<b>183</b>
<b>answered question</b>			<b>320</b>
<b>skipped question</b>			<b>41</b>




## 99. Your capability to maintain professional competence

		Response Percent	Response Count
Don't know		0.0%	0
Not at all capable		0.0%	0
Slightly capable		0.3%	1
Moderately capable		2.2%	7
<b>Very capable</b>		<b>49.7%</b>	<b>159</b>
Completely capable		47.8%	153
<b>answered question</b>			<b>320</b>
<b>skipped question</b>			<b>41</b>





## 100. Capability to make sound decisions

		Response Percent	Response Count
Not applicable		0.3%	1
Not at all necessary		0.0%	0
Slightly necessary		0.0%	0
Moderately necessary		0.6%	2
Very necessary		24.2%	77
Completely necessary		74.8%	238
answered question			318
skipped question			43






## 101. Your capability to make sound decisions

		Response Percent	Response Count
Don't know		0.0%	0
Not at all capable		0.0%	0
Slightly capable		0.0%	0
Moderately capable		0.6%	2
Very capable		38.2%	122
Completely capable		61.1%	195
answered question			319
skipped question			42





## 102. Capability to balance work and personal life

		Response Percent	Response Count
Not applicable		0.0%	0
Not at all necessary		0.3%	1
Slightly necessary		0.0%	0
Moderately necessary		4.4%	14
Very necessary		35.2%	112
<b>Completely necessary</b>		<b>60.1%</b>	<b>191</b>
<b>answered question</b>			<b>318</b>
<b>skipped question</b>			<b>43</b>





## 103. Your capability to balance work and personal life

		Response Percent	Response Count
Don't know		0.0%	0
Not at all capable		0.9%	3
Slightly capable		2.5%	8
Moderately capable		29.5%	94
<b>Very capable</b>		<b>35.4%</b>	<b>113</b>
Completely capable		31.7%	101
<b>answered question</b>			<b>319</b>
<b>skipped question</b>			<b>42</b>

#### 104. Capability to seek feedback about your job performance

		Response Percent	Response Count
Not applicable		0.0%	0
Not at all necessary		0.0%	0
Slightly necessary		0.9%	3
Moderately necessary		10.7%	34
<b>Very necessary</b>		<b>48.3%</b>	<b>153</b>
Completely necessary		40.1%	127
<b>answered question</b>			<b>317</b>
<b>skipped question</b>			<b>44</b>

#### 105. Your capability to seek feedback about your job performance

		Response Percent	Response Count
Don't know		0.0%	0
Not at all capable		0.0%	0
Slightly capable		3.4%	11
Moderately capable		18.8%	60
<b>Very capable</b>		<b>52.2%</b>	<b>167</b>
Completely capable		25.6%	82
<b>answered question</b>			<b>320</b>
<b>skipped question</b>			<b>41</b>

**106. Thinking back on your first 6 months as a warden/superintendent, what was the most challenging issue you faced that you were not prepared to handle?**

**Response  
Count**

306

**answered question**

**306**

**skipped question**

**55**

**107. What is currently the most challenging issue you face as a warden/superintendent?**

**Response  
Count**

309

**answered question**

**309**

**skipped question**

**52**

**108. What is the most important advice you would give to a newly appointed warden/superintendent?**

**Response  
Count**

306








**answered question**

**306**





**skipped question**

**55**








### 109. Overall, how satisfied are you with your current position?

		Response Percent	Response Count
Completely dissatisfied		0.3%	1
Mostly dissatisfied		1.3%	4
Somewhat dissatisfied		1.0%	3
Neither dissatisfied or satisfied		1.9%	6
Somewhat satisfied		6.7%	21
<b>Mostly satisfied</b>		<b>44.8%</b>	<b>141</b>
Completely satisfied		44.1%	139
answered question			<b>315</b>
skipped question			<b>46</b>



### 110. Overall, how committed are you to the work you do as a prison warden/superintendent?

		Response Percent	Response Count
Not at all committed		0.0%	0
Mostly uncommitted		0.0%	0
Somewhat uncommitted		0.3%	1
Neither		0.0%	0
Somewhat committed		0.6%	2
Mostly committed		7.3%	23
<b>Completely committed</b>		<b>91.7%</b>	<b>288</b>
answered question			<b>314</b>
skipped question			<b>47</b>

### 111. I feel that I am positively influencing other people's lives through my work.

		Response Percent	Response Count
Never		0.3%	1
A few times a year		1.3%	4
Once a month or less		0.3%	1
A few times a month		3.2%	10
Once a week		2.2%	7
A few times a week		25.6%	80
Every day		67.1%	210
answered question			313
skipped question			48

### 112. I deal effectively with the problems of this facility.

		Response Percent	Response Count
Never		0.0%	0
A few times a year		0.0%	0
Once a month or less		0.0%	0
A few times a month		0.6%	2
Once a week		0.0%	0
A few times a week		15.0%	47
Every day		84.4%	265
answered question			314
skipped question			47










### 113. I feel in control of what decisions I make on the job.

		Response Percent	Response Count
Never		0.6%	2
A few times a year		0.0%	0
Once a month or less		0.3%	1
A few times a month		1.3%	4
Once a week		0.0%	0
A few times a week		21.1%	66
Every day		76.7%	240
answered question			313
skipped question			48








### 114. Because of my work, I feel unable to fully enjoy my family and/or social life.

		Response Percent	Response Count
Never		16.9%	53
A few times a year		19.5%	61
Once a month or less		8.9%	28
A few times a month		19.5%	61
Once a week		10.5%	33
A few times a week		17.9%	56
Every day		6.7%	21
answered question			313
skipped question			48




### 115. Working with people all day is really a strain for me.

		Response Percent	Response Count
Never		30.1%	94
A few times a year		25.6%	80
Once a month or less		9.0%	28
A few times a month		17.3%	54
Once a week		7.4%	23
A few times a week		9.6%	30
Every day		1.0%	3
answered question			312
skipped question			49







### 116. I tend to care personally about what happens to inmates here.

		Response Percent	Response Count
Never		2.6%	8
A few times a year		3.6%	11
Once a month or less		0.7%	2
A few times a month		6.6%	20
Once a week		3.0%	9
A few times a week		9.9%	30
Every day		73.7%	224
answered question			304
skipped question			57

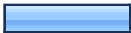






### 117. I clearly understand what is necessary to do my job effectively.

		Response Percent	Response Count
Never		0.0%	0
A few times a year		0.0%	0
Once a month or less		0.0%	0
A few times a month		0.0%	0
Once a week		1.0%	3
A few times a week		8.9%	28
Every day		90.1%	283
answered question			314
skipped question			47








### 118. I feel a sense of satisfaction from the work I do.

		Response Percent	Response Count
Never		0.0%	0
A few times a year		0.6%	2
Once a month or less		0.3%	1
A few times a month		1.9%	6
Once a week		2.2%	7
A few times a week		22.6%	71
Every day		72.3%	227
answered question			314
skipped question			47








### 119. I feel caught between conflicting expectations on the job.

		Response Percent	Response Count
Never		18.5%	58
<b>A few times a year</b>		<b>32.6%</b>	<b>102</b>
Once a month or less		11.2%	35
A few times a month		14.1%	44
Once a week		8.0%	25
A few times a week		10.9%	34
Every day		4.8%	15
answered question			<b>313</b>
skipped question			<b>48</b>








### 120. I feel I treat some employees as if they were impersonal objects.

		Response Percent	Response Count
<b>Never</b>		<b>68.1%</b>	<b>209</b>
A few times a year		20.5%	63
Once a month or less		5.5%	17
A few times a month		3.3%	10
Once a week		0.7%	2
A few times a week		1.3%	4
Every day		0.7%	2
answered question			<b>307</b>
skipped question			<b>54</b>






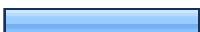

### 121. I've become more callous toward people since I took this job.

		Response Percent	Response Count
Never		51.8%	160
A few times a year		28.2%	87
Once a month or less		7.8%	24
A few times a month		6.1%	19
Once a week		1.0%	3
A few times a week		2.9%	9
Every day		2.3%	7
answered question			309
skipped question			52








### 122. I feel emotionally drained from my work.

		Response Percent	Response Count
Never		13.1%	40
A few times a year		35.6%	109
Once a month or less		11.8%	36
A few times a month		20.3%	62
Once a week		6.9%	21
A few times a week		8.5%	26
Every day		3.9%	12
answered question			306
skipped question			55

**123. Most people in my chain of command agree on what is necessary to do my job effectively.**

		Response Percent	Response Count
Never		1.0%	3
A few times a year		5.5%	17
Once a month or less		2.9%	9
A few times a month		4.2%	13
Once a week		4.2%	13
A few times a week		29.2%	90
Every day		52.9%	163
answered question			308
skipped question			53

**124. I am responsible for an unmanageable workload.**

		Response Percent	Response Count
Never		33.5%	104
A few times a year		27.1%	84
Once a month or less		7.7%	24
A few times a month		11.9%	37
Once a week		4.8%	15
A few times a week		8.1%	25
Every day		6.8%	21
answered question			310
skipped question			51







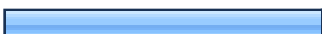
### 125. I have the authority needed to carry out my responsibilities.

		Response Percent	Response Count
Never		0.3%	1
A few times a year		1.9%	6
Once a month or less		1.3%	4
A few times a month		4.5%	14
Once a week		1.3%	4
A few times a week		18.8%	59
Every day		71.9%	225
answered question			313
skipped question			48








### 126. I have feelings of being burned out by this job.

		Response Percent	Response Count
Never		28.9%	90
A few times a year		43.1%	134
Once a month or less		10.3%	32
A few times a month		9.6%	30
Once a week		3.2%	10
A few times a week		3.9%	12
Every day		1.0%	3
answered question			311
skipped question			50

### 127. I have someone I talk to when things get tough at work.

		Response Percent	Response Count
Never		3.8%	12
A few times a year		14.6%	46
Once a month or less		9.6%	30
A few times a month		9.9%	31
Once a week		5.1%	16
A few times a week		9.6%	30
Every day		47.5%	149
answered question			314
skipped question			47

### 128. I feel stressed on the job.

		Response Percent	Response Count
Never		9.3%	29
A few times a year		41.3%	129
Once a month or less		12.5%	39
A few times a month		15.1%	47
Once a week		6.1%	19
A few times a week		11.2%	35
Every day		4.5%	14
answered question			312
skipped question			49



**129. Please write any additional comments here.**

**Response  
Count**

109

**answered question**

**109**

**skipped question**

**252**

**Page 2, Q1. Which of the following best describes your facility?**

1	Community Based Facility	Feb 21, 2013 2:26 PM
2	Adult Facility that houses juveniles as well	Feb 19, 2013 10:35 AM
3	State Juvenile Facility	Feb 18, 2013 1:20 PM
4	Work Release/Minimum Custody camp	Feb 11, 2013 8:44 AM
5	Reception and Diagnostic Unit	Feb 8, 2013 9:58 AM
6	private prison	Jan 31, 2013 11:44 AM
7	Juvenile corrections facility type 1	Jan 31, 2013 7:38 AM
8	Juvenile Correctional Facility	Jan 31, 2013 6:42 AM
9	Privately Operated	Jan 30, 2013 12:56 PM
10	State Pretrial Facility-Unified System	Jan 30, 2013 12:49 PM
11	privately operated state prison	Jan 30, 2013 11:38 AM
12	Combined system; State Jail	Jan 30, 2013 11:36 AM
13	State Juvinile Fire Camp	Jan 30, 2013 10:53 AM

**Page 2, Q6. What is the security level of your prison?**

1	Maxamum Security	Feb 25, 2013 5:39 AM
2	800 Beds (Medium Security) and 200 Beds (Maximum Security)	Feb 22, 2013 7:48 AM
3	Medium with a Maximum Unit	Feb 21, 2013 3:15 PM
4	minimum/work release program	Feb 21, 2013 1:59 PM
5	Multiple units assigned to one prison complex.	Feb 19, 2013 4:03 PM
6	Close Custody with both Intensive and Maximum Control Inmates,	Feb 18, 2013 12:57 PM
7	Maximum Security State Prison	Feb 12, 2013 3:48 AM
8	Level 3 - 2,100 inmates; Level 1 - 400 inmates (Dept has levels 1-5)	Feb 11, 2013 3:33 PM
9	Work release and minimum custody	Feb 11, 2013 11:38 AM
10	Close	Feb 11, 2013 8:53 AM
11	Community (work release) custody and Minimum out custody	Feb 11, 2013 8:44 AM
12	juvenile intake and general housing, all levels	Feb 11, 2013 7:17 AM
13	Death Row	Feb 8, 2013 10:19 AM
14	Community	Feb 4, 2013 7:24 AM
15	includes a supermax	Feb 4, 2013 7:05 AM
16	712 close custody and 102 minimum custody	Feb 1, 2013 9:26 AM
17	medium/minimum	Feb 1, 2013 8:55 AM
18	Close Custody	Jan 31, 2013 1:06 PM
19	1057 medium security 180 minimum security	Jan 31, 2013 11:50 AM
20	80% Minumum / 20% Medium	Jan 31, 2013 11:11 AM
21	5, 6, and Segregation	Jan 31, 2013 9:17 AM
22	Staff Secure	Jan 31, 2013 6:42 AM
23	Special Management - Mentally Ill	Jan 31, 2013 6:17 AM
24	Pre- Release Center	Jan 31, 2013 5:37 AM
25	Community	Jan 30, 2013 5:46 PM
26	700 min./500 max	Jan 30, 2013 5:25 PM
27	and pre-release	Jan 30, 2013 1:43 PM

**Page 2, Q6. What is the security level of your prison?**

28	Minimum and Maximum as there are three separate facilities	Jan 30, 2013 1:43 PM
29	community corrections center	Jan 30, 2013 11:44 AM
30	Pre-Release	Jan 30, 2013 11:34 AM
31	Maximum Security with Multiple levels of Security Classifications (Level 1 - 5)	Jan 30, 2013 11:17 AM
32	Pre-Release	Jan 30, 2013 11:13 AM
33	Maximum, but we also have a specialized medical and mental health unit for all custody levels	Jan 30, 2013 10:58 AM
34	Medium (850), Minimum (350)	Jan 30, 2013 10:44 AM
35	20 state correctional facilities	Jan 29, 2013 8:17 AM
36	96 % High	Jan 25, 2013 12:44 PM
37	Maximum	Jan 24, 2013 5:56 AM
38	Medium, Gang Minimum, Full Minimum.	Jan 16, 2013 1:52 PM

**Page 11, Q106. Thinking back on your first 6 months as a warden/superintendent, what was the most challenging issue you faced that you were not prepared to handle?**

1	I was ill prepared for the change in scenery. The view was very different once I was actually in the position of warden. Before being promoted into the position of warden I watched the wardens and how they performed their duties. I was required to adjust to a different time and a different caliber of employee.	Feb 26, 2013 3:36 AM
2	Dealing with fiscal matters. I inherited a situation where the chief fiscal officer's performance and knowledge of her job was less than mediocre bordering on non-existent.	Feb 25, 2013 12:47 PM
3	Having the final decision making authority at the facility level.	Feb 25, 2013 10:45 AM
4	The lack of support staff in key positions. Many positions were unfilled to provide space for staff soon to be bumped from closed facilities. Trying to transition into the new position and make changes I felt necessary with too few people in place was difficult.	Feb 25, 2013 7:11 AM
5	The amount of information you are receiving each day and amount of responsibility that you have been given is very demanding if not overwhelming at first. It takes a few months to reorganize your office to be effective in your facility. You have been appointed as the new CEO with the existing executive and support team. You need to evaluate the strengths and the loyalty of your team to determine how much supervision is needed in each division.	Feb 25, 2013 6:57 AM
6	Medical issues with staffing and scheduling.	Feb 25, 2013 6:13 AM
7	To date- Nothing.	Feb 25, 2013 5:24 AM
8	I had not worked as a manager of funds and the first day you need to know about funding for equipment and other operational requirements.	Feb 24, 2013 8:11 AM
9	Balancing my personal life and work life was a challenge. Being able to step away from the job and depend on others to get the job done during my extended leave (vacations).	Feb 22, 2013 1:08 PM
10	PESH site visit concerning an employee safety complaint filed by NYSCOPBA union on my second day at facility as superintendent	Feb 22, 2013 8:01 AM
11	The "institutional culture" differences in the facility I reported to versus my previous experiences. There was a more pronounced feeling of "us versus them" between line staff and mangement as well as line staff and offenders. The lesson learned is that even within the same large organization, every facility has a unique institutional personality.	Feb 22, 2013 6:14 AM
12	Learning the facility, culture , and history of the facility policies	Feb 22, 2013 6:00 AM
13	None that I can think of.	Feb 21, 2013 3:26 PM
14	Understanding the purchasing process.	Feb 21, 2013 2:44 PM
15	Prior training in the different levels of supervision prepare a new warden to handle all aspects of issues that they will face at what ever levels of management. There are also mentors in the field that a new Warden can call upon if the need arises.	Feb 21, 2013 2:36 PM

**Page 11, Q106. Thinking back on your first 6 months as a warden/superintendent, what was the most challenging issue you faced that you were not prepared to handle?**

16	The most challenging issue was dealing with staff insubordination from your former peers. I thought everyone was happy to see me move up, but learned very quickly that that was not the case. I had to decide if I was willing to sacrifice old friendships and acquaintances to be an effective leader.	Feb 21, 2013 2:04 PM
17	Dealing with a very cocky and stubborn union leader for the officers.	Feb 21, 2013 12:45 PM
18	None. I have been very fortunate.	Feb 21, 2013 10:55 AM
19	Facing the legal issues of inmates locked up in the segregation unit.	Feb 20, 2013 1:24 PM
20	The most challenging thing that I faced and was not prepared to handle was the issues related to both the medical and mental health needs of the inmates. Our Institution has both the regional medical facility and the mental health unit for the state.	Feb 20, 2013 11:31 AM
21	Understanding and managing the budget.	Feb 20, 2013 9:20 AM
22	managing resources with limit funding.	Feb 20, 2013 8:34 AM
23	Budget learning and planning	Feb 20, 2013 8:24 AM
24	Coming up through the ranks from Entry Level Officer to Major and then to Superintendent the most difficult issues I faced was stepping back letting other staff to do the jobs I use to manage.	Feb 20, 2013 8:23 AM
25	Deteriorating staffing levels	Feb 20, 2013 7:25 AM
26	My biggest challenge of my first 6 months was to empower staff to do there jobs. I was micro-managing and things started to fall behind but that was because I did not trust staff to do there jobs for I did not trust myself.	Feb 19, 2013 5:51 PM
27	Assemble and provide direction to a management team within a facility that was contrary to the prior Warden.	Feb 19, 2013 1:25 PM
28	There was a period of acclimation required to learn the physical layout of a large facility.	Feb 19, 2013 1:18 PM
29	Self-Management, position came before personal life	Feb 19, 2013 10:51 AM
30	Veteran staff with more time than you who also applied for the job. Tough 1st six months.	Feb 19, 2013 10:12 AM
31	My experiences as a Deputy Warden and Director of several divisions prepared me quite well for the position of Superintendent. If anything I would have to say that Staff Investigations/Internal Affairs was the most challenging part of becoming a new Superintendent.	Feb 19, 2013 9:37 AM
32	Warden's here are the appointing authority for the organization and as such handle personnel hearings. Any type of training in this area would have been helpful prior to becoming an appointing authority and learning it on the fly.	Feb 19, 2013 8:57 AM
33	Staff developmment and retention.	Feb 19, 2013 8:39 AM

**Page 11, Q106. Thinking back on your first 6 months as a warden/superintendent, what was the most challenging issue you faced that you were not prepared to handle?**

34	The sudden realization that you are totally responsible for the entire facility. It was not that i was not prepared to handle it but it can be a little overwhelming at first especially as it relates to critical incident management.	Feb 19, 2013 8:34 AM
35	recruitment, retention, overtime issues, organizational changes for the facility.	Feb 19, 2013 8:28 AM
36	Developing and responding to the community - it was the construction and activation of a new prison in a new community.	Feb 19, 2013 8:28 AM
37	I inherited a legacy program where offender labor was being utilized in a non-profit organization that an investigative reporter proved to be for profit. Once this fact was revealed, the program was no longer supported.	Feb 19, 2013 8:20 AM
38	my deputy wardens were not engaged and comitted to the mission.had so many other issues i was not expecting this, they had red shirted them selves	Feb 19, 2013 7:41 AM
39	Budget	Feb 19, 2013 7:27 AM
40	Opening a new institution with no staffing.	Feb 19, 2013 7:01 AM
41	Opened a new facility with new staff with little to no experience. Managing these new mostly young staff was the most challenging.	Feb 19, 2013 6:24 AM
42	Basically learning all aspects of the job without a real on the job training curriculum.	Feb 19, 2013 6:08 AM
43	At the time, I was the administrator of a contract facility. The facility didn't have a budget and there were plans from the state to end the contract. I had to create a budget, develop a relationship with the DOC&R and testify at several legislative committees. The reputation of the facility was poor at best. In addition, the facility was not well-recieved by the community, so getting community support was crucial to ensure the facility wasn't closed.	Feb 19, 2013 6:04 AM
44	Learning personnel processes Learning budget processes for allocations, adjustments, and accountability	Feb 19, 2013 5:39 AM
45	Negative feedback from some staff concerning my appointment. Anonymous, slanderous and libelous written comments.	Feb 19, 2013 4:44 AM
46	To prepare the facility for second audit nspection scheduled three months after my arrival. To get staff understand the process and documents needed for the audit was very challenging and probmatic.	Feb 18, 2013 6:03 PM
47	All the staff issues. You have to be part-time psychologist, part-time parent, part-time coach, friend, boss, cheerleader, etc. One size does not fit all. You have to adapt to the style that best works for your employee, not have the employee fit your mold. You should always maintain your values, character, morals, and ethics, but you have to be able to relate to the people you care about so that they know you care.	Feb 18, 2013 3:20 PM
48	Staff issues, especially violations in their personal lives that impacted the workplace	Feb 18, 2013 3:12 PM

**Page 11, Q106. Thinking back on your first 6 months as a warden/superintendent, what was the most challenging issue you faced that you were not prepared to handle?**

49	Judgements related to changing a negative and dangerous culture that was ingrained and many years in the making.	Feb 18, 2013 2:36 PM
50	The fact that I was now the one in charge, that "the buck stopped with me". It is also very important to remember that all eyes are on you ( staff, inmates, visitors, and the Dept). It is very important to take a step back prior to making important decisions, as these decisions could come back to haunt you later on. Lastly, don't hesitate to reach out to peers and/or your Supervisor for guidance.	Feb 18, 2013 2:32 PM
51	During my early tenure the facility experienced several escapes and endured a lot of negative media attention. Additional media training would have been useful prior to taking the job. Fortunately the agency has several leadership and mid-level management programs that have addressed that deficiency.	Feb 18, 2013 1:47 PM
52	Patience is critical in this role. I recall seeing many opportunities to enhance the operation and wanting to "solve everything". What was more critical was a sincere willingness to make time to connect with my staff. This took an enormous amount of time...visiting with all of the disciplines, spending time staff at their post, touring the third shift, etc... but the pay off was incredible. Buy - in and cooperation helped usher all the change that would follow. Showing a 24/7 commitment to your staff helped grow the sustainability needed for any meaningful change. Understanding the existing culture and how it was formed assisted me immensely as I navigated through the choppy waters of "change". As one mentor shared with me...You have to go slow before you can go fast. Another lesson: grow the culture around a shared understanding of the facility mission and not around the personality of the leadership. I was the 10th warden in 20 years and staff had grown accustomed to "waiting out" the new warden or the new carpet bagger. Always work from a mission point of view so that your staff never have to play and work to a personality. If the facility is led by mission it doesn't matter how many wardens the staff have experienced. It now becomes the warden's responsibility to learn and apply the mission - not the facility staff's responsibility to learn the new warden.	Feb 18, 2013 1:45 PM
53	i did not become a Superintendent until 2 years ago; however, i was a Director in Central Office for many years and had to deal with management decisions. the most difficult has always been dealing with staff who don't perform.	Feb 18, 2013 1:35 PM
54	Having the culture accept new ideas not in place by previous administration	Feb 18, 2013 12:59 PM
55	The Executive Director mandated a prison closure of my assigned facility. This necessitated staff uprooting families id they sought to retain their DOC employment.	Feb 18, 2013 12:52 PM
56	Lack of ability to obtain resources and lack of ability to aquire the proper staffing levels	Feb 18, 2013 12:49 PM
57	n/a	Feb 18, 2013 12:12 PM
58	The overcrowding situation in a maximum security prison where inmates were three (3) beds high in a single cell.	Feb 18, 2013 10:47 AM
59	In the first year, a new warden is expected to run an institution from a budget	Feb 18, 2013 7:33 AM



**Page 11, Q106. Thinking back on your first 6 months as a warden/superintendent, what was the most challenging issue you faced that you were not prepared to handle?**

	that they did not develop. I hope to elevate many of my problems when I am able to prepare for the next fiscal budget with the knowledge of what is needed in the many different areas.	
60	The most challenging issues I faced as a new warden was insufficient financial resources to sustain a deteriorating infrastrual.	Feb 15, 2013 1:10 PM
61	The number of demands from outside stakeholders and special interest groups, compundedy correctional officers shortages.	Feb 14, 2013 6:31 PM
62	Learning to delegate more to those staff who are responsible for certain areas of the institution. Learning about the budget Managing work time vs. family/personal time	Feb 13, 2013 4:55 AM
63	Lack of funding for staff, programs, and building maintenance. The budget was already in place and it was inadequate.	Feb 12, 2013 12:40 PM
64	Delegation. I was used to doing everything and had to learn that I couldn't do it all.	Feb 12, 2013 12:07 PM
65	Conflicts between support staff.	Feb 12, 2013 11:42 AM
66	Learning the requirements for budgets and finanacial request	Feb 12, 2013 11:42 AM
67	Labor relations and budget issues	Feb 12, 2013 7:47 AM
68	The overall responsibility of managing the facility to include fiscal affairs.	Feb 12, 2013 7:15 AM
69	We had a large number of staff terminations, This was probably the most challenging thing I have had to face.	Feb 12, 2013 6:39 AM
70	I believe I was prepared to handle the job of Warden when I assumed the role. My past leaders did a good job of allowing me to gain knowledge in the field long before my promotion. If I had to pick one area, personnel issues would be the one.	Feb 12, 2013 4:01 AM
71	Reduction of employees due to safety realignment.	Feb 11, 2013 6:38 PM
72	Having to conduct my first disciplinary hearing without being trained on the basic procedure. Most staff receive training as an Executive Assistant or related career path associated with the administration of a correctional facility. All of the training received in various military academies provided the conduit to my being successful in a very short time span.	Feb 11, 2013 4:22 PM
73	Getting comfortable with the fact that you are now the "go to" person for answers. Being a Warden is far different, and obviously more encompassing, than being a Deputy Warden. Learning to balance your knowledge (against your lack of knowledge in some areas) vs. your ego and wanting to have all of the answers is critical to the buy-in of your staff.	Feb 11, 2013 3:47 PM
74	How much latitude I was given to make decisions and changes within the operational structure. I did not receive ant specific guidance except to "fix the budget".	Feb 11, 2013 3:26 PM

**Page 11, Q106. Thinking back on your first 6 months as a warden/superintendent, what was the most challenging issue you faced that you were not prepared to handle?**

75	The immense need for organization and follow up. Although I had been Chief Deputy Warden for some time , the amount of responsibility and ownership is quite a bit more.	Feb 11, 2013 2:44 PM
76	physical plant challenges	Feb 11, 2013 2:33 PM
77	budget creation and decisions.	Feb 11, 2013 2:06 PM
78	Balancing Security and Programs supervision> being able to consider both sections of the facility giving each the attention neceeaary to ensure growth while no leaning towards background in Secuirty all the time.	Feb 11, 2013 1:35 PM
79	There wasn't one. The budget was the only issue I was worried about but I has extermely efficient department heads who had the ability to teach me everything in a matter of days.	Feb 11, 2013 1:35 PM
80	Bugets, purchasing and personnel actions and decisions.	Feb 11, 2013 1:24 PM
81	Closing of facility that I was assigned to and giving the staff the notice of the facility closing.	Feb 11, 2013 1:00 PM
82	Staff that lie on you and about you!	Feb 11, 2013 12:48 PM
83	being promoted into a maximim security prison after working in a medium security for over 20 years. Getting adjusted to the higher security level and situations that arose day to day with inmates and employees. A much larger scale of what I was used of dealing with.	Feb 11, 2013 11:51 AM
84	budget preparation	Feb 11, 2013 11:21 AM
85	Being completely responsible for administration of the facility budget. There was no training done and the wardens I had worked for coming up had not mentored me in the fiscal area.	Feb 11, 2013 10:43 AM
86	New Wardens need so one on one or a small group of new wardens to go over budgets and the budget process. They also need to go over the staff disciplinary process to involved very complex cases. This way the Wardens know they have others to go to if they need to discuss the case before making the final discision.	Feb 11, 2013 10:39 AM
87	Extreme shortage of staff, particularly correctional officers.	Feb 11, 2013 9:42 AM
88	That you do not have to make an immediate decision. Some employees want to come at you for you to make an immediate decision which if you do some home work you will find that usually these employees are just fishing for a favorable decision. Take your time and make an informed decision.	Feb 11, 2013 9:26 AM
89	My most challenging issue was the relocation to another part of the state and adjusting to the culture of the new area and facility.	Feb 11, 2013 9:05 AM
90	The most challenging issues that I faced as a new Warden was the management of the Business Office and Maintenance plant. I was aware of these areas of management but not well versed in what each required and out put expectations.	Feb 11, 2013 9:01 AM

**Page 11, Q106. Thinking back on your first 6 months as a warden/superintendent, what was the most challenging issue you faced that you were not prepared to handle?**

91	A transition/turnover of 34% change in staff due to sale of the management of an adjacent institution.	Feb 11, 2013 7:55 AM
92	managing large facility budget and all aspects of fiscal responsibility.	Feb 11, 2013 7:28 AM
93	The amount of Staff Discipline.	Feb 11, 2013 6:02 AM
94	I did not encounter any issues that I was not prepared to handle however fiscal and human resources could present a challenge to Wardens whereas many do not have the opportunity to be properly trained in these areas.	Feb 10, 2013 3:48 PM
95	Personell issues, and unit budget.	Feb 9, 2013 9:47 AM
96	You need to be careful about "thinking out loud." If you say it, staff will take it and run with the thought. I did not understand how lonely of a position it can be and the importance of developing a solid support system, both within the organization and outside of the organization.	Feb 9, 2013 7:08 AM
97	Administrative issues - paperwork - that I had not been aware of, or seen before,	Feb 8, 2013 1:54 PM
98	When first promoted, it was at a new facility. Developing the start up budget and construction money was very challanging. It was also a challange to hire and train for the myriad of positions in preparation for the opening. After the first year of being open with a history to base a budget on, the budget became much more manageable.	Feb 8, 2013 12:43 PM
99	Being completely respomsible for the entire facility, making decisions that were best for all and not one individual or deparment. Not sure that it was an issue of not being prepared, it was more of the issue of being the head administrator and being sure it was good for all.	Feb 8, 2013 12:39 PM
100	Budget management	Feb 8, 2013 11:58 AM
101	Maintaining a positive culture and limiting personnel issues.	Feb 8, 2013 11:40 AM
102	My first wardenship involved taking over a prison in crisis. It is probably not ideal to put a new warden in a place in crisis.	Feb 8, 2013 11:08 AM
103	The most challenging issue I faced was learning all the laws, policies, and procedures of state jail operations in Texas. My first assignment as senior warden was at the Travis County State Jail in Austin, Texas. I had never worked at a state jail prior to my assignment.	Feb 8, 2013 10:35 AM
104	During my first six months I was tasked with overseeing the evacuation of my facility, due to a hurricane. I found it difficult to organize all of the necessary proponents necessary to facilitate the evacuation due to divisional lines.	Feb 8, 2013 10:32 AM
105	Disiplinary action of a supervisor	Feb 8, 2013 9:36 AM
106	Change Management	Feb 8, 2013 9:20 AM
107	Employee issues.	Feb 8, 2013 9:14 AM

**Page 11, Q106. Thinking back on your first 6 months as a warden/superintendent, what was the most challenging issue you faced that you were not prepared to handle?**

108	Do not recall a particular incident.	Feb 8, 2013 9:00 AM
109	Figuring out what everyone's agendas were. My tendency was to listen to the first person's perspective as I assumed everyone would tell the Warden the truth and wouldn't taint things to their own benefit....but once I figured out that everyone has an agenda, I could make more informed decisions. Also as I had been the Deputy Warden and it took a while to fill that vacancy, I had to remember that I was no longer the Deputy and did not have to do it all.	Feb 8, 2013 7:41 AM
110	legal issues surrounding overcrowding---court orders	Feb 8, 2013 6:26 AM
111	I opened a new instutiton from the ground up and was ready to address and handle the construction aspect with the contractors.	Feb 8, 2013 3:11 AM
112	Getting the trust of staff that was not familiar with me or my style. Staff hear about you from subordinates at other facilities. Some are open to see you for themselves and some judge you immediately.	Feb 7, 2013 4:09 PM
113	Budgetary responsibilities were definitely a new mountain to climb since as I was promoted through the ranks I had absolutely no training and I immediately had to trust the guidance of accounting personnel under me.	Feb 7, 2013 12:45 PM
114	Budget	Feb 7, 2013 12:03 PM
115	During my first six months, the facility was not open yet, but was undergoing renovations. Due to budget issues, much of the work had to be done by staff. It was difficult to work on physical improvements at the same time we were still organizing our internal structure, preparing operational procedures, and, in effect, learning how to run a prison.	Feb 7, 2013 11:49 AM
116	The ever changing department, including leadership and difficult conversations with staff that did not get soemthing they deserved or was getting bad news that was difficult to deliver. Layoffs, closures, bump notices etc.	Feb 7, 2013 11:31 AM
117	Improving offender movement and control Directing staff though change and new departmental initiatives Improving sanitation procedures Enhancement of overall security procedures Developing a postive and trusting relationship with line and supervisory staff	Feb 7, 2013 8:26 AM
118	Working on culture issues in the institution	Feb 7, 2013 6:19 AM
119	Determining how to tackle the moral issues of the unit. To create a place that people wanted to be associated with and would want to work at. We had 34 Correctional Officer vacancies upon my arrival. We are down to 12. Continue to struggle with our vacancies. Exit interviews reveal most are leaving due to poor supervisors. Changing the style of management of mid level supervisors is difficult because they feel that they need not change the way they supervise. Line Staff need to change.	Feb 7, 2013 1:16 AM
120	Resistance to change by staff.	Feb 6, 2013 4:18 PM
121	Understanding the overall operations of the facility and becoming familiar with the mutltitude of procedures needed to ensure compliance with all operational needs	Feb 6, 2013 12:55 PM

**Page 11, Q106. Thinking back on your first 6 months as a warden/superintendent, what was the most challenging issue you faced that you were not prepared to handle?**

122	Budget reductions which required the reduction of staff positions and the reorganization of their responsibilities.	Feb 6, 2013 12:36 PM
123	Loss of one third of staff while preparing for ACA Accreditation and during the time of the agency hiring freeze	Feb 6, 2013 11:21 AM
124	various budget situations, however, got support from seasoned professionals in this area	Feb 6, 2013 7:53 AM
125	Budget reductions	Feb 6, 2013 6:42 AM
126	none	Feb 6, 2013 6:27 AM
127	Very little direction from central office.	Feb 5, 2013 3:05 PM
128	Prioritizing all the different operations areas that I was responsible for. Managing/learning budget.	Feb 5, 2013 12:30 PM
129	The media.	Feb 5, 2013 12:00 PM
130	Management of a multi-million dollar budget.	Feb 5, 2013 11:48 AM
131	Hiring a Deputy warden to fill my position and another Deputy warden who retired....I had little administrative support with these positions open at the same time....	Feb 5, 2013 11:06 AM
132	The most challenging issue was learning the responsibilities and abilities of subordinate staff in various disciplines.	Feb 5, 2013 10:18 AM
133	The facility at that time had a high percentage of staff that were ready to retire. It was difficult to manage the staffing while trying to avoid a large percentage of staff all going out at the same time.	Feb 5, 2013 9:38 AM
134	Budgetary shortfalls and decisions made by the Legislature that affect adversely affect the morale of staff.	Feb 5, 2013 7:36 AM
135	Prioritizing my need for knowledgof everything that happens within the institution.	Feb 5, 2013 7:30 AM
136	Personnel issues	Feb 5, 2013 4:18 AM
137	Staff following policy	Feb 4, 2013 8:01 PM
138	Staying within the facility budget.	Feb 4, 2013 1:07 PM
139	Being responsible for the facility without much guidance or direction. Haveing the responsibility but little control over each aspect of the operations.	Feb 4, 2013 12:24 PM
140	Finding a method to organize many different projects at once and keeping up with the progress/or lack of progress. Being a Superintendent is like being a mayor of a small town. Not only do you have to be able to manage the small town, you have to make sure you get along with neighboring towns.	Feb 4, 2013 12:21 PM
141	PREA Issues at the facility.	Feb 4, 2013 12:11 PM

**Page 11, Q106. Thinking back on your first 6 months as a warden/superintendent, what was the most challenging issue you faced that you were not prepared to handle?**

142	Meeting our fiscal budget with staff wages.	Feb 4, 2013 11:50 AM
143	Not prepared to handle would be none. It is imparitive that the level of Warden be prepared to handle every situation..	Feb 4, 2013 11:42 AM
144	I had been a Deputy Warden for years and really don't feel that I was not prepared to handle anything that I faced.	Feb 4, 2013 11:36 AM
145	N/A	Feb 4, 2013 9:12 AM
146	ThThe depth, range and scope of personnel issues	Feb 4, 2013 9:06 AM
147	Understanding budget and purchasing.	Feb 4, 2013 8:56 AM
148	Large amount of staff turnover and staff disciplinary.	Feb 4, 2013 8:24 AM
149	Can not think of any	Feb 4, 2013 8:14 AM
150	We had an incident regarding the early release of a couple of inmates by the use of forged documents, when the media found out they attacked us with both barrels. We did a very poor job managing the media throughout this incident.	Feb 4, 2013 8:02 AM
151	Budget preparation	Feb 4, 2013 7:44 AM
152	Emergency Preparedness	Feb 4, 2013 7:41 AM
153	The possible evacuation of the institution due to flooding in the community.	Feb 4, 2013 7:41 AM
154	None	Feb 4, 2013 7:32 AM
155	Institutional culture.	Feb 4, 2013 7:24 AM
156	Leaning my role.	Feb 4, 2013 5:33 AM
157	I started out wanting to implement so many new initiatives that I failed to properly enusre that some of the duties that I previously was responsible was properly shared with subordinate staff. It was difficult to mange my new duties while at the same time sharing the load that I previously had as an Assistant Warden.	Feb 3, 2013 11:11 PM
158	Learning expectations of supervisors	Feb 3, 2013 6:44 PM
159	Learning the role of a Warden and ensuring that you look at the bigger picture when making decisions.	Feb 3, 2013 6:28 PM
160	Balance of home and work. How much personal sacrifice would I do for professional reasons.	Feb 2, 2013 8:29 AM
161	Being intimidated by all the high ranking staff I was now a peer with. Managing the budget from the more global height.	Feb 1, 2013 6:19 PM
162	Budget issues	Feb 1, 2013 2:28 PM
163	Staff turn over, there were several staff left the DOC when a local Buissnesses	Feb 1, 2013 1:30 PM

**Page 11, Q106. Thinking back on your first 6 months as a warden/superintendent, what was the most challenging issue you faced that you were not prepared to handle?**

were starting new hires at a substantial amount more money than we payed. This required us hiring and training new staff, working staff overtime to continue operations.

164	Dealing with the overall workload of becoming a Warden.	Feb 1, 2013 12:46 PM
165	1. During the first six months of my tenure one of the most challenging issues was transitioning into a senior level administrator. It was very difficult to "let things go" and learn to review the decisions of others, opposed to making their decisions for them. 2. Balancing professional life and personal life was a challenge. I became a workaholic over night and my personal life suffered for a while. It took some time to bring the two back into balance. In context, this position is a life style job, and there will never be complete equity between the personal and professional. However, maintaining boundaries was less of an issue. Only once and a while did my family feel the need to remind me, "You're not the Warden here." The need to disconnect from your facility cannot be understated. You have to take care of yourself to be effective and a good role model in this position.	Feb 1, 2013 11:33 AM
166	An escape during my first week.	Feb 1, 2013 11:17 AM
167	The battle of the "Weve always done it this way." thought process. Being able to overcome those hurdles when attempting to make changes.	Feb 1, 2013 10:51 AM
168	Addressing some serious operational/security concerns which were related to gang activity..This involved assaults, contraband flow to include cell phones, drugs, and tobacco along with the fabrication and use of weapons which had increased for the year prior to my taking command.	Feb 1, 2013 10:01 AM
169	Disruptive staff; the 10% that causes the most problems	Feb 1, 2013 9:10 AM
170	Budget cuts. My first six months was when the budget bottom out and we had to cut 16+ positions.	Feb 1, 2013 9:09 AM
171	Excessive Use of Force Case.	Feb 1, 2013 8:02 AM
172	Being the final answer. As Deputy Warden, decision were easier as one always had the Warden to fall back on if the decision needed revisited. As Warden, once the decision is made, it can still be revisited but it gives the appearance to staff of incompetence.	Feb 1, 2013 7:39 AM
173	N/A	Feb 1, 2013 6:29 AM
174	Dealing with the media, and litigation issues that always arise	Feb 1, 2013 5:24 AM
175	Transition from a pretrial facility to state prison....Learning curve.	Jan 31, 2013 2:41 PM
176	Had an escape from Medium Security an offender that was serving a life without sentence. We got him back and no one was injured and no property theft or victims.	Jan 31, 2013 2:32 PM
177	Working with staff that once was my superiors/supervisors and scheduling and planning executions.	Jan 31, 2013 2:24 PM



**Page 11, Q106. Thinking back on your first 6 months as a warden/superintendent, what was the most challenging issue you faced that you were not prepared to handle?**

178	Staff more concerned with punching the clock, and not as concerned with staying to complete the job.	Jan 31, 2013 2:21 PM
179	COMMUNICATION BETWEEN MANAGEMENT STAFF.	Jan 31, 2013 2:01 PM
180	Having to supervise other managers with a longer history at the facility and with more state time.	Jan 31, 2013 12:50 PM
181	Developing and Training staff on the Agencies Mission.	Jan 31, 2013 12:36 PM
182	During my first six months as a Warden I was faced with having to deal with corrupted staff members, introducing contraband into the facility at the magnitude that was displayed. Although, I was prepared to deal with contraband issues, the level displayed was exceptional. In addition, our overtime resources were not psychically sound and unexceptionable.	Jan 31, 2013 12:36 PM
183	no manual on how to do the job assesement of current state with each aspect of responsibiltiy.	Jan 31, 2013 11:56 AM
184	The notion that all employees exoected me to know all aspects of their various departmental functions in detail.	Jan 31, 2013 11:39 AM
185	Not being allowed to make and execute changes that were necessary for the good of the institution. Political issues often handcuffed my ability to effect positive/necessary change.	Jan 31, 2013 11:37 AM
186	Although this wasn't an issue for me because of my education in Finance, I have seen the greatest challenge for new Warden's being the ability to exceptionally manage their budgets. There is a lack of understanding on budgets in general, complicated by not knowing how to build a Zero-based budget to accurately determine a facilities true needs and expenditures.	Jan 31, 2013 11:35 AM
187	The passive and aggressive resistance from senior C O's.	Jan 31, 2013 11:19 AM
188	As a new Superintendent in a new facility, learning the competency level of your administrative staff.	Jan 31, 2013 11:13 AM
189	The most difficult situation was assessing the strength and weaknesses of the management team at the facility and then addressing performance that was lacking. Addressing poor performers on your management team when they should be the people you trust most to carry out the mission and vision is far more difficult then addressing poor performance of a line staff.	Jan 31, 2013 10:52 AM
190	None. I feel The previous Deputy Warden positions prepared me well for the Warden assignment.	Jan 31, 2013 10:34 AM
191	When those who supervise you at the main office level are way too close to those you supervise and those above you threaten you as to how handle their associate.	Jan 31, 2013 10:21 AM
192	Unfortunately I think I have seen everything that could possibly happen before I got to the warden's position. This is due to many different facilities / custody levels and working with all types of people good and bad.	Jan 31, 2013 10:19 AM



**Page 11, Q106. Thinking back on your first 6 months as a warden/superintendent, what was the most challenging issue you faced that you were not prepared to handle?**

193	Balancing Personal life and work life. I put in a lot of additional hours to get the correctional center to the standards I have today.	Jan 31, 2013 10:17 AM
194	First 6 months is a "honey moon" period	Jan 31, 2013 9:26 AM
195	Thought i could change the world but realizing that change is best when methodical and planned for long term success. I had to change my thought process and accually grow into the position.	Jan 31, 2013 8:57 AM
196	Our facility is an older facility, and the state budget had just "fallen" off the fiscal cliff because of the general economic downturn, so money to repair equipment, buildings, etc. was short. We are also a long term substance abuse therapuetic community program, and juggling the schedule of activities with very limited space was, and continues to be, a challenge.	Jan 31, 2013 8:48 AM
197	eing accepted at a New Facility where majority of staffdid not know me.	Jan 31, 2013 8:41 AM
198	An inherited budget shortfall that later turned into a surplus. I was ok with ramping up spending controls but less prepared to be able to spend 100% of my budget. As a result, my facility's surplus was transferred to another facility to spend.	Jan 31, 2013 7:49 AM
199	understand the difference between mental health care and corrections with youth who had mental health issues.	Jan 31, 2013 7:46 AM
200	Being the final decision on staff discipline and making sound progressive discipline decision	Jan 31, 2013 7:42 AM
201	During the 1st 6 months the most challenging issue was knowing the budget needs and priorities for the agency.	Jan 31, 2013 7:36 AM
202	Assessing and changing organizational culture	Jan 31, 2013 7:22 AM
203	Assessing the climate of the facility and learning the strenths and weaknesses in the staff. Also, i had limited experience in dealing with labor unions so i had a steep learning curve with that.	Jan 31, 2013 7:08 AM
204	Likely the most challenging is dealing with staff disciplinary issues, although it is not that I am not prepared to deal with them.	Jan 31, 2013 6:56 AM
205	Meeting staff needs and wants	Jan 31, 2013 6:21 AM
206	Having to deal wth the transistion of Security Staff from 8 hours Shifts to 12 hour Shift and the actual implementation of the change. The awareness of various divisions not truly understanding the overall functions of a Pre-Release/Community based Work program.	Jan 31, 2013 6:21 AM
207	Personnel issues.	Jan 31, 2013 6:08 AM
208	The number of staff disciplinaries.	Jan 31, 2013 6:07 AM
209	transition to a new unit and employees.Working at a medium facility and moving to a minimum security.	Jan 31, 2013 5:27 AM

**Page 11, Q106. Thinking back on your first 6 months as a warden/superintendent, what was the most challenging issue you faced that you were not prepared to handle?**

210	I was not adequately prepared to accurately administer/oversee the purchasing guidelines that are dictated by the central purchasing office. Required me to ask alot of questions and to self educate	Jan 31, 2013 5:05 AM
211	The time demands were much different from the assistant warden position. Also the demands from outside stakeholders was much different.	Jan 31, 2013 4:28 AM
212	Coming to the realization that I was responsible for every action that occurred in the facility 24 hours a day. Even if the individuals involved did not fall under my chain of command.	Jan 31, 2013 4:23 AM
213	The numerous deciosns where I was the final determination.	Jan 30, 2013 5:58 PM
214	Central Offices decision to close our dairy and beef farm operation and watch our award winning herd sent to slaughter houses and our equipment sold for pennies on the dollar. I bet you haven't heard that one before.	Jan 30, 2013 5:41 PM
215	I would share that the first major impact was personnel issues and time and attendance. Come from the Correctional Officers Rank this was one area i knew nothing about, yet probably one of the significant part of a Wardens Responisibility.	Jan 30, 2013 5:38 PM
216	Disciplinary Process in working with the vertical advocate and Office of Inspector General.	Jan 30, 2013 5:27 PM
217	Business Office related budget issues.	Jan 30, 2013 4:36 PM
218	Resistance staff. Staff that had work together from over 20 years did not want to listen to someone that was "just put at the facility"	Jan 30, 2013 3:46 PM
219	Trying to keep track off all of the projects, due dates, reports, audits, etc. Prioritizing and getting things done on time and not working 16 hours a day to make it happen.	Jan 30, 2013 3:20 PM
220	I was very fortunate to have had some excellent mentors and the opportunity to serve in an Acting Warden role prior to being permanently promoted to the position, so I was well trained to do the job. I feel very fortunate that over the course of my career many people helped to ensure I was "prepared" for the job of Warden - so I can't think of any specific issue that I wasn't prepared to handle - although some where certainly more challenging than others.	Jan 30, 2013 3:03 PM
221	The fact HR rep resigned and personel concerns and I had only a fiscal tech.	Jan 30, 2013 2:57 PM
222	Being appointed to the postion and having my predecessor as my supervisor. Who was not open to change.	Jan 30, 2013 2:10 PM
223	Management of Budget	Jan 30, 2013 2:01 PM
224	I did not feel like I was equipted to manage the labor issues that I faced. My background is business however the state system seems designed to take away the managing officers ability to manage effectively.	Jan 30, 2013 1:59 PM
225	The culture of the institution and having to address serious issues without the	Jan 30, 2013 1:58 PM

**Page 11, Q106. Thinking back on your first 6 months as a warden/superintendent, what was the most challenging issue you faced that you were not prepared to handle?**

	complete support of your key executive staff due to their commitment and loyalty to each other and culture.	
226	Issues which were not clearly defined in a policy. Developing my sense of discretion and decision making skills when it came to staff issues, i.e. discipline. I am a concrete thinker and if the rule violation was proven and progressive discipline dictated a certain punishment, it just seemed right to give that discipline however developing a sense of what is truly a mitigating factor was a learning curve for me. Balance your work and personal life - neither can be supported without the other.	Jan 30, 2013 1:54 PM
227	Not having a buffer. Being the person in charge as a warden. As a Deputy Warden I always had the Warden as a buffer or guide.	Jan 30, 2013 1:48 PM
228	Moving from dealing with high security inmates to minimum security work release inmates.	Jan 30, 2013 1:47 PM
229	As a newly appointed Warden the biggest challenge for me was the Budget, my prior superiors didn't spend any time addressing this section with me therefore it was a bit challenging at the begining.	Jan 30, 2013 1:45 PM
230	Having to deal with an inmate murder my first week on the job as a warden.	Jan 30, 2013 1:41 PM
231	I was very fortunate my first 6 months were relatively uneventfull	Jan 30, 2013 1:29 PM
232	#1- Not having an Assnt. Superintendent #-2-Staff investigations/several	Jan 30, 2013 1:22 PM
233	The budget. We felt a severe cut to our department and lost positions and funding. There was also an announcement that my facility was being considered for privatization.	Jan 30, 2013 1:21 PM
234	Dealing with individuals personal feelings and dislikes. Bringing staff together to facilitate the mission and goals of the facility and department as a whole. Dealing with groups of individuals that form to cause conflict among staff by gossip and spreading rumors among staff.	Jan 30, 2013 1:20 PM
235	Addressing needed cultural changes Broad aspects of Physical Plant maintenance and institution operations outside of security and inmate programs. Institution wide budget management Dealing with a contentious Labor Organization Establishing solid community contacts with stakeholders	Jan 30, 2013 1:17 PM
236	Staffing- Alaska has a lengthy, involved hiring process that is difficult to navigate.	Jan 30, 2013 1:13 PM
237	Realizing that people see me differently than I pictured myself, simply because I was "the warden". This in turn affects how people react to the things I say, both verbally and in writing, and how they interact with and respond to me.	Jan 30, 2013 1:05 PM
238	I was not prepared to deal with the numerous issues with staff.	Jan 30, 2013 1:04 PM
239	Budgetary issues	Jan 30, 2013 12:59 PM
240	The poor physical condition of the facility.	Jan 30, 2013 12:56 PM

**Page 11, Q106. Thinking back on your first 6 months as a warden/superintendent, what was the most challenging issue you faced that you were not prepared to handle?**

241	We moved an entire facility to a new campus and started an entirely new operation in an ever expanding facility. The unknown was the most challenging.	Jan 30, 2013 12:43 PM
242	The most challenging issue I faced in the first 6 months was the death of a staff member and having to go to the shift and inform them of the death of one of their favorite Officers.	Jan 30, 2013 12:42 PM
243	Staffing issues	Jan 30, 2013 12:40 PM
244	Getting staff to understand that I was not the enemy and a leader who would lend support to them. Employees should not have to fear going to the Warden's office for any reason.	Jan 30, 2013 12:34 PM
245	none	Jan 30, 2013 12:33 PM
246	I had the benefit of transitioning from Deputy Warden to Warden at the same site. For me, the overall transition was rather seamless. However, I will say that it took some time to create my own priorities that took into consideration the priorities of my superiors.	Jan 30, 2013 12:33 PM
247	learning the new institution	Jan 30, 2013 12:32 PM
248	Personnel matters	Jan 30, 2013 12:25 PM
249	Dealing with the historical culture and practices of Director before me. I was coming in with a different perspective of the facility role and the staff had become comfortable in the "old way".	Jan 30, 2013 12:21 PM
250	Balancing the competing needs of the various departments and therapeutic communities represented in the facility.	Jan 30, 2013 12:16 PM
251	I was mentored prior to my promotion and had very little problems.	Jan 30, 2013 12:15 PM
252	Transitioning from a focus dominated by strictly facility issues to the larger perspective of the community, elected officials and the local labor pool. Adjusting to the celebrity of being the warden, the prison is one of the major employers in the rural area. As warden this made my name and work life a public topic routinely.	Jan 30, 2013 12:14 PM
253	I wouldn't say that I was not prepared to handle it, because it was anticipated, but the culture of the institution I took over needed an overhaul. It took awhile to convince long term employees that changes that were implemented were for their best interest and safety. Some senior employees were entrenched in the "good ole days" and didn't adjust to changes that well. Several ended up retiring (which, in the long run, was the best thing to happen).	Jan 30, 2013 12:09 PM
254	The fiscal budget year end, sometimes was challenging specifically when the facilities Boiler's failed and needed replacing. hot Water and Heat is a priority and necessity which cannot be ignored. It was challenging to prepare proposal for Budget Review for spending authority to replace and/or repair existing equipment. This is why, it is important to have a great supportive team who are experts in their fields and know exactly what is needed for presentation to the Budget personnel.	Jan 30, 2013 12:07 PM

**Page 11, Q106. Thinking back on your first 6 months as a warden/superintendent, what was the most challenging issue you faced that you were not prepared to handle?**

255	The demands on my time 24 hours a day. I knew it would be a change I just didn't realize how much of a change.	Jan 30, 2013 12:05 PM
256	The inability to make all employees happy with my decisions, regardless of how much time and effort I put into making well informed choices.	Jan 30, 2013 12:03 PM
257	For me, it was getting accustomed to being the end-point decision maker in the institution. It was a different perspective, no longer having someone above me. I had to switch roles from confidant/sounding board/advisor to being the one who gathered all the information and made a decision. This was especially difficult because I had no Deputy Warden to rely on to fill the roles of confidant/advisor etc. for the first six months.	Jan 30, 2013 12:02 PM
258	Break down of a number of systems and staff complacency.	Jan 30, 2013 11:57 AM
259	The work flow away from the facility, ie upper management, fiscal, programs	Jan 30, 2013 11:56 AM
260	To lead by example and to subjugate my personal feelings for the facility's greater good.	Jan 30, 2013 11:54 AM
261	The tremendous variety of personnel & HR issues.	Jan 30, 2013 11:47 AM
262	Human Resources. CDCR is in the midst of reorganization which includes a reduction in inmate population and staffing. Managing this process with very or little input into the organizations decisions, and the inability to fill critical positions was very challenging.	Jan 30, 2013 11:45 AM
263	Personnel discipline issues. Budget Management	Jan 30, 2013 11:44 AM
264	Operating the prison within the allotted budget.	Jan 30, 2013 11:42 AM
265	Building and Grounds construction and maintenance projects. Budgeting.	Jan 30, 2013 11:41 AM
266	Personnel who would seek to undermine your authority or challenge your decisions	Jan 30, 2013 11:38 AM
267	I received a letter from the Warden and copies of policy informing me to follow policy related to an incident that an inmate had wrote to the warden about. The Warden never talked to me about this incident and the Wardens actions were based soley on what an inmate had written to the Warden about. The challenging issue was that I immediately responded to the Warden via an e-mail telling the Warden that I was aware of the policy and proceeded to give the Warden all of the facts related to this incident not half truths that the inmate wrote. I wasn't prepared when I received the Warden's letters and I should not have responded so quickly, I never had a Warden make a decision soley based on what an inmate wrote, without having all of the information from staff involved.	Jan 30, 2013 11:38 AM
268	Fiscal challenges	Jan 30, 2013 11:36 AM
269	When I took over as the Warden there seemed to be a lot of pending disciplinary cases on staff members. I had to understand the disciplinary process, how to conduct the hearings, learn various contracts and then work with staff in Lansing to complete the entire process. this was my first exposure to staff dicipline and	Jan 30, 2013 11:34 AM

**Page 11, Q106. Thinking back on your first 6 months as a warden/superintendent, what was the most challenging issue you faced that you were not prepared to handle?**

	the process.	
270	The overwhelming amount of staff issues and personnel matters.	Jan 30, 2013 11:34 AM
271	Others reaction to my being in this new role. Many want you to remain the same as you were but the fact is you have moved to a different position and simply cannot be the person you were in the old role.	Jan 30, 2013 11:33 AM
272	the demand of my time by both staff and inmates.	Jan 30, 2013 11:33 AM
273	I started as a Correctional Officer at the Institution I am currently the Superintendent at. I know it the institution like the back of my hand. I have worked throught the ranks and built and designed Prisons and also worked as the Chief of Security for the State. The experience to run the institution was not that big of a challenge. The real challenge was getting to know the 440 employees who work here each and every day. Now that was a challenge.	Jan 30, 2013 11:33 AM
274	Understanding the impact of what you say (e.g. be aware of "thinking out loud") and how people will respond to it.	Jan 30, 2013 11:31 AM
275	LEARNING THE CULTURE OF A FACILITY I HAD VISITED, BUT NEVER WORKED AT BEFORE. ALSO, I HAD TO LEAVE MY FAMILY WITHONLY WEEKEND VISITS FOR ABOUT 18 MONTHS. THE NEW CULTURE WAS BOTH STAFF AND OFFENDERS. TOTALLY DIFFERENT FROM OTHER 2 PRISONS I HAD WORKED AT BEFORE ON OTHER SIDE OF THE STATE.	Jan 30, 2013 11:31 AM
276	Lack of administrative training.	Jan 30, 2013 11:30 AM
277	Handling disciplinary conferences.	Jan 30, 2013 11:29 AM
278	I have not faced anything I didn't feel prepared to handle.	Jan 30, 2013 11:25 AM
279	coming up on the security was not completely familiar with Medical Dietary Etc.	Jan 30, 2013 11:25 AM
280	The constant bureaucracy of central office, in terms of just doing a good of job of running a safe and secure facility, w/o always having to create new intiatives.	Jan 30, 2013 11:21 AM
281	The Union /Labor Management issues or concerns regarding operational needs instead of personal agendas by union representatives.	Jan 30, 2013 11:11 AM
282	Unexpected death of an employee.	Jan 30, 2013 11:10 AM
283	We had alot of staff disciplinary issues that resulted in investigations and terminations. Working with Human Resources to make sure we had sufficient cause for termination and dealing with employees that are loosing there job is difficult. Following the termination the unemployment hearing. Veterans perference hearings for two cases that involved Veterans.	Jan 30, 2013 11:09 AM
284	Budgets	Jan 30, 2013 11:05 AM
285	Managing budgets and the large volume of expenses. My Business Manager (accounting) was ill and I had no prior experience working with budgets.	Jan 30, 2013 10:57 AM



**Page 11, Q106. Thinking back on your first 6 months as a warden/superintendent, what was the most challenging issue you faced that you were not prepared to handle?**

286	My assignment came with a change of station and unfamiliarity with the staff. if was challenging to have to learn the leadership team's strengths and weaknesses while acclimating to a new post with no immediate "confidant" there to depend on. I was lucky to be involved with a mentoring program being initialed where I was paired with a geographically close seasoned Warden who helped me with this transition.	Jan 30, 2013 10:57 AM
287	Laerning staff and inmates. making changes that needed done.	Jan 30, 2013 10:53 AM
288	minimum staffing, staff disciplinary, life altering decisions concerning inmates.	Jan 30, 2013 10:46 AM
289	Personnel Issues in regard to administering Corrective and/or Disciplinary Action	Jan 29, 2013 8:29 AM
290	Making sure you learned and maintained the overall facility operations. Building the confidence of your staff that you're able to support the needs of the facility as well as making good/fair decisions.	Jan 28, 2013 8:38 AM
291	Moving to a new instituion, dealing with a different culture of employees as to how they reacted to issues at hand. Gdetting staff to understand that there was a better way to fullfill the mission than the way they were attempting. In doing , holding staff accountable and getting others to realize the value of professionalism and change.	Jan 28, 2013 7:40 AM
292	Major flooding and sewage proplem. I was able to relocate the inmates, however the emergency procurement procedures were never explained to me. I made a decision to bring in a contractor to handle the problem. later it was explained to me the correct bidding process. It would have been nice to had training on this prior to the incident.	Jan 28, 2013 5:51 AM
293	Being able to reconcile institutional management and all that means with staying within a budget that was impossible to do given the budgeting policies of the state and the affect of other agency actions on that budget.	Jan 28, 2013 5:38 AM
294	The transfer from our super Max Prison of the Chronic Disciple program and the managment of this disruptive inmate population in a General population Facility. This inmate population was extremely disruptive when transferred to the Facility. Previously the facility could resolve their disruptive behavior by transfer to the Super Max. Having to manage them as there was no other option was extremely challeging for everyone including me. Staff where initially not willing to buy in that there where no options other than to manage them at our Facility. Their disruptive behavior was negatively impacting staff morale as well as the inmate climate.	Jan 25, 2013 1:45 PM
295	Identifying operational needs within the facility that were outdated and needed to be brought into modern compliance all the while having staff adjust to a new administration from the previous administration which had been in place for over 8 years. many issues of basic policy compliance to safety/security upgrades that were necessary, inclusive of emergency planning.	Jan 25, 2013 7:31 AM
296	I was mentored in my early career with the FBOP through on the job training and various specialty training opportunities through the FBOP and NIC. Upon selection as AW, I again received mentoring from my Warden and Regional	Jan 24, 2013 6:32 AM

**Page 11, Q106. Thinking back on your first 6 months as a warden/superintendent, what was the most challenging issue you faced that you were not prepared to handle?**

Director and learned of specific responsibilities of the Warden and utilizing that information through Acting Warden opportunities. Additionally, I attended the New Wardens' training coordinated by NIC which exposed me to "real life" scenarios that complemented my varied training. The key phrase that has stayed with me is "You can delegate authority, but not responsibility", especially as the Warden. It is very imperative that Wardens have a strong administrative background and decision making experience while an AW with solid mentoring by the Warden and Regional staff.

297	Willing to trust the capabilities of my staff and trying to do everything myself.	Jan 23, 2013 6:15 PM
298	I feel that I was very prepared for all the challenges that I have been faced with. I am blessed to have very experienced Deputy Wardens that have helped guide me thus far.	Jan 22, 2013 3:24 PM
299	Learning how to manage the facility effectively and efficiently utilizing data. Through the analysis of institutional data, ie Overtime, Inmate Violence, Treatment Services etc I became a better manager with the ability to make well informed decisions. These decisions helped to make the institution safe, more secure and ensured the success of inmate treatment programs.	Jan 18, 2013 1:32 PM
300	Dealing with the conflict between the Headquarters needs and what was best for the facility and the public.	Jan 17, 2013 1:04 PM
301	The most Challenging issue I faced was developing a new relationship with 2 subordinates who were unhappy that they were were not selceted to be superintendent. They believed that they should have been promoted. Both had been given hints in the past that they would be promoted. It took time and a lot of tough conversions with themto form a cohesvie exec team.	Jan 17, 2013 12:38 PM
302	I think most wardens have the least amount of experience in managaing an institutional budget since this acitivity is managed by operations staff. The warden is responsible for the overall budget but rarely involved in the day to day accounting procedures. I belive most wardens have been promoted up through security or case management positions and lack experience in support or operations division of the facility. Learning and understanding how these areas function was my first challenge.	Jan 17, 2013 7:28 AM
303	Administrative Staff, Concerned more with departing the work area at the end of there duty day, if the job / task at hand was completed or not.	Jan 16, 2013 2:12 PM
304	The most challenging issue I faced in my first 6 months as warden, was coming into a facility that had a "culture" that was historically maintained by previous wardens and staff. I found some staff to be very resistant to change even when existing policies and procudeures would be presented. I was fortunate enough to have had the opportunity to work in several facilities in different capacities. This experience was valuable, as it helped me naviagte through finding my balance and capabilty to lead and to make at times decisions that were not supported by my executive staff.	Jan 16, 2013 11:59 AM
305	To productively manage my supervisor and the executive staff. To establish and develop relationships with local public officials and politicians.	Jan 16, 2013 11:05 AM



**Page 11, Q106. Thinking back on your first 6 months as a warden/superintendent, what was the most challenging issue you faced that you were not prepared to handle?**

306	Shifting from a position of statewide authority to a position of local authority. Accostomed to significant anonymity in previous position and current position has increased supervisory presense. Shifting from a statewide program Director position to a local position.	Jan 16, 2013 10:44 AM
-----	--	-----------------------



**Page 11, Q107. What is currently the most challenging issue you face as a warden/superintendent?**

1	The most challenging issue today is addressing the caliber of employee that we are required to manage. The current employee does not come to the workplace with a burning desire to perform above average. The employees are satisfied with mediocrity.	Feb 26, 2013 3:36 AM
2	Human resources - not enough employees; ill-equipped employees; turn-over rate of employees	Feb 25, 2013 12:47 PM
3	Constant cutbacks and inefficiencies caused by economic factors that are beyond the control of the Department.	Feb 25, 2013 10:45 AM
4	The facility is located in a very rural area, attracting staff to fill professional positions is very challenging.	Feb 25, 2013 7:11 AM
5	My facility is 30 miles north of a metropolitan city. The state wages are low for entry level support staff. Retention in the business office, personnel office as well as secretarial staff is very low. This impacts the facility as staff in these areas turns over at a high rate.	Feb 25, 2013 6:57 AM
6	Ensuring that critical information is communicated down to subordinate staff accurately.	Feb 25, 2013 6:13 AM
7	Becoming totally familiar with the facility, staff and offender population.	Feb 25, 2013 5:24 AM
8	Funding is still at the top of the list. I now know how to handle the funding but the funds are most times not granted to ADOC as it should.	Feb 24, 2013 8:11 AM
9	Staff shortage and managing staff that resist the acceptance of job accountability can be challenging. Employees of today many don't take pride in the job. I am constantly trying to include my staff in training that may promoted job competency.	Feb 22, 2013 1:08 PM
10	Limited resources (staff/funds)	Feb 22, 2013 8:01 AM
11	Accusations of staff misconduct, most of which are undoubtedly false but some number likely true, create an atmosphere where staff are fearful of all investigations, and it becomes difficult to have staff realize that the investigative process is necessary and appropriate and provides an opportunity to clear their names when falsely accused. As well, it promotes safety and good order when misconduct is addressed.	Feb 22, 2013 6:14 AM
12	Budgetary constraints/Labor rules and hiring practices. Staff vacancies are difficult to fill quickly, often overloading other staff with those duties. Often times, hiring has to be prioritized by job duty and therefore, some positions may not be fillable, causing staff burnout and discontent.	Feb 21, 2013 3:26 PM
13	Employees not having a positive work ethic.	Feb 21, 2013 2:44 PM
14	The most challenging issue I face as a Warden today is keep the level of drugs, illegal money and drug use out my prison population.	Feb 21, 2013 2:36 PM
15	My most challenging issue today is staff retention. It is difficult to affect all the variables as you move further and further away from frontline staff. If you have a supervisor who is not effective, it affects your staffing adversely which will affect	Feb 21, 2013 2:04 PM

**Page 11, Q107. What is currently the most challenging issue you face as a warden/superintendent?**

	your facility overall.	
16	Dealing with an administration that expects from it's Warden's what it refuses to do itself.	Feb 21, 2013 12:45 PM
17	Mustering the fiscal resources to complete capital change projects in competition with the other 56 superintendents in the system.	Feb 21, 2013 10:55 AM
18	Having to make sure I recognize the employee's who work so hard and still have not received a cost of living raise or step raise in over 5-years.	Feb 20, 2013 1:24 PM
19	The most challenging thing that I am facing is the large amount of employee behavior issues.	Feb 20, 2013 11:31 AM
20	Balancing emails/paperwork/discipline/meetings/phone calls/ with "managing by walking around". Extremely hard to get in the jail as much as I believe is necessary to communicate with staff and offenders.	Feb 20, 2013 9:20 AM
21	managing funds	Feb 20, 2013 8:34 AM
22	Dealing with a new administrtation with very little corrections experience.	Feb 20, 2013 8:24 AM
23	The current challenge is to encourage staff to except and manage the new direction/Department's Mission of Re-Entry, EBP, Dialogue, Healings Environment, and etc. People in general are resistant to change.	Feb 20, 2013 8:23 AM
24	Budget decrease	Feb 20, 2013 7:25 AM
25	Meeting my budget and working on classification issues to avoid paying fines.	Feb 19, 2013 5:51 PM
26	Changing the culture of an organization takes time, communication, and a dedicated team of leaders.	Feb 19, 2013 1:25 PM
27	Leading the facility to evolve and change to meet the corrections demands of today versus unionized staff who seek to maintain the status quo unless compensated to change.	Feb 19, 2013 1:18 PM
28	Reduced budget and a reduction in available resources	Feb 19, 2013 10:51 AM
29	Staff issues and when you have a difficult union leadership.	Feb 19, 2013 10:12 AM
30	Maintaining a old facility with limited resources and a inadequate budget. Additionally it has become much more of a challenges as personnel functions have become centralized to fill key positions and maintain adequate staffing levels.	Feb 19, 2013 9:37 AM
31	Retention of staff.	Feb 19, 2013 8:57 AM
32	Staff retention due to low pay for correctional staff.	Feb 19, 2013 8:39 AM
33	Ensuring staff at all levels are constantly security minded and paying attention to their duties so we can accomplish our mission of protecting the public, staff and inmates.	Feb 19, 2013 8:34 AM

**Page 11, Q107. What is currently the most challenging issue you face as a warden/superintendent?**

34	overtime issues, retention, staff shortage, bugetary issues	Feb 19, 2013 8:28 AM
35	Managing with very limited resources.	Feb 19, 2013 8:28 AM
36	The decreasing offender population has led to many challenges to include shrinking budgets and the possibility of reductions in staff.	Feb 19, 2013 8:20 AM
37	retention and effective training.	Feb 19, 2013 7:41 AM
38	Budget	Feb 19, 2013 7:27 AM
39	staff shortage, staff training, budget	Feb 19, 2013 7:01 AM
40	Managing changes that are needed within the DOC without injuring relationships.	Feb 19, 2013 6:24 AM
41	Retaining staff due losing them to the Federal Prison system that pays much better than the State.	Feb 19, 2013 6:08 AM
42	I am on the other side of the situation discussed above. I now oversee eight facilities and seven of the facilities are contract facilities. It is difficult to have small facilities across the state and ensure that all are providing a good service. The DOC&R is going through major programmatic changes and managing these changes is very difficult. Within three weeks of my hiring, we had a major incident at one of the contract facilities. This initiated a change in administration at the facility as well as the contract manager losing his position. Due to specific incident, we completely changed the inmate transition program. These changes are difficult to manage. We are also implementing security and program audits in the facilities.	Feb 19, 2013 6:04 AM
43	Staff retention	Feb 19, 2013 5:39 AM
44	Emergency operations training.	Feb 19, 2013 4:44 AM
45	Staff faternization and contraband inside the facility.	Feb 18, 2013 6:03 PM
46	I could easily say that we are going to be very over-crowded, budget issues, etc. But, in reality, you deal with those most of your career. So, you are better off acknowledging that the problems exists, but you don't control them, so let them go and focus on what you can change. The biggest issue is convincing staff that their job is to change lives of offenders and not necessarily focus on keeping inmates inside a fence. A lot of staff grew up under the philosophy that we were to maintain control. While we do, control should be aligned with making inmates better citizens. You can't do that with just writing reports and placing men in lock-up. You have to find ways to encourage people to be better.	Feb 18, 2013 3:20 PM
47	Managing morale during the closure of facilities in Colorado	Feb 18, 2013 3:12 PM
48	Implementing change	Feb 18, 2013 2:36 PM
49	Not to forget that it is extremely important to set the example and do as much mentoring as possible with your subordinates.	Feb 18, 2013 2:32 PM
50	Diminishing budget!	Feb 18, 2013 1:47 PM

**Page 11, Q107. What is currently the most challenging issue you face as a warden/superintendent?**

51	Managing limited resources in a weak economy. We are now "learning" how to close prisons and this has taken its toll on our work force and within our communities. Understanding the trends of our population ...aging, more violent, and increasing more mental health needs is one thing, but shoring up the resources to get ahead of the needs is nearly impossible due to how state government works. Again being patient and chipping away a little at time is key to progress.	Feb 18, 2013 1:45 PM
52	Right now there is no pressing issue	Feb 18, 2013 1:35 PM
53	Managing overtime with new operational requirements and no additional resources	Feb 18, 2013 12:59 PM
54	Additional prison closures due to declining caseloads.	Feb 18, 2013 12:52 PM
55	Lack of ability to obtain resources and lack of ability to aquire proper staffing levels	Feb 18, 2013 12:49 PM
56	employee retention	Feb 18, 2013 12:12 PM
57	Budget constraints which affects every aspect of your institution; such as hiring employees, no merit raises for 5 years, employee retention, overcrowding, institutional maintenance and repairs, etc..	Feb 18, 2013 10:47 AM
58	I went from Deputy Warden in a large institution where all supervisory staff were very experienced to a very small institution where many innovations and new concepts had not reached this institution. I am in constant teaching mode trying to be warden and everything in between without the benefit of an experienced staff.	Feb 18, 2013 7:33 AM
59	The most challenging issues I face today is adquate competent security staff. Security staff that has high integrity.	Feb 15, 2013 1:10 PM
60	Chronic correctional officer shortages...	Feb 14, 2013 6:31 PM
61	Staying within budget Managing overtime with Correctional officer vacancies Lack of female candidates to fill correctional officer vacancies in a female prison	Feb 13, 2013 4:55 AM
62	Our building was designed for 160 inmates and our count hovers around the 500 mark.	Feb 12, 2013 12:40 PM
63	Increasing mental health population	Feb 12, 2013 12:07 PM
64	Implementing charges to improve security.	Feb 12, 2013 11:42 AM
65	acquiring adequate personnel during hiring freezes to maintain the facility.	Feb 12, 2013 11:42 AM
66	Getting staff to work under current FMLA guidelines. Attendance.	Feb 12, 2013 7:47 AM
67	The fact we are severely understaffed. Also, the institution I manage does not have a segregation unit and the population is 1,946. The population of this size needs a segregation unit to assit in mananging the population difficult inmates.	Feb 12, 2013 7:15 AM
68	Dealing with staff morale.	Feb 12, 2013 6:39 AM

**Page 11, Q107. What is currently the most challenging issue you face as a warden/superintendent?**

69	Staff retention and working within a limited budget while balancing public, staff and inmate safety.	Feb 12, 2013 4:01 AM
70	Physical plant issues, and my inability to hire employees.	Feb 11, 2013 6:38 PM
71	Having time away from the administrative functions of running a correctional facility; not having sufficient time to tour the facility as often as I would like to see staff and inmates.	Feb 11, 2013 4:22 PM
72	Repeated and ongoing budgetary constraints that are devastating to the Department and the Institution's operations. Without exception, both the Department and all of the institutions have undergone repeated personnel cuts to the custody; unit management; food service; teaching; recovery services; mental health; etc. ranks for the last 10 years. It has had a tremendously negative impact on staff morale and their belief in the direction of the agency.	Feb 11, 2013 3:47 PM
73	We are in the process of opening a new facility and are expanding the staff and prison population monthly.	Feb 11, 2013 3:26 PM
74	The continued need to motivate staff in an adverse enviormnet.	Feb 11, 2013 2:44 PM
75	increased workload and directives with limited resources	Feb 11, 2013 2:33 PM
76	staffing requirements.	Feb 11, 2013 2:06 PM
77	Recruiting, hiring and morale when faced with budget restraints. While outside factors are placing hardship on employees pay.	Feb 11, 2013 1:35 PM
78	Retaining quality security staff members	Feb 11, 2013 1:35 PM
79	The constantly changes in techonology and the turn over in personnel.	Feb 11, 2013 1:24 PM
80	Poor morale and attendance. Changes that have occured with benefits and work schedules, is not much incentive for staff.	Feb 11, 2013 1:00 PM
81	institution budget and hireing freeze	Feb 11, 2013 12:48 PM
82	As a warden of a multi-security prison you have to manage community and minimum inmates differently. Here I not only deal with the day to day operations of the facility but also work a lot in the community as we have almost 200 inmates working out in the public everyday a long side free world people and dealing with all those problems that arise and dealing with the employers themselves. Being short handed on security and not getting replacements.	Feb 11, 2013 11:51 AM
83	staff retention	Feb 11, 2013 11:21 AM
84	Recruitment and retention of good staff.	Feb 11, 2013 10:43 AM
85	The hiring process. We need to promote our staff and with the lay off process we are prevented from moving foward.	Feb 11, 2013 10:39 AM
86	Extreme shortage of staff, particularly correctional officers.	Feb 11, 2013 9:42 AM
87	Dealing with the fact that all employee's are individuals, all having different	Feb 11, 2013 9:26 AM

**Page 11, Q107. What is currently the most challenging issue you face as a warden/superintendent?**

	desires and motivations, and the never ending process of keeping them all focused and moving the Facility forward in meeting its objectives.	
88	Currewntly the most challenging issue is havin enough correctional staff to work all th post. The use of sick leave by the correctional officer make it very difficut to staff all critical post. The current sick leave policy does not give me enough avenues to use corrective action to discipline employee who are abusing sick leave.	Feb 11, 2013 9:05 AM
89	The current issue that is the most challenging is the lack of staff and ability to retain staff. Our agency must work within the budget given them by the legislative body in our State. Most years this is short of what is needed. Compounding the issue is the department of corrections has no control over the number of inmates they are required by law to incarcerate. There have been no raises for employees for 5 years now and retention of current competent staff is becoming a problem. Should the economy ever improve it will become a major problem as staff leave for positions with raises in the picture.	Feb 11, 2013 9:01 AM
90	Direct reports promoted above their abilities and capacity. As a result, having to provide large amounts of time to coach, teach and instruct basic responsibilities/duties that individuals at such level should have an understanding of.	Feb 11, 2013 7:55 AM
91	Changing the culture of the facility to a more theraputic environment and treatment focused program	Feb 11, 2013 7:28 AM
92	Maintaining positive staff morale	Feb 11, 2013 6:02 AM
93	Time management due to the multiple demands from external parties, Central Office, the normal duties of being a Warden and all the while trying to plan ahead and lead the facility toward being progressive.	Feb 10, 2013 3:48 PM
94	Staff Retention	Feb 9, 2013 9:47 AM
95	The external forces, to include central office and legislators. People are often making decisions about the future of the prisons without having any experience and with limited knowledge.	Feb 9, 2013 7:08 AM
96	Keeping up with changes workload - things moving too fast.	Feb 8, 2013 1:54 PM
97	Employee conflicts and EEO complaints from line staff against their peers.	Feb 8, 2013 1:23 PM
98	Naturally in the current economic climate meeting mandated budgets is crucial. More and more is demanded with less resources to achieve the goals. The evolution of the workforce with individual goals taking precident over institutional goals is often a challenge.	Feb 8, 2013 12:43 PM
99	There are several, just doing more with less funding.	Feb 8, 2013 12:39 PM
100	Changing attitude/demeanor of work force	Feb 8, 2013 11:58 AM
101	Organizational Change and ensuring employee buy in.	Feb 8, 2013 11:40 AM
102	Moving the institution forward with the new vision of the state.	Feb 8, 2013 11:08 AM



**Page 11, Q107. What is currently the most challenging issue you face as a warden/superintendent?**

103	The most challenging issue I currently have is a shortage of correctional officers. Texas is currently 3,000 officers short. The oil field boom in Texas has drawn correctional staff away where they can make a lot more money working on drilling rigs. As a result, correctional staff on the units work overtime daily to support operations.	Feb 8, 2013 10:35 AM
104	Retention of staff. This is mostly the caused by low pay.	Feb 8, 2013 10:32 AM
105	budget employees pay	Feb 8, 2013 9:36 AM
106	Keeping staff engaged	Feb 8, 2013 9:20 AM
107	Reducing staff turnover.	Feb 8, 2013 9:14 AM
108	Employee retention.	Feb 8, 2013 9:00 AM
109	Sometimes I worry about what staff thinks but I have to remember that I can't always make people happy and that I need to just make the best decisions I can.	Feb 8, 2013 7:41 AM
110	shrinking resources--money to hire necessary personnel---money to purchase material to maintain physical plant	Feb 8, 2013 6:26 AM
111	Managing staff and motivating them to have the same shared vision.	Feb 8, 2013 3:11 AM
112	My most challenging issue is the management of a budget that I do not make and have no say so in. It is difficult to handle chronic facility maintenance issues and lack of support staff while losing pins to fill and having to either use contractors, contractual staff or ask for help elsewhere.	Feb 7, 2013 4:09 PM
113	The various audits to include Programs, Security, and Fiscal. Keeping abreast of policy changes and the multitude of added responsibilities and expectations. Upcoming training is also pending for changes in the Employee Hiring Process.	Feb 7, 2013 12:45 PM
114	Budget	Feb 7, 2013 12:03 PM
115	Budget issues. As an intake center, the filling of beds division-wide is dependent upon our efficiency, and accomplishing our mission without excessive overtime/material costs has become a very challenging issue.	Feb 7, 2013 11:49 AM
116	Constant change with little direction from Central Office.	Feb 7, 2013 11:31 AM
117	Making sure the facility meets all of the healing enviroment goal and objective Staff morale	Feb 7, 2013 8:26 AM
118	Managing staff, FMLA, ADA, workers compensation	Feb 7, 2013 6:19 AM
119	Continues to be staff moral and continue compliance with standard practices.	Feb 7, 2013 1:16 AM
120	Obtaining funding for much needed facility renovations.	Feb 6, 2013 4:18 PM
121	The everchanging direction from central office. There always seem to be new initiatives that are priorty number one and they must be completed immediatley only to be overshadowed by the next initiative and then forgotten about.	Feb 6, 2013 12:55 PM

**Page 11, Q107. What is currently the most challenging issue you face as a warden/superintendent?**

122	Organizing my time to allow sufficient opportunities to make rounds of the facility, be available to staff and offenders, and take care of paperwork.	Feb 6, 2013 12:36 PM
123	Unable to implement much needed programs for inmates community reentry, due to inadequate allocation of funds to minimum security facilities.	Feb 6, 2013 11:21 AM
124	budget, staffing reductions, lack of committment from some staff, employee disciplinary problems,	Feb 6, 2013 7:53 AM
125	Budget reductions	Feb 6, 2013 6:42 AM
126	budget shortfalls	Feb 6, 2013 6:27 AM
127	Comp time and FMLA.	Feb 5, 2013 3:05 PM
128	Managing facility with fewer staff and budget resources and setting priorities for use of resources available.	Feb 5, 2013 12:30 PM
129	Employee retention.	Feb 5, 2013 12:00 PM
130	Management of the impact of political politic as they relate to day to day operations of a correctional facility.	Feb 5, 2013 11:48 AM
131	Not being able to discipline staff quickly and to the degree neceassary to fit the infraction of their actions. I have to wait months for answers to requests for discipline that I submit. Also being underpaid for the work I do, We are the lowest paid state employees in the nation. I dont supervise the person in charge of physical plant of the prison or their budget-so sometimes it can get interesting when I want something fixed and think it is a priority and he does not. He doesnt have to do what I say, but we have an understanding. I dont have access to the intelligence gathered about my prison. The investigators work for someone else and are directed not to share information with the warden. My officers pay is so low that they often have to have another job to make ends meet, that or they leave for higher paying jobs, shortly after we train them. I will stop here.	Feb 5, 2013 11:06 AM
132	The ability to recruit and keep responsible staff.	Feb 5, 2013 10:18 AM
133	The differences in the new generation of workers as compared to our generation. This new generation ismotivatd totally differently then ours. Trying to keep a good balance between the workers and not losing eithesides motivation level.	Feb 5, 2013 9:38 AM
134	Budgetary issues.	Feb 5, 2013 7:36 AM
135	Most challenging is not expecting too much from subordinates. What may seem to me as a simple task may not be simple for someone else. I challenge myself not not take for granted that others are on the same playing level when issues arise.	Feb 5, 2013 7:30 AM
136	Personnel Issues	Feb 5, 2013 4:18 AM
137	Unscheduled leave	Feb 4, 2013 8:01 PM
138	Dealing with the increased number of offenders that are mentally ill and providing services for the aged offenders.	Feb 4, 2013 1:07 PM

**Page 11, Q107. What is currently the most challenging issue you face as a warden/superintendent?**

139	Overcoming a culture that "old school" staff have regarding the operations of a facility. Bringing the operations up to current standards and philosophies.	Feb 4, 2013 12:24 PM
140	The budget is challenging. Trying to keep up and do more with less is difficult. Beyond the budget, the most challenging issue is working with the next generation; both staff and offenders.	Feb 4, 2013 12:21 PM
141	Budget and Retention of Staff.	Feb 4, 2013 12:11 PM
142	Meeting our budget which affects staffing and safety.	Feb 4, 2013 11:50 AM
143	Reduction in inmate population and staffing levels...	Feb 4, 2013 11:42 AM
144	Dealing with the current generation of employees entering the workplace and trying to find ways to stimulate/motivate them.	Feb 4, 2013 11:36 AM
145	Lack of resources beyond my control.	Feb 4, 2013 9:12 AM
146	Change which is occurring too rapidly on too large a scale.	Feb 4, 2013 9:06 AM
147	Budget management, Staff retention, inmate compliance	Feb 4, 2013 8:56 AM
148	Staff retention and staff disciplinary.	Feb 4, 2013 8:24 AM
149	Budget and staff cuts	Feb 4, 2013 8:14 AM
150	Managing / motivating staff	Feb 4, 2013 8:02 AM
151	organizational culture	Feb 4, 2013 7:44 AM
152	Lack of proper budget and having to stretch every dollar, making tough decisions between needs.	Feb 4, 2013 7:41 AM
153	Dealing with staff that are resistant to change.	Feb 4, 2013 7:41 AM
154	None	Feb 4, 2013 7:32 AM
155	Having to manage the different generations presently in the workforce.	Feb 4, 2013 7:24 AM
156	Retaining staff and keeping them motivated.	Feb 4, 2013 5:33 AM
157	Time management. It is difficult to manage the time needed to ensure that you tour your facility and make yourself available for staff. Given the fact that we spend a lot of time away from the facility in training, meetings, etc., ensuring the proper time management to make myself available and ensure that all paperwork is completed. The amount of time that I am away from the facility also makes communication with subordinates more difficult.	Feb 3, 2013 11:11 PM
158	Managing change in an organizational environment where so many things are changing at the same time	Feb 3, 2013 6:44 PM
159	Labor Management Issues	Feb 3, 2013 6:28 PM
160	Almost the same as above. The older I have become, the wiser and know that	Feb 2, 2013 8:29 AM

**Page 11, Q107. What is currently the most challenging issue you face as a warden/superintendent?**

	at the end of the day when it really is said and done, it will not be about work but it will be about the people. Did I serve? Did I self sacrifice for the benefit of others? Did I love and am I loved?	
161	Staff. Specifically, the "entitled" staff that take up 90% of my time.	Feb 1, 2013 6:19 PM
162	Keeping staff motivated during tough budget times. They are stressed and tired.	Feb 1, 2013 2:28 PM
163	Budget	Feb 1, 2013 1:30 PM
164	Dealing with staff at the unit.	Feb 1, 2013 12:46 PM
165	The external politics of the position is the most challenging aspect of the job. Balancing the needs of the facility and the pressures of central office to "make problems go away" is difficult at best. The size (pop 650,000) of VT affords the public direct access to Commissioners, Senators and the Governors. The downside of this is that we at times become reactive to the specific needs / wants of individuals in ways which stray from policy and or best practice.	Feb 1, 2013 11:33 AM
166	Managing difficult employees in management positions.	Feb 1, 2013 11:17 AM
167	Inadequate funding/staffing.	Feb 1, 2013 10:51 AM
168	Motivating and encouraging my upper and mid-level managers to embrace and pursue different ways of making their individual sections operate more efficiently. Like all of us, they are more geared to maintaining the status quo and do not realize the many different things they can do, if they try, that will make various aspects of their operation better. The lack of willingness on their part coupled with inability to motivate them on my part seems to come from years of repititious management duties which has resulted in a little stagnation all the way around.	Feb 1, 2013 10:01 AM
169	Budget, lack of money to address physical plant needs and additional staff	Feb 1, 2013 9:10 AM
170	Reducing idleness for inmates with staff reductions.	Feb 1, 2013 9:09 AM
171	Budgetary constraints.	Feb 1, 2013 8:02 AM
172	Budget. Having the funds to do what you want to do. The budget barely is enough to pay bills let alone do things to enhance the institution.	Feb 1, 2013 7:39 AM
173	Budget, staff retention,cummunication	Feb 1, 2013 6:29 AM
174	Maintaining a positive balance when there is drastic/caustic change within our department	Feb 1, 2013 5:24 AM
175	Personnel issues related to low pay.	Jan 31, 2013 2:41 PM
176	Staff shortages and budget old facility	Jan 31, 2013 2:32 PM
177	Staff adjusting to changes.	Jan 31, 2013 2:24 PM
178	Ensuring that we keep inmate beds filled at my minumium unit, based on a high turn over rate. Inmate departing to Halfway Houses, etc.	Jan 31, 2013 2:21 PM

**Page 11, Q107. What is currently the most challenging issue you face as a warden/superintendent?**

179	ENSURING THE FACILITY IS BEING OPERATED IN A SAFE AND SECURE ENVIRONMENT.	Jan 31, 2013 2:01 PM
180	More money to deal with physical plant issues.	Jan 31, 2013 12:50 PM
181	Having to accomplish more with less.	Jan 31, 2013 12:36 PM
182	Throughout my tenure moral continues to be an issue. However, in collaboration with custody and civilian members I have promoted a unifying team for all issues that arise here in the institution.	Jan 31, 2013 12:36 PM
183	personnel issues managing Department wide projects and facility operations Turn-over due to retirements	Jan 31, 2013 11:56 AM
184	Motivating staff who have many years of service and are resistant to change. Getting those same staff to 'grow' into the ever-changing demands of correctional services that constantly evolve. Many want to stagnate or retreat to the 'good old days' when life / work was simpler. The challenge is to retain them ( their experience and knowledge which is invaluable), and still insist of high performance from them when they believe they have earned the right to sit back and take it easy.	Jan 31, 2013 11:39 AM
185	Motivating line staff to value their work and position. Motivating line staff to explore promotional opportunities.	Jan 31, 2013 11:37 AM
186	Staffing given the comparatively low salaries paid to state employees.	Jan 31, 2013 11:35 AM
187	The ever expanding "Rights of Employee" as generated by Politically negotiated in Collective Bargaining , by State Laws , by Federal Laws , by employee friendly Grev settlements and employee friendly Arbitration Decisions..... comparative to shrinking budgets , resources and other related restrictions.	Jan 31, 2013 11:19 AM
188	Being able to hold staff accountable to act and perform their duties in a competent and professional manner. Changing cultures, work ethics and union rights make this a difficult task.	Jan 31, 2013 11:13 AM
189	Reduction in management positions and increasing managements span of control with the budget reductions.	Jan 31, 2013 10:52 AM
190	Departmental mission changes for the prison and the requirement to have union staff and managers buy into that change.	Jan 31, 2013 10:34 AM
191	Unreal expectations. The agency is moving at a dangerous speed to restructure but too few is paying attention as to what is happening with the institutions. When operating at such a speed, too much is being mised.	Jan 31, 2013 10:21 AM
192	My prisoner population has turned violent and we even had a recent attack that caused a death (prisoner). I am faced with making decisions now and am dealing with my being angry with the total population due to this violence. Holding the prisoners accountable and getting them to divert some of the violence with positive programs ect.	Jan 31, 2013 10:19 AM
193	Staff vacancies Staff wages & benefits	Jan 31, 2013 10:17 AM

**Page 11, Q107. What is currently the most challenging issue you face as a warden/superintendent?**

194	Changing culture	Jan 31, 2013 9:26 AM
195	retaining good employees in this current economic state: no raises, transportation cost going up, health care costs going up. we are in a rural area so our hiring pool is limited so the other issues become very important.	Jan 31, 2013 8:57 AM
196	The same issues as above. We also are experiencing more staff turnover than usual due to retirements of older, much more experienced staff, and it is impacting our operations day to day.	Jan 31, 2013 8:48 AM
197	Dealing with employees who have not received a salary increase in several years working with new employees making the same pay.	Jan 31, 2013 8:41 AM
198	Rebuilding my executive team this year. Of the 10 positions on my exec team, 6 have been promoted (two positions had promotions twice) and I've had to spend a lot of energy on hiring the right candidates and keeping the team moving forward in spite of all the new faces and differing levels of experience.	Jan 31, 2013 7:49 AM
199	maintaining the balance on the unit between mental health care and correctional security needs. and ensuring line and clinical staff maintain same balance.	Jan 31, 2013 7:46 AM
200	Retaining and recruiting quality staff	Jan 31, 2013 7:42 AM
201	Retention of our staff and budget needs.	Jan 31, 2013 7:36 AM
202	Employee morale and retention	Jan 31, 2013 7:22 AM
203	Managing the facility with greater expectations for results and data all while the budget continues to either stay the same or shrink. In the tough budget times there have been a great deal of central office positions eliminated. As a result, it seems like some of the program oversight positions have become more hands on and invasive at the facility level. It has some appearance that they are trying to demonstrate the value of their positions and the amount of control on even the smallest of things has increased. It is much more difficult to get decisions that lead to action.	Jan 31, 2013 7:08 AM
204	Staff disciplinary issues.	Jan 31, 2013 6:56 AM
205	Staff morale	Jan 31, 2013 6:21 AM
206	The Agency currently does not embrace new technology and the fact a new generation of employee are technological competent. In addition the new generation of employees is the first group who have not served in the military therefore adopting to a para military organizational structure is hard for some.	Jan 31, 2013 6:21 AM
207	Constant influx of new departmental initiatives minus the resources needed to accomplish them.	Jan 31, 2013 6:08 AM
208	Staff not reporting to work when scheduled.	Jan 31, 2013 6:07 AM
209	Staff problems and needs.	Jan 31, 2013 5:27 AM
210	The number of funded correctional officer and support staff positions. 69%	Jan 31, 2013 5:05 AM

**Page 11, Q107. What is currently the most challenging issue you face as a warden/superintendent?**

211	Staff retention and staff disciplinary actions.	Jan 31, 2013 4:28 AM
212	Lack of fiscal resources and difficulty refilling critical positions.	Jan 31, 2013 4:23 AM
213	Mmanaging changes needed at the facility and managing the facility culture from being relaxed to following policies as written.	Jan 30, 2013 5:58 PM
214	Dealing with prisoners with mental health issues	Jan 30, 2013 5:41 PM
215	Again i would estimate at the very least, specifically in Hawaii which is known a a Union state, are Personnel and Time and attendance issues.	Jan 30, 2013 5:38 PM
216	Affecting positive culture change where we become a prototype maximum security prison.....not a stereotype. Getting our team to reach potential. It is happening one step at a time.	Jan 30, 2013 5:27 PM
217	Recruitment/Retention	Jan 30, 2013 4:36 PM
218	Getting staff to work together. Staff enforcing rules shift after shift. Hoping staff get the passion for the job back.	Jan 30, 2013 3:46 PM
219	Taking the time to pass assignments down and sending it back for correction until it is done correctly instead of just doing it myself. Still not enough time in the day.	Jan 30, 2013 3:20 PM
220	Doing more with less - staff shortages, budget limitations, growing operations costs - we have more to manage with no increase in resources. It is necessary to constantly review process and procedures to ensure the facility is operating in the most efficient way possible. Managing security threat group populations.	Jan 30, 2013 3:03 PM
221	Learning the Business Office	Jan 30, 2013 2:57 PM
222	Keeping the line of communication flowing	Jan 30, 2013 2:10 PM
223	The management of the workforce including staff recruitment, retention, staff morale, and team building.	Jan 30, 2013 2:01 PM
224	Changing the culture in my prison.	Jan 30, 2013 1:59 PM
225	Managing three facilities with staff that are condition by practice as oppose to policy having them adjust to making decisions that can be supported by policy.Not being able to select my Associate and Assistant to work with me. Working with individuals who have poor skill and like training.	Jan 30, 2013 1:58 PM
226	Timely decisions by central office - we are in the middle of rolling out new HR policies and we are unable to clarify policy questions at the site level until central office can finally pull the trigger on a decision. i understand they ahve much to consider beyond my facility however trying to get my staff to understand they ahve to deal with an issue becuase central office has not reached a decision is difficult.	Jan 30, 2013 1:54 PM
227	Inmate Idleness, budget issues	Jan 30, 2013 1:49 PM
228	Staff issues and discipline. Budget reductions.	Jan 30, 2013 1:48 PM



**Page 11, Q107. What is currently the most challenging issue you face as a warden/superintendent?**

229	Identifying main issues of the new facility and developing ways to deal with them.	Jan 30, 2013 1:47 PM
230	Budget, all of our facilities are in need of somethings we cannot afford. Staff pay, the Correctional Officers haven't recieved a raise in 6-7 years, so it's hard to keep them motivated when a brand new officer will be making the same as an Officer with 7 years with the department.	Jan 30, 2013 1:45 PM
231	Budget and staffing.	Jan 30, 2013 1:41 PM
232	Working within a very tight budget.	Jan 30, 2013 1:29 PM
233	#1-Community Volunteers #2-Decreasing pop. of min. custody inmates-(keeping inmates beds ful at a little unit)	Jan 30, 2013 1:22 PM
234	Staff moral and the budget. We are seeing a slow improvement on our budget but not as quickly as we are seeing the moral of staff decline due to years without pay increases or very small increases.	Jan 30, 2013 1:21 PM
235	The most challenging issue that I face as a superintendent is obtaining quality staff that will report to work and enforce the rules and regulations set forth by the Department of Corrections.	Jan 30, 2013 1:20 PM
236	Continuing to stay on top of the institution culture, new inmates and staff turnover will test it regularly Dwindling budgets and Employee Morale	Jan 30, 2013 1:17 PM
237	A select few staff with poor attitudes influencing others negatively.	Jan 30, 2013 1:13 PM
238	The difficulty of changing the environment to meet the needs of the Dept. of Corrections and my own standards of conduct. While the warden position can be a position of great influence, that influence comes from being around staff and inmates, talking about what I expect, reinforcing priorities and modeling the behaviors I believe in. With all the tasks required of this position, it is extremely difficult to have that kind of influence in an institution that covers a large area and employs almost 400 staff in a 24/7 operation.	Jan 30, 2013 1:05 PM
239	Managing overtime for Custody on a daily basis.	Jan 30, 2013 1:04 PM
240	Managing staff who are indifferent to results	Jan 30, 2013 12:59 PM
241	Having enough staff to get the job done.	Jan 30, 2013 12:56 PM
242	Get the necessary support for material resources, infrastructure needs, and consistent guidance on handling similar issues; adequate, reasonable response times from support services	Jan 30, 2013 12:53 PM
243	Internal Investigations on Employees.	Jan 30, 2013 12:43 PM
244	The most challenging issue that I currently face is staff retention. Maintaining 242 Correctional Officer positions is very difficult, many individeuals seek the position of Correctional Offcier as a begining to a diffirent end. The position serves as a entry point into state government and other agencies such as county sherrifs and a number of people use the position for just that.	Jan 30, 2013 12:42 PM
245	staffing issues	Jan 30, 2013 12:40 PM



**Page 11, Q107. What is currently the most challenging issue you face as a warden/superintendent?**

246	To ehnhace moral for the staff and keep them upbeat and moving forward in a positive frame of mind. Also with super tight budgets and prioritize spending for the institution.	Jan 30, 2013 12:34 PM
247	stress	Jan 30, 2013 12:33 PM
248	Maintaining compliance of facility objectives is always a challenge and has been throughout my tenure. This applies to virtually every management position I have been exposed to and sometimes encumbers moving forward.	Jan 30, 2013 12:33 PM
249	budget issues	Jan 30, 2013 12:32 PM
250	Personnel issues	Jan 30, 2013 12:25 PM
251	Wanting to expand community programs and services to better prepare clients for community transition, however, staffing challenges require us to be creative in providing the best opportunities.	Jan 30, 2013 12:21 PM
252	Finding an adequate applicant pool to fill vacant positions in rural Alaska.	Jan 30, 2013 12:16 PM
253	Budget	Jan 30, 2013 12:15 PM
254	Remaining personally positive. As I see others exit through retirement I feel down. I miss those that I spent many years working with as they leave the memories and experiences that we shared together become less relevant. The young people we hire now weren't even born yet when I and my peers were officers. The facility has changed so much that the youngsters can't relate to the way it was then. I am tired but since I am the warden I have to be the cheerleader, the many issues such as PREA, recruitment, budget stress and the never ending faces of new offenders makes it hard to get pumped up for anything more than maintaining the normal. On a personal level our children have all left home now and my personal life is dramtically different than it was just a few years ago. I confess that my professional life is impacted by these life changes. My wife and I have been together 31 years, our marriage is good but changing.	Jan 30, 2013 12:14 PM
255	The most challenging issue today is retaining new employees. We have significant turnover in corrections in my state. Young people today don't mind quitting a job in the middle of a shift if they don't get immediate gratification. Many are unwilling to make an investment in a career.	Jan 30, 2013 12:09 PM
256	The Department constantly changes and sometimes its directions under each new administration. Newly adopted policies and/or practices requires leadership skills and ability to foster change among our peers as well as to those we supervise. State of WI within the Department of Corrections, lost its Union Representation, this climate of change has been very difficult for staff to understand and move forward. It is a slow process, but a process "we" will do together as a team to ensure the Mission and Vision of the Department is met.	Jan 30, 2013 12:07 PM
257	Running a femaile facility and dealing with all of the advocates and the politicians.	Jan 30, 2013 12:05 PM
258	Retention of good staff and a constantly changing Administration and policies.	Jan 30, 2013 12:03 PM

**Page 11, Q107. What is currently the most challenging issue you face as a warden/superintendent?**

259	The need to provide for mental health treatment and programming for about 40% of the population of my institution, with very limited resources. A specific issue is how to discipline the inmates who have mental health problems in a way that makes the point but accounts for the psychiatric condition.	Jan 30, 2013 12:02 PM
260	We are at a minimum/pre-release level of security trying to prevent the introduction of contraband; however technology advances such as cell phones work against us in coordinating the introduction of the contraband.	Jan 30, 2013 11:57 AM
261	Current retention of trained staff	Jan 30, 2013 11:56 AM
262	Major Lawsuit	Jan 30, 2013 11:56 AM
263	Budgetary issue within the budget from year to year and dealing with a continuing more aggressive inmate population.	Jan 30, 2013 11:54 AM
264	Recruitment and retention of quality staff.	Jan 30, 2013 11:47 AM
265	Facility Activation. I am currently the Warden of a facility that is in the activation phase.	Jan 30, 2013 11:45 AM
266	Staffing of certified positions. No raise in 6 years and the appearance that our elected officials are hell bent to privatize this business.	Jan 30, 2013 11:44 AM
267	Operating the prison within the allotted budget.	Jan 30, 2013 11:42 AM
268	Morale. Positive attitude during a constantly changing Department. Leading staff in culture changes... promoting successful re-entry by helping inmates get what they need to be successful in the community which makes our communities a safer place.	Jan 30, 2013 11:41 AM
269	I currently supervise 12 different facilities/Superintendents. There are several challenges.... 1. Trying to insure that new policies are implemented consistently from facility to facility. 2. The impact of social media on employees, inmates, and the management of both. 3. Cell phones as contraband.	Jan 30, 2013 11:38 AM
270	Dealing with so many different personalities, learning how to talk to some staff so they don't get their feelings hurt and become disgruntled.	Jan 30, 2013 11:38 AM
271	Managing 14 correctional centers from DOC central office.	Jan 30, 2013 11:36 AM
272	There seems to be a lot of fights and assaults and it is being reported the issues are related to gang activity. We need to do a much better job at identifying gangs and their members. Then we have to find ways to reduce the amount of violence.	Jan 30, 2013 11:34 AM
273	Lack of funding---operational and personnel.	Jan 30, 2013 11:34 AM
274	Recruitment and retention of staff is the most challenging. This is a dangerous but rewarding job and the pay does not equate what is required everyday. Young people who come, normally come to begin their careers and when they find a way to move up and on they do. Also, the person who is applying for the Correctional officer position is younger, less experienced and unfortunately has less work ethics than the generation before them.	Jan 30, 2013 11:33 AM

**Page 11, Q107. What is currently the most challenging issue you face as a warden/superintendent?**

275	Overcrowding Out of control commissary cost for inmates Inmate idleness Staff shortages No money	Jan 30, 2013 11:33 AM
276	I enjoy my position and could think of doing nothing else. Budget is always a challenge and we also are utilizing Emergency Beds which exceed my budgeted capacity. Overcrowding and general fund dollars would be the top two.	Jan 30, 2013 11:33 AM
277	Operating a facility with limited resources (e.g. legislators not funding the department at the level it needs to be funded)	Jan 30, 2013 11:31 AM
278	LACK OF RESOURCES, BOTH HUMAN AND MONETARY.	Jan 30, 2013 11:31 AM
279	Generational changes in the workforce.	Jan 30, 2013 11:30 AM
280	Staying within my budget.	Jan 30, 2013 11:29 AM
281	Getting out into the facility more and not getting bogged down with paper work.	Jan 30, 2013 11:25 AM
282	The fact that as an administrator hands are tied so significantly by Unions.	Jan 30, 2013 11:25 AM
283	Budget frustrations with central office	Jan 30, 2013 11:21 AM
284	The lack of funding and cost of living increases and handling a status quo budget. The mission is still a priority and , it creates challenges regarding decision of critical operational needs.	Jan 30, 2013 11:11 AM
285	Budget constraints	Jan 30, 2013 11:10 AM
286	Budget and staffing.	Jan 30, 2013 11:09 AM
287	Staffing	Jan 30, 2013 11:05 AM
288	Managing staff levels, obtaining funding.	Jan 30, 2013 10:57 AM
289	Staffing issues, impending privatization of medical services and general morale issues as in relates to the sluggish economy and lack of cost of living pay raises for the past 7 years. We have a very strong and in touch Executive Leadership team who are communicating unilaterally within our agency which is helping us tremendously.	Jan 30, 2013 10:57 AM
290	fiscal issues in keeping the facility safe.	Jan 30, 2013 10:53 AM
291	filling correctional officer positions and retaining them	Jan 30, 2013 10:46 AM
292	As a Director, the most challenging issue I face is Organizational Change. With the declining offender population, we have had to close several facilities down and move programs and staff around the department.	Jan 29, 2013 8:29 AM
293	Controlling Overtime, monitoring staff sick leave. Keeping vacancies filled. Making sure Staff obtain the training needed to perform their duties. Being able to conduct security rounds given the amount of tasks presented from above.	Jan 28, 2013 8:38 AM
294	Inability to acquire necessary items through the procurement process. Staffing issues with all the new directions the Division has gone. Keeping staff morale up	Jan 28, 2013 7:40 AM

**Page 11, Q107. What is currently the most challenging issue you face as a warden/superintendent?**

	in tiems of crisis ~economic crunch w/no pay increases, etc...	
295	The state of Maryland just approved the Correctional Bill of Rights. Th disiplinary process is very difficult and time consuming. Bad employees can hang on for many months prior to having thier diciplinary hearing.	Jan 28, 2013 5:51 AM
296	The changing expectations of the agency and the law with diminihing and insufficient human resources to meet the requirements.	Jan 28, 2013 5:38 AM
297	Maintaining the continuity of Facitity Systems during the past several years as well as institutioning change within the Facility do to Agency needs. Budget issues have resulted in dramatic fluctuations and changes in supervisory staffing. Planning is always difficult when you can't predict resources. Continuity is difficult to achieve when staff are continually changing.The past 3 years there have been 10 different Deputy Wardens assigned to the Facility. Captains and Lieutenants come and go so quickly they barely get trained on their job before they're gone. History and experience are lost and Facility Systems in place for years aren't followed.	Jan 25, 2013 1:45 PM
298	Budgetary restrictions, staffing vacancies and the lack of ability to obtain the adequate refills for critical positions, particulary in the line supervisor and counseling ranks. Additionally the lack of programming space creates conflicts in beginning new programs, an outdated infrastructure that is need of an upgrade to bring the facility into a more "modern" form of operations.	Jan 25, 2013 7:31 AM
299	Managing a maximum correctional institution with the limited budget provided, often times reduced due to funding availability. Our responsibility is to maintain a safe and secure correctional environment within policy, laws, and decency. One thing I have learned from life is to maintain control of situation, make fair/consistent decisions based upon sound correctional data, and always involve as many staff as possible (depending upon the situation) in developing the course of action. This allows staff, including line staff, the opportunity to be part of the team and "buy into" the necessary changes. Never let them see you sweat!	Jan 24, 2013 6:32 AM
300	Retention of staff.	Jan 23, 2013 6:15 PM
301	As the Warden it is maintaining a good relationship between central office and the facility. It has also been a challenge to maintain our staffing levels as the ecomony begins to pick up.	Jan 22, 2013 3:24 PM
302	Reducing inmate violence among the young adult offender.	Jan 18, 2013 1:32 PM
303	delaing with the mentally ill inmates with no resources to actually treat them.	Jan 17, 2013 1:04 PM
304	The most challenging issue I face is overcoming the effects of a tough state budget. Elimination of positions has incerase workload for remaining staff, without any decreased expectations on the level of customer service provided to the state!	Jan 17, 2013 12:38 PM
305	I understand and can clearly see my vision for the future of our facility. My biggest challenge is getting staff to see my vision and to be energized to accomplish our goals. I want to change the culture of our facility from a punitive	Jan 17, 2013 7:28 AM

**Page 11, Q107. What is currently the most challenging issue you face as a warden/superintendent?**

environment to a therapeutic environment and it is difficult for staff to move from their traditional styles of managing inmates.

306	Ensuring that Full Minum beds are filled on a daily basis.	Jan 16, 2013 2:12 PM
307	The most challenging issue I face as warden is keeping staff motivated to do more with less. Many of our staff are retiring and positions are being eliminated. Many of these positions are unable to be filled and the work has to be disseminated to the current staff. Unfortunately, due to budget issues, we are not able to promote or compensate those doing additional duties that are sometimes out of their title.	Jan 16, 2013 11:59 AM
308	Managing a difficult offender population with limited human resources and financial resources. I do not have any input into the type of offender I receive. The offenders I receive are from other facilitated segregation units due to rule violations are due to involvement in violent incidents.	Jan 16, 2013 11:05 AM
309	Identifying inherent rewards of the work as a Superintendent versus the rewards of managing offender change programs.	Jan 16, 2013 10:44 AM

**Page 11, Q108. What is the most important advice you would give to a newly appointed warden/superintendent?**

1	Strive for self satisfaction, continue to educate the employee about the expected performance, and refuse to accept mediocrity.	Feb 26, 2013 3:36 AM
2	Do not be afraid to ask questions if something is unclear or if you simply do not know. Listen to the answers and don't be too quick to voice your opinion or say yes'. Some people assume that because you're the superintendent you know everything.	Feb 25, 2013 12:47 PM
3	Don't let others make decisions for you as you will be the one that has to live with them, right or wrong. Develop a support structure (other Supt's or Central Office staff) but you have the responsibility for the operation of your facility and must make your own decisions.	Feb 25, 2013 10:45 AM
4	To figure out who has the best interest of you and the facility at the core of how they operate then ask questions of them and listen to them. You are just the warden, not God, you will make mistakes-work to learn from them and move on.	Feb 25, 2013 7:11 AM
5	Be positive, take time to assess the facility and the process. Don't make any big changes at first unless they are a risk to safety and security. Give yourself a chance to absorb. It is extremely important to set up your First Day. Meet with your secretary. . Meet with your executive staff that morning. Meet with your employee unions in the afternoon. Meet with the inmates during the first week. You need to go to all shifts and introduce yourself in all areas. Take a deep breath. Trust in yourself, Rome was not built in a day, be positive. Keep small things small. Dont be afraid to reach out to your mentors and your central office staff for advise.	Feb 25, 2013 6:57 AM
6	Review your facilities tool control, key control, computer security and perimeter security procedures. Security is our most important function and we need to ensure that the prison policies address security needs appropriately.	Feb 25, 2013 6:13 AM
7	Know the facility and the staff. Being approachable and visible to both staff and offenders.	Feb 25, 2013 5:24 AM
8	Learn the other Wardens in your STATE so that you can network with them. The sharing of ideas helps a great deal. If the Warden's state has a mentoring program I would recommend joining this program.	Feb 24, 2013 8:11 AM
9	A new warden should not be reluctant to ask for help or input from a seasoned administrator. I encourage them to get a mentor and attend additional training when possible.	Feb 22, 2013 1:08 PM
10	Be a positive role model	Feb 22, 2013 8:01 AM
11	Read everything, be fair to everyone. Always ensure that you, and your subordinate executives perform at the highest level and in the strictest compliance with all regulations. It is impossible to lead others down the proper path when you don't walk that path yourself. Don't do this job if your looking for thanks or trying to make everybody happy. Most days it's thankless, and you will NEVER make everybody happy. Satisfaction has to be derived from being confident you've done the best job you can each day.	Feb 22, 2013 6:14 AM
12	Take a deep breath, don't make decisions when you are angry. Remember	Feb 21, 2013 3:26 PM

**Page 11, Q108. What is the most important advice you would give to a newly appointed warden/superintendent?**

	when you were "in the trenches" and don't forget where you came from!	
13	Take time to learn the people you supervise.	Feb 21, 2013 2:44 PM
14	The most important advise I would give to a newly appointed Warden today is to get to know your employees, their5 strengths/weaknesses and who you can depend on in the event of a crisis. When they first arrive at their assigned facility, take time to make a complete assessment of staff/facility and the problems they might face before making changes.	Feb 21, 2013 2:36 PM
15	Be patient with yourself. There is a lot to learn and a lot of it will be learned through your subordinate staff. Dont be afraid to seek the advice of your fellow superintendents. I found most of them willing to share their own experiences, wisdom and advice. Try to educate yourself on the policies and procedures that govern your facility. You want to be able to question systems that are in place that are not in compliance. Also you dont want to look ignorant when you have visitors to your facility. Learn about your facility in detail. From older staff, previous superintendents or old files. It will serve you well to make good decisions and help you not to repeat old mistakes.	Feb 21, 2013 2:04 PM
16	Never be too confident in your own position or decisions.	Feb 21, 2013 12:45 PM
17	Get to know the people (facility staff, central office staff, community stakeholders,inmates) and suspend judgement as long as possible on any situation, process, or procedure that may seem unusual, but is not threatening basic safety and security.	Feb 21, 2013 10:55 AM
18	Make sure you study the Admin. Regs. and stay with them as you administer those in dealing with inmate disciplinaries. Be firm, fair and consistant. If in doubt, always asked your supervisor for their input.	Feb 20, 2013 1:24 PM
19	the advice that I would give is to do a lot of homework on the institution that you are going to. Try to get honest answers from the employees that are working at the institution.	Feb 20, 2013 11:31 AM
20	1) "MBWA" 2) Never go with the first version, check the story out. Most have an agenda. 3) MBWA 4) Develop those behind you - Mentor mentor mentor	Feb 20, 2013 9:20 AM
21	evaluate your organization for 3 to 6 months before making drastic changes.	Feb 20, 2013 8:34 AM
22	Be flexible. Never Stop Learning. Never forget where you came from and every decision you make affects every employee and inmate under your care.	Feb 20, 2013 8:24 AM
23	Don't let the job manage your life, stay balanced, and remember to utilize the skills and abilities developed of the years to grow staff.	Feb 20, 2013 8:23 AM
24	Assess systems in place. Always challenge "why" we do things the way we do them	Feb 20, 2013 7:25 AM
25	Get a Mentor and talk to that person, read leadership books, empower your staff. Let them share your vision and make them aware of your goals. See the best in your employees and more than likely they will see it too, and they will work hard for you. Be compassionate, Be courageous, Be caring and Be competent.	Feb 19, 2013 5:51 PM



**Page 11, Q108. What is the most important advice you would give to a newly appointed warden/superintendent?**

26	Never make decision if you do not have all the information.	Feb 19, 2013 1:25 PM
27	Build your team. Empower and enable your management team to act according to the leadership expectations you set. Being a superintendent is not the same as being a deputy.	Feb 19, 2013 1:18 PM
28	Take it one day at a time, do your home work, call a peer when your not sure and always be firm, fair and consistent	Feb 19, 2013 10:51 AM
29	Embrace all areas of the job! Make sound defendable decisions.	Feb 19, 2013 10:12 AM
30	First be able to create and share a vision with your staff, Let them know as to what it is that you would like to accomplish. Listen to your staff and realize that it is through their efforts that you will get things done. Take a team approach. Allow for dialogue, and for staff to challenge the process. You might be shocked as to what you learn. Staff will watch you closely so be a good role model. Lastly take the time to recognize staff for their accomplishments. Celebrate as a team your success.	Feb 19, 2013 9:37 AM
31	When looking at personnel issues look at the facts and know that the employee's actions are what brought them to the hearing, not you. It isn't personnel so remember that and keep it based on the facts.	Feb 19, 2013 8:57 AM
32	Communicate with subordinates and supervisors.	Feb 19, 2013 8:39 AM
33	Don't overreact, take the time to get the facts and pertinent information before dealing with issues, staff and inmates. Document or have someone document everything thouroughly.	Feb 19, 2013 8:34 AM
34	Ensure staff understand your mission and philoshopy. Learn the culture of the facility and identify areas and staff that need direction. Walk and talk to the staff and offenders.	Feb 19, 2013 8:28 AM
35	Always take time to listen - keep you ego in check.	Feb 19, 2013 8:28 AM
36	Be calm, think globally and realize that your technical skills, i.e. security, will begin to diminish as your focus is consumed by administrative matters and you must rely on your direct reports to take care of the details of daily operations while you maintain an overview of daily operations.	Feb 19, 2013 8:20 AM
37	get clear expectations from your supervisor/central office,relate these to the deputies, and follow through. go to the nic new wardens training asap.	Feb 19, 2013 7:41 AM
38	Seek advise and conversation from reliable staff then base your decision on expericance and advise given	Feb 19, 2013 7:27 AM
39	learn everything you can as a AW...	Feb 19, 2013 7:01 AM
40	Dont be afraid to allow the staff to get to know you as a person. You can command authority but you must earn the respect of staff. Be visibile and listen instead of waiting for your time to speak.	Feb 19, 2013 6:24 AM
41	Be flexible, listen to your staff, walk around and get feedback from your staff, incorporate a program to promote positive correctional culture.	Feb 19, 2013 6:08 AM



**Page 11, Q108. What is the most important advice you would give to a newly appointed warden/superintendent?**

42	In each position there are so many different variables. In my first position, I knew my management team and was able to focus on my specific duties. However, I ended up losing several management staff in a short period of time. Even though it is very difficult, you have to make sure staff are held accountable. As the Warden, you will see that some of those staff you confided in only a couple months ago; may not be the same once you are their supervisor. In order to move forward and improve it is imperative to make ethical decisions based on good sound policy and procedure. Staff will step up, but you may lose a few on the way. If you are going into a different facility, be patient and get to know your team. You need to understand the culture and climate of the facility before making radical decisions.	Feb 19, 2013 6:04 AM
43	Sit back and learn for awhile, do not make large facility changing decisions until you understand the functions and processes within your building. Do not underestimate culture, it drives everything inside the building.	Feb 19, 2013 5:39 AM
44	Maintain a positive attitude and seek to present yourself as an approachable, reasonable administrator to line staff.	Feb 19, 2013 4:44 AM
45	Keep in touch with staff and treatment staff for feedback. Conduct weekly facility inspection and make time to meet with inmate population. Routinely, attend roll call to thank staff for job well done. Also make time to stop-by different department meeting for Q/A and thank non-custody staff.	Feb 18, 2013 6:03 PM
46	Relax, become a Leader; not a supervisor, have fun, and keep the passion of making a difference in the lives of the staff you work with and the inmates you are responsible for in making a safer society.	Feb 18, 2013 3:20 PM
47	Develop a good network/relationship with existing wardens	Feb 18, 2013 3:12 PM
48	Don't try to change the facility overnight.	Feb 18, 2013 2:36 PM
49	Don't forget where you came from, and make good use of the Disciplinary process. Always remember that the process of discipline is to correct the problem, not to discourage the employee. People make mistakes, and if they learn from them, every one wins!	Feb 18, 2013 2:32 PM
50	Learn as much as you can about your facility and the culture very quickly. Don't be afraid to ask questions and challenge practices that you feel are not effective. Garner respect by being visible supportive and have a passion about being the best leader you can. Recognize staff for good performance	Feb 18, 2013 1:47 PM
51	Invest in really knowing your staff not only from a performance point of view, but seeing them as a whole person. We have tremendously talented staff with rich backgrounds, but the constraints of our para- military structure, policies, and systems can paralyze the motivation and creativity of our staff. ...spend time with your staff.	Feb 18, 2013 1:45 PM
52	Get good staff around you and give them leeway to do their job. Be patient and supportive. Correct problem areas without belittling staff	Feb 18, 2013 1:35 PM
53	Establish a strong team to help promote positive change	Feb 18, 2013 12:59 PM

**Page 11, Q108. What is the most important advice you would give to a newly appointed warden/superintendent?**

54	Pay attention to emerging trends in the 1-2 years prior to applying/becoming a warden. This will dictate your most challenging issues.	Feb 18, 2013 12:52 PM
55	Don't take the position until you are eligible to retire, that way you can stay true to the needs of those you supervise and have the ability to speak up for what is right and what your people need to do the job.	Feb 18, 2013 12:49 PM
56	avoid micro management observe the staff and the operation for several months before making operational changes [	Feb 18, 2013 12:12 PM
57	Always remember your family comes before this job and pray daily.	Feb 18, 2013 10:47 AM
58	Stay grounded and maintain your personal relationships because that is the most important thing in your life - not your job.	Feb 18, 2013 7:33 AM
59	Learn as much as you can about every inch of your institution. Know the people that work for you. Spend time walking the grounds and visiting the dormitories.	Feb 15, 2013 1:10 PM
60	Feel comfortable enough to have a "go to" mentor.	Feb 14, 2013 6:31 PM
61	While knowing that you are responsible for everything that goes on in your facility, do not forget to balance work with your family.	Feb 13, 2013 4:55 AM
62	Go slow. Learn about the staff. Learn about the culture. Learn from the staff who are there.	Feb 12, 2013 12:40 PM
63	Take time for yourself and your family. Live a balanced life.	Feb 12, 2013 12:07 PM
64	Do not compromise yourself.	Feb 12, 2013 11:42 AM
65	To know that there are other wardens throughout the state to ask for advice and guidance in almost all situations to help you.	Feb 12, 2013 11:42 AM
66	Listen to your staff. Try not to go in and make too many changes at one time. Manage by walking around and make yourself available to staff and inmates.	Feb 12, 2013 7:47 AM
67	You are responsible for the institution and must manage your resources wisely.	Feb 12, 2013 7:15 AM
68	Get to know your facility and staff and staffing patterns before you make any changes in anything.	Feb 12, 2013 6:39 AM
69	Prepare for the success that you expect and manage by walking around. Attitude determines altitude!	Feb 12, 2013 4:01 AM
70	Be aware of your staff resources.	Feb 11, 2013 6:38 PM
71	Be visible and know the layout of your institution. Staff and inmates should know who is ultimately responsible for running the day-to-day operations of your jail.	Feb 11, 2013 4:22 PM
72	Utilize your network of fellow Wardens, Deputy Wardens, Deputy Directors etc. Seek out their knowledge. Do NOT be afraid to ask questions as we all learn something new every day and you do NOT know it all just because you have the title "Warden" by your name. On many occasions I have contacted a retired Warden (and Deputy Wardens as well) to talk about an issue, discuss my	Feb 11, 2013 3:47 PM

**Page 11, Q108. What is the most important advice you would give to a newly appointed warden/superintendent?**

	thoughts/plans and seek their input or ideas.	
73	Establish a good working relationship with your upper management team. Open lines of communication with clear expectations. Develop a working relationship with your mid managers who directly supervise the line staff.	Feb 11, 2013 3:26 PM
74	Be organized. Trust but verify. The constant need to ensure complinace with policy and procedure at every level of the organization. Set the bar high and ensure expectations are clear and consise.	Feb 11, 2013 2:44 PM
75	Ensure you balance work with personal life	Feb 11, 2013 2:33 PM
76	gather qualified and common sense individuals in leadership positions.	Feb 11, 2013 2:06 PM
77	Sit back and reviw all operations and the sattff that supervise those areas before making changes. Only change thibngs sthat effect public safety until you get a gameplan and discuss pro and cons with staff familaiair with the facility. You need to change things to show you are in charge and will make decisions, but take time unless you are not going to be there long.	Feb 11, 2013 1:35 PM
78	Trust in your experience. Don't second guess yourself but ask, ask, ask when in doubt. Reach out to your peers for age old answers. Someone out there has done it before I gaurantee.	Feb 11, 2013 1:35 PM
79	Think proactive, manage resources very conservatively and keep an open line of communication w/ staff.	Feb 11, 2013 1:24 PM
80	Take it slow, don't try to change things until you understand why it is being done a certain way. Read, read read and speak to your supervisors about your challenges.	Feb 11, 2013 1:00 PM
81	Make no changes for at least 6 months, when you make too many changes it makes your predecessor look as if he or she was flawed.	Feb 11, 2013 12:48 PM
82	If you don't know or are not sure, ask someone who is before you make a career ending decision. There are too many this day and time that are too prideful to ask for help. Use the resources that are available to you.	Feb 11, 2013 11:51 AM
83	know what line you wont cross regardless of consequence	Feb 11, 2013 11:21 AM
84	Remember the importance of the staff that have helped you reach this position. What you have achieved was not done by you alone and there have been numerous employees that have worked very hard on your behalf. Be humble.	Feb 11, 2013 10:43 AM
85	Let them know you dont have to have all of the answers. Use your staff of all ranks if needed and ask your peers for advise. Treat your staff like you would want them to treat you.	Feb 11, 2013 10:39 AM
86	You will never know it all, you will not be right all the time. Seek and utilize input from your subordinates regularly. Employees work harder for you when they respect you as a person rather than fear you as a Warden.	Feb 11, 2013 9:42 AM
87	Take your time. Stay on top of the "small stuff"	Feb 11, 2013 9:26 AM

**Page 11, Q108. What is the most important advice you would give to a newly appointed warden/superintendent?**

88	The advice I would give would be to get to know the layout of the new facility and quickly determine any problem that hinders the overall security of the facility.	Feb 11, 2013 9:05 AM
89	To ask plenty of questions and if you know you are not very familiar with an area under your supervision, seek out the head of that department and request to be trained. Also network with some seasoned warden/superintendents that you trust.	Feb 11, 2013 9:01 AM
90	Take care of your staff, your offenders and yourself.	Feb 11, 2013 7:55 AM
91	Be visable and be mobile. Practice walk around supervision to stay current on issues and concerns within your facility. Do not become locked into your office doing administrative functions.	Feb 11, 2013 7:28 AM
92	To listen and be responsive to staff input and suggestions.	Feb 11, 2013 6:02 AM
93	Use the tools that are offered through a good relationship with your Central Office. Whether legal, human resources, fiscal, contract questions, union issues, technology, or engineering do not go on a limb. Central Office is there to assist and to provide accurate answers for these and other areas. Don't be afraid to ask and make your CO work for you. Get out of the office and make rounds on the prison yard. You must to know what is going on in your institution. Manufacture an appropriate sense of humor and keep it. Maintain a good fitness program and have a life beyond your facility.	Feb 10, 2013 3:48 PM
94	Do not come and instantly begin to change things. Sit back and observe and assess the needs of the facility. Be open, honest, and accessible.	Feb 9, 2013 9:47 AM
95	Develop support networks and do not get isolated. Spend time on staff recognition and recognize major events in staff's lives.	Feb 9, 2013 7:08 AM
96	Weigh the pros and cons before you take job. Not much incentive to take on the responsibility and headache - very little money difference.	Feb 8, 2013 1:54 PM
97	Learn how things are done and why before making changes to processes and procedures.	Feb 8, 2013 1:23 PM
98	Plan on a job requiring a significant effort not only mentally but also in devotion of time. It is definately not a 8-4 job. Make your presence known on all shifts in all areas, demanding more of yourself than those around you. Most importantly never stop learning or think you have mastered the game because the game is dynamic and changes frequently.	Feb 8, 2013 12:43 PM
99	Take your time and make sure all decisions are best for the entire facility. Take your time with issues presented.	Feb 8, 2013 12:39 PM
100	Don't think you know everything, but surround yourself & rely on people who know more than you	Feb 8, 2013 11:58 AM
101	Build system for individuals and limit individual systems. This will allow you to delegate with comfort. Empty the "In Box" by either addressing the issue or assigning it out. You will become overwhelmed if you don't.	Feb 8, 2013 11:40 AM
102	Increasingly, staff and society is very critical of what you do. Be confident in your	Feb 8, 2013 11:08 AM

**Page 11, Q108. What is the most important advice you would give to a newly appointed warden/superintendent?**

	decision making, always do the right thing, be aware of appearances, and take big risks with your boss.	
103	Don't change who you are. Who you are got you to where you are. Somebody somewhere saw something in you and put their trust in you to lead others and manage a facility. Be humble, develop a servant attitude because after all, thats what you're there for, to serve others.	Feb 8, 2013 10:35 AM
104	Be humble. Dont be afraid to expose your weaknesses to others.	Feb 8, 2013 10:32 AM
105	stop look and listen before making any decision on the unit	Feb 8, 2013 9:36 AM
106	How to make the decision. Dont worry if its the wrong one.....	Feb 8, 2013 9:20 AM
107	When in doubt, seek the guidance of a trusted mentor.	Feb 8, 2013 9:14 AM
108	Treat your staff fairly. Don't worry about being staff liking you, respecting you is the most important thing.	Feb 8, 2013 9:00 AM
109	Don't be afraid to ask questions from others. Make sound decisions based on the big picture. Don't try to do it all, rely on others. Seek balance in your life.	Feb 8, 2013 7:41 AM
110	Be patient-----be as creative as the rules allow----figure out the puzzles	Feb 8, 2013 6:26 AM
111	Walk, talk and get to know your staff and offenders and ensure that you hold all with respectful accountability.	Feb 8, 2013 3:11 AM
112	Observe things for a good while before making too many changes. Remember that you can learn from new as well as older staff. Get out and walk around the compound to see if things are passed down from your mid-management staff, whether line staff have things they want to tell you and if inmates are getting what they are supposed to have.	Feb 7, 2013 4:09 PM
113	Be fair, consistent, and honest. Look for these type of supervisors to provide one with insight in regards to problem employees or those who have potential for additional leadership responsibilites. Seek out staff who will brief you in a logical and impartial manner with no axe to grind. Be able to communicate with staff and resolve issues as soon as possible. They will not respect a Facility Head who indicates that they will look into an issue but never follows up.	Feb 7, 2013 12:45 PM
114	Listen to Staff and Inmates. Be a very good listener.	Feb 7, 2013 12:03 PM
115	Don't be afraid to ask questions of other wardens/superintendents, and don't try to re invent the wheel overnight, especially if opening a new facility as I did.	Feb 7, 2013 11:49 AM
116	Take your time before you change anything.	Feb 7, 2013 11:31 AM
117	Make sure you have a complete understanding of the facilites operations before making changes. When changes are deemed necessary, make sure you involve as many staff as you can in the decision making process.	Feb 7, 2013 8:26 AM
118	Put a great deal of effort into the selection of your administrative team	Feb 7, 2013 6:19 AM
119	Take time to listen to people.	Feb 7, 2013 1:16 AM

**Page 11, Q108. What is the most important advice you would give to a newly appointed warden/superintendent?**

120	Establish your goals and expectations from day one.	Feb 6, 2013 4:18 PM
121	Balance your work and personal life and dont be married to the job, it will eat you up. If all possible pick a management team that you can depend on and work with to meet your goals and objectives. Train your subordinates to be your replacement.	Feb 6, 2013 12:55 PM
122	Take care of your staff. Make sure that they know and understand what is expected of them. Be firm but fair in your dealings with them. Hold them accountable for their actions and expect the same for yourself.	Feb 6, 2013 12:36 PM
123	Remain diplomatically persistent in your request (funding, programs, staff, etc.) from your central office. Must be very innovative in managing your facility.	Feb 6, 2013 11:21 AM
124	listen, learn, manage by moving around, be fair , ,objective, look at every job situation completely prior to making a decision	Feb 6, 2013 7:53 AM
125	Keep up with modern technology	Feb 6, 2013 6:42 AM
126	staff communication	Feb 6, 2013 6:27 AM
127	You are over all aspects of operating your institution, get out there and find out what is going on.	Feb 5, 2013 3:05 PM
128	Be humble and realize you don't know everything and that you need to rely on the staff you work with.	Feb 5, 2013 12:00 PM
129	Don't take things personally, the job is what you do and does not dictate who you are.	Feb 5, 2013 11:48 AM
130	As a new warden you need to walk around your prison at all times of the day and night- often, unannounced, and talk to staff and offenders, and listen to them.	Feb 5, 2013 11:06 AM
131	Prepare for the unexpected and know the abilities of staff to include the importance of having knowledgeable management staff in all areas of the facility.	Feb 5, 2013 10:18 AM
132	Really work on your listening skills. It will be the most important factor in getting your staffs total support. You don't have to agree with the staff all the time, but the need to know that you value their opinion enough to actually listen to them.	Feb 5, 2013 9:38 AM
133	develope a network of other Wardens that you can call for advise and/or venting purposes.	Feb 5, 2013 7:36 AM
134	Walk slowly, take in all that is around you and ask a lot of questions. Ask "why" things are done, not to be judgemental, jsut as gathering information. Get to know staff and talk with staff being a good listener and communicator. Be present in the institution on all shifts. Everyone should know you and you should know everyone.	Feb 5, 2013 7:30 AM
135	Learn all aspects of a Warden early on as an Assistant Warden	Feb 5, 2013 4:18 AM
136	Remember to balance work and personal life.	Feb 4, 2013 8:01 PM
137	Ask a lot of questions if you do not understand. You are not expected to know	Feb 4, 2013 1:07 PM



**Page 11, Q108. What is the most important advice you would give to a newly appointed warden/superintendent?**

	everything but you should have staff that are experts in areas such as budget, maintenance, ect. You can learn a wealth of information from these staff if you just ask them.	
138	Keep a good base of contacts and trusted associates. Build rapport with all that you have to deal with on a regular basis, including your central office staff and supervisors.	Feb 4, 2013 12:24 PM
139	Listen to different opinions and reasons for decisions. Someone may have a better idea/solution/practice. Don't be afraid to use the "team approach".	Feb 4, 2013 12:21 PM
140	For the first couple of months sit back and watch and observe how the facility is being run. Ask a lot of questions to both the security staff and programs staff. Work with your Administrative Staff to seek out their guidance and look for the strengths and weaknesses of the facility and the staff. Work closely with your Business Manager to develop your budget and then work within that budget. Don't get overwhelmed, the people that are in place, your Associate Warden's and Deputy Warden know the facility and will assist you in a smooth transition. Most importantly, get out and meet with your staff, know them by name, and show them recognition through awards ceremony's, luncheons, etc and let them know they are appreciated. They are the bones holding up the facility.	Feb 4, 2013 12:11 PM
141	To walk your facility daily, learn the operations and staff abilities, all before any major changes are made	Feb 4, 2013 11:50 AM
142	If you do not know the answer do not provide one but let them know you will get it..	Feb 4, 2013 11:42 AM
143	Lead by example and do not abuse your authority.	Feb 4, 2013 11:36 AM
144	Invest in yourself via training and education to be a better leader.	Feb 4, 2013 9:12 AM
145	Regardless of the mission and philosophy of your chain of command, closely monitor the nuts and bolts of your internal security systems.	Feb 4, 2013 9:06 AM
146	Stay positive, Learn all you can on budgetting, delegate and hold staff accountable.	Feb 4, 2013 8:56 AM
147	Surround yourself with people that are going to be honest with you and help you get the word out to the subordinate staff.	Feb 4, 2013 8:24 AM
148	Stay in contact with Central office	Feb 4, 2013 8:14 AM
149	When you get in a situation you are unfamiliar with reach out to others for advice. You may not fully understand the ramifications for your decisions across the department.	Feb 4, 2013 8:02 AM
150	Make sure you hire qualified people in key position, hold them accountable for their job duties, and listen to their advice.	Feb 4, 2013 7:44 AM
151	Get out and about. Know your staff, know your offenders and make yourself available to them.	Feb 4, 2013 7:41 AM
152	Listen to staff and their concerns before implementing any changes.	Feb 4, 2013 7:41 AM

**Page 11, Q108. What is the most important advice you would give to a newly appointed warden/superintendent?**

153	Make good decisions. Be firm, fair, and consistent.	Feb 4, 2013 7:32 AM
154	Take your time to evaluate your situation. Listen to all staff and inmates. Don't be quick to administer change unless it is a breach in security. It is a marathon not a sprint.	Feb 4, 2013 7:24 AM
155	Know that you are the warden/superintendent but not the employees' friend.	Feb 4, 2013 5:33 AM
156	Always remember how hard you worked to get where you are. If you hire the right people, they will want to work just as hard to get where you are. Therefore, you must learn the art of delegation to grow your staff and also ensure that you do not become overwhelmed in your duties. Always seek feedback from your staff and recognize them continuously for the work that they do. Showing your staff that you genuinely care for them and their well-being goes a long way in getting them to join you in your journey.	Feb 3, 2013 11:11 PM
157	Don't over-react to policy changes	Feb 3, 2013 6:44 PM
158	Be firm, fair and consistent, listen and be patient	Feb 3, 2013 6:28 PM
159	Keep the eye on the big picture of life.	Feb 2, 2013 8:29 AM
160	Communicate with your boss. Ask questions. Don't be afraid to make a decision. Walk your yards. Get to know your staff. Get to know your inmates. Get to know the physical plant you are now in charge of.	Feb 1, 2013 6:19 PM
161	Go slow, keep stress under control. Enjoy it!	Feb 1, 2013 2:28 PM
162	Patience, don't make hastily decisions.	Feb 1, 2013 1:30 PM
163	1. Learn your staff. 2. Learn your facility. 3. Learn your inmates.	Feb 1, 2013 12:46 PM
164	You absolutely must keep an open mind, you do not know everything, you must create an environment where information flows so that you can make good decisions. Critical analysis is the most important skill in your tool box. Develop it, strengthen it and role model to your direct subordinates so that they do the same. All things aside, you will make 100 decisions a day and you will not always be right. Immediately own & accept your bad decisions, learn from them and drive on!	Feb 1, 2013 11:33 AM
165	Observe all areas for a sufficient period of time; make sure you have the right staff in certain, critical positions; always have someone prepared to step into those critical positions; get the big picture.	Feb 1, 2013 11:17 AM
166	When time allows, receive feedback from involved parties prior to putting out procedures.	Feb 1, 2013 10:51 AM
167	Always remember there are a host of different ways to reach a conclusion or solve a problem. While it might seem that you have only one course to follow, keep your mind open to all options. Never discount anyone's opinion and never be afraid to offer yours. My biggest struggles in planning have come from my own reluctance at times to do these things.	Feb 1, 2013 10:01 AM
168	Don't try and move too quickly to make changes or replace staff; work with what	Feb 1, 2013 9:10 AM



**Page 11, Q108. What is the most important advice you would give to a newly appointed warden/superintendent?**

	you have till you can get a total feel for what is going on and the new place you are in.	
169	Maintain an open door policy. You don't have all the answers, but you are capable of getting them. Don't be afraid to listen to your staff and impliment their ideas. Manage by walking and talking.	Feb 1, 2013 9:09 AM
170	Surround yourself with knowledgeable people who can assist you with your decisions.	Feb 1, 2013 8:02 AM
171	As a Warden realize there is little in a correctional institution that comes to you that is emergent. Others will believe it an emergent issue but that does not make it such. Take the time to research a situtation before making a conclusion/decision. The daily operational questions should be resolved by Department Heads, let them do their job. One of the best advises I received upon assuming the position of Warden was, you are paid for conundrums. Embrace them and appreciate the opportunity to bring them to some sort of resolution.	Feb 1, 2013 7:39 AM
172	look,learn,review SOP's,communicate with staff,	Feb 1, 2013 6:29 AM
173	To take operations and functions on its face value.	Feb 1, 2013 5:24 AM
174	No major changes; learn the job and personnel first. Take it slow.	Jan 31, 2013 2:41 PM
175	Stay positive and do the right things for the right reasons	Jan 31, 2013 2:32 PM
176	Don't over work or count on the same staff all the time, share the workload.	Jan 31, 2013 2:24 PM
177	Always be the same. Dont be a certain way one day and change up the next day. Maintain your core values, be true to yourself.	Jan 31, 2013 2:21 PM
178	HAVING AND UNDERSTANDING OF THE CHALLENGES OF STAFF AND THEIR BACKGROUNDS.	Jan 31, 2013 2:01 PM
179	You cannot do everything yourself, you must delegate. Realize it is not the Superintendent that has to know it all but they need to be surrounded by competent personnel.	Jan 31, 2013 12:50 PM
180	Manage by" Walking Around".You will learn a lot.	Jan 31, 2013 12:36 PM
181	Begin your mission slowly and treat it as a vocation b/c there will be obstacles in the road. However, stay the course and enjoy what you are doing.	Jan 31, 2013 12:36 PM
182	Be patient Develope a good team Information sharing is important (direct and shared managers)	Jan 31, 2013 11:56 AM
183	Know rules / regs / policy & procedure. Never abuse your authority. Be a teacher . ...share what you know with others and invite them to teach you what they know. Never run away from responsibility - subordinates will copy what they see you do. Never avoid hard questions. If you don't know the answer - find out. This will serve everyone including you. Surround yourself with folks that hold a different viewpoint than yours. And consider what they say - you might learn something you didn't know. Don't mistake age for wisdom. Many folks with lots of	Jan 31, 2013 11:39 AM

**Page 11, Q108. What is the most important advice you would give to a newly appointed warden/superintendent?**

experience may still lack insight. Conversely, many younger people have greater understanding and insight than you might imagine. Listen while suspending judgement. You will have a chance to talk later. Listen for content, not eloquence. Sophisticated articulation makes great speeches, but doesn't necessarily solve problems. Find the problem-solvers in your organization. Invite them to help you, even if it's outside their area of expertise. Always complete surveys if asked. What you know might help somebody else.

- |     |  |                       |
|-----|--|-----------------------|
| 184 | Be visible accessible and responsive to your staff. Follow thru on assignments delegated to staff. Establish and maintain a balance between what is best for the institution and taking care of staff.   | Jan 31, 2013 11:37 AM |
| 185 | You do not need to be a subject matter expert in all things. No CEO is. You need to be able to identify your SMEs and their competence, and you need to be able to ask the right questions to facilitate good planning and problem solving. Do not inundate yourself with unnecessary specifics, that is what you have them for. Seek a broad understanding, then contribute your problem solving skills to ensure the best approach is taken.   | Jan 31, 2013 11:35 AM |
| 186 | Take time to think every decision completely and thoroughly through. Consider "Three Steps Down The Line" , the potential of employee grievance, of any form of litigation and of unintended consequences when speaking , writing , joking or clearing each specific piece of work in your In- Box. Because every action /decision you make has a NEGATIVE impact on someone or something. How THAT reality may come to light must be something you were prepared for and have already decided to accept.  | Jan 31, 2013 11:19 AM |
| 187 | Trust that you have the ability, knowledge and experience to do the job. Until you learn the integrity and competency levels of those working for you, you may be "on your own" until the necessary organizational or philosophical changes can be made.   | Jan 31, 2013 11:13 AM |
| 188 | Take advantage of being the "new guy" at the facility. Ask lots of questions while you're still the "new guy". Learn and understand the culture before trying to change it. Figure out who are the "movers and shakers" at your facility and use their influence to move the agenda. Be humble!  | Jan 31, 2013 10:52 AM |
| 189 | Lead from the front. Don't be an 'office' warden. Be visible and take care of your people-they will respect you for it. Show them you can count, pat down, search cells and respond to man downs like every one else.  | Jan 31, 2013 10:34 AM |
| 190 | Often times the most unpopular thing is the right thing to do. Make the morally correct decision and stand behind it. Folks will come around in time and those about the right thing will understand.  | Jan 31, 2013 10:21 AM |
| 191 | LISTEN and gather as much information from staff as you can. Find someone you can trust even if not at your facility that you can bounce ideas off and share problems with. This is not a new business and we have a lot in common with other states / countries. Read all the books and information out there. Do not be afraid to ask for a trial run with a new program or idea..it may be positive and catch on. Be human friendly and not just staff friendly or prisoner friendly. Sometimes the prisoners are correct and being truthful. Staff will let you down ! Many days you will feel it is you against the world. Sometimes staff issues are | Jan 31, 2013 10:19 AM |

**Page 11, Q108. What is the most important advice you would give to a newly appointed warden/superintendent?**

bigger problems than prisoner issues. Have patients with prisoner family phone calls as they may be getting only one side of the story. Get out and observe what is going on and not just what is written or what is supposed to be happening. Enjoy every amount of free time you have as the I-Phone and 24/7 responsibility is draining even if you do not feel it now (it is there). Do not assume anything. Get enough rest and keep healthy habits and ensure you are healthy..doing this job can take a toll if you are not conscious of this. Keep your word and always get back to someone if you say you will. Always be honest and try to explain if you can so others will learn why you are making a certain decision. Take a vested interest in staff..first names, family, interests, good jobs done and recognize accomplishments even the smaller things. SAY THANK -YOU and say it often for the legit things. Be a working Warden and not just a coffee drinking political person who sits in an office. Take a vacation at least twice a year. Mentor others and share your knowledge and experience. You are replaceable. Laugh at yourself and do not be too serious. Learn to manage your time effectively.

192	Keep an open door and observe. Spend 20% of your time out of the office (not out of the prison) and be on the floor with staff. If you expect them to do something, you should also be willing to do the same. It helps to show them your willingness to do the same job you are asking them to do.	Jan 31, 2013 10:17 AM
193	Start slow and learn your staff and inmates	Jan 31, 2013 9:26 AM
194	be patient, listen a lot, do not talk a lot, develop your own identity, know your strengths and weaknesses, be willing to learn and change your thought process, make decisions	Jan 31, 2013 8:57 AM
195	Don't make any changes until you understand clearly and fully why a practice or procedure is being followed. I call it "getting history lessons" on why, historically, a certain procedure was started and carried on. But, do make changes that need to be made. I would also point out that you need to be acutely aware that everyone is watching you, and that you can use that natural human tendency to communicate your priorities, values, and the corporate culture you want to establish. It's a valuable tool.	Jan 31, 2013 8:48 AM
196	Keep an open mind and be willing to listen to new ideas.	Jan 31, 2013 8:41 AM
197	Get clear expectations in the areas in which you have less experience as an Asst. Warden--budget, human resources--and find someone who can mentor you in what you need to know to get up to speed quickly. You don't have "on-site supervision" as a Warden so you need to seek out experts to help you hit the ground running. As Warden, you'll become the face of the institution, both internally and externally. You can't do what you did as Asst. Warden, you have to develop into this new persona. It's vitally important to do your job transparently and ethically so that your staff and offenders understand what's going on and are on board with your vision. Model the right behavior, be a tireless cheerleader for the agency mission, and remember your audience when you open your mouth. Your opinions will most certainly influence the thoughts and actions of your staff and offenders.	Jan 31, 2013 7:49 AM
198	Know the administrative code, spend time getting to know your staff	Jan 31, 2013 7:46 AM
199	That you are not going to be able to solve all issues over night. You are no	Jan 31, 2013 7:42 AM

**Page 11, Q108. What is the most important advice you would give to a newly appointed warden/superintendent?**

	longer the subject matter expert. You need to rely on your staff and receive as much input as possible when making a decision. It is ok not to know all the answers but be willing to listen and take staffs input and move forward as a team when the decision is made.	
200	Continue to enroll in leadership training to educate yourself and prepare you for the obstacles that will come your way. Trust and be a supporter of your agency.	Jan 31, 2013 7:36 AM
201	Spend as much time with the line staff as you can to learn what is going on within your facility.	Jan 31, 2013 7:22 AM
202	I think the key to success revolves around a couple very important points. 1. The most important thing going is your ethics. That is not just related to your professional life but also your personal life. Doing the next right thing, no matter what, is critical. 2. In dealing with people, staff, inmates, public, you must always treat people with dignity and respect. This is even more important in dealing with tough issues where emotions are high. You must find a way for people to always leave with their dignity, regardless of the situation. 3. Live your values. At each of the 4 facilities I have been a warden, I tell staff when I come in that I will make decisions and take actions based on the safety of the public, safety of staff and safety of inmates. Decisions and actions that have impact on facility security will take priority. Then I actively and visibly do this and relate actions and decisions back to these values. 4. Involve staff. Bring in staff experts and those closest to issues and problems. Empower them. Let them bring solutions to issues. You don't have to solve every problem and be the expert on everything. 5. You are going to make mistakes. Acknowledge and own them. Correct them. Do not try to make excuses or hide them.	Jan 31, 2013 7:08 AM
203	Consistency. Surround yourself with highly competent managers.	Jan 31, 2013 6:56 AM
204	Don't rush into decisions Take time to look at each process and find the constraint/bottleneck in each process. Staff input is so important. Ask the question "What do good look like"	Jan 31, 2013 6:21 AM
205	To be flexible and develop a support system with both new and old Wardens/Superintendent in order to grow. Learn the informal communication structure of the facility and cultivate contact outside the organization. Lastly and most important develop a reputation of informing your Supervisor of both the good and bad accepting responsibility .	Jan 31, 2013 6:21 AM
206	Don't be afraid to take risks. Balance your personal and professional life. Exercise for stress relief.	Jan 31, 2013 6:08 AM
207	Be consistent and fair with staff and inmates.	Jan 31, 2013 6:07 AM
208	Take all available training to prepare for the transition. Take training involving personnel issues if possible.	Jan 31, 2013 5:27 AM
209	Get the paperwork done, but more importantly take care of the people, staff and offenders alike. Be nice, you can hold people accountable and still be nice. Staff want to work for a boss they like and one they know they can come and talk to and the boss will be empathetic. Offenders want to know someone cares about their needs and is willing to listen and to act when appropriate.	Jan 31, 2013 5:05 AM

**Page 11, Q108. What is the most important advice you would give to a newly appointed warden/superintendent?**

210	Take your time. Make sound decisions. involve your staff in the decision making process as much as possible.	Jan 31, 2013 4:28 AM
211	Prior to making important decisions I always try to look at the issue from a larger perspective and attempt to identify possible outcomes. Decisions made at my level may not only directly impact my facility but may also have agency wide or legal implications.	Jan 31, 2013 4:23 AM
212	Be patient, ask questions, talk to staff and inmates to get the heartbeat of the facility and understand the issues and concerns.	Jan 30, 2013 5:58 PM
213	Don't get comfortable in the status quo as things change rapidly	Jan 30, 2013 5:41 PM
214	Always look on the bright side of life.	Jan 30, 2013 5:38 PM
215	Integrity, walking your institution, communication/ listening, get your sleep and exercise.	Jan 30, 2013 5:27 PM
216	Continue to learn; read resource material and prepare yourself to be proactive with innovation.	Jan 30, 2013 4:36 PM
217	Do what you know and feel is right. Don't allow your need to fit in sway you from doing the job you are paid to do. Understand that your heart has to be in the job in order to do a good job.	Jan 30, 2013 3:46 PM
218	Your staff is your most important asset. Be honest and authentic and ask for help when you need it.	Jan 30, 2013 3:20 PM
219	Pace yourself. Ask questions. Be tenacious. Pace yourself. Surround yourself with the best people. Develop a team - you can't be successful by yourself. Pace yourself.	Jan 30, 2013 3:03 PM
220	Learn the culture of your facility and staff first. Get the staff to welcome you on board and get them involved in the decision making process where you can.	Jan 30, 2013 2:57 PM
221	Listen to your department heads, talk to your peers, and take your time when making decisions if possible.	Jan 30, 2013 2:01 PM
222	Ask lots of questions and listen more than you talk.	Jan 30, 2013 1:59 PM
223	Learn all operational policy and procedures, Work closely with Unions, seek to be respected over being liked. Exemplify competence and ability to lead your staff, and they will follow you. Continue to grow and learn.	Jan 30, 2013 1:58 PM
224	Giving input as a deputy was much easier than making the final decision as a warden. you don't have to make decisions immediately and you aren't expected to know all the answers - that's why you have an administrative team to work with. Be confident in your abilities, experience and knowledge base but never stop asking questions or asking for advice.	Jan 30, 2013 1:54 PM
225	Seek advice from experienced Wardens and your Regional Director. Do not think you always have all the answers. Flexibility to adjust to an ever changing environment.	Jan 30, 2013 1:48 PM

**Page 11, Q108. What is the most important advice you would give to a newly appointed warden/superintendent?**

226	Open good lines of communications with both your staff and other administrators.	Jan 30, 2013 1:47 PM
227	I would say, treat their staff fair, consistent, and with respect. Make the right decision although it may not be a popular one and spend quite a bit of time looking for ways to save money.	Jan 30, 2013 1:45 PM
228	Attend any type of warden training available and have institutions prepare an briefing document for newly appointed wardens.	Jan 30, 2013 1:41 PM
229	Be yourself and spend time inside the facility getting to know staff and inmates. Work different shifts, come to work on Saturday or Sunday, Manage by walking around. Recognize when staff do a good job and thank them. Don't be afraid of making a mistake. Ensure that both staff and inmates are treated fairly and be clear with management staff what exactly is expected.	Jan 30, 2013 1:29 PM
230	#1-Be professional, and Honest #2-Be the same to everyone	Jan 30, 2013 1:22 PM
231	Make sure to take care of yourself and never lose touch with your staff.	Jan 30, 2013 1:21 PM
232	As a new warden/superintendent the individual needs to prepare themselves for the never ending battle to manage staff that continue to have personal issues and beliefs that they bring into the work place on a daily basis which affects job performance and moral of all staff. Some staff want to come to work when they want to and don't think they should be held accountable for their actions. The people that enter the work force today don't appear to have any sense of values and little to no respect for themselves or others. You must be prepared to continually investigate and discipline staff which takes you away from being able to focus your attention to larger issues and problems. When you obtain good staff do your utmost to encourage them to perform and prepare them for the next level. A few good staff can have a very positive effect on a facility even though you may have a larger number of ineffective or poor staff present. The good will outshine the bad.	Jan 30, 2013 1:20 PM
233	Develop solid relationships with healthy boundaries. Lead don't manage, especially micro manage. The bulk of the staff want to do great things, focus on them and get them the skills and resources they need to do those great things. The culture of the facility will be the determining factor to you and your staff's success: Leaders set Values Values drive Behaviors Behaviors determine Culture	Jan 30, 2013 1:17 PM
234	Whatever your difficulties we have all been in the same boat. You are not the first to face these challenges.	Jan 30, 2013 1:13 PM
235	Communication is the key to being successful. Do not feel like you have to do the job alone. Use other wardens and mentors for advice, call people who think/problem-solve differently than you when looking for answers, and rely on your administrative team to solve problems and spread your message to staff and inmates. No one person can be all things the institution or Department needs.	Jan 30, 2013 1:05 PM
236	Make sure that you are aware of the approved staffing plans and the ability to shut down custody posts if needed.	Jan 30, 2013 1:04 PM



**Page 11, Q108. What is the most important advice you would give to a newly appointed warden/superintendent?**

237	Assess your facility prior to making changes	Jan 30, 2013 12:59 PM
238	Don't let road blocks adversely affect your confidence.	Jan 30, 2013 12:56 PM
239	Learn your institution and your staff; endeavor to understand why processes exist as they are, and seek input from current staff when making decisions. Win and retain the respect and confidence of your staff as well as inmates	Jan 30, 2013 12:53 PM
240	You must be flexible because policies and upper management are always changing. You mustn't take yourself too seriously. You mustn't take the mistakes of your employees personally even though it may affect you personally.	Jan 30, 2013 12:43 PM
241	I think it is very important to be visible to the staff and the inmates. Making rounds on a regular basis plays a big part in letting the staff see that you are approachable and they feel more comfortable working for someone they can relate to. It also allows the inmate population to identify with you and in many cases provide you with unfiltered information.	Jan 30, 2013 12:42 PM
242	Be a Teambuilder	Jan 30, 2013 12:40 PM
243	Be a great listener to all employees. Most of the time employees do not want a remedy to a situation, they just want to be heard with no resolution being the end result of the conversation. The warden needs to look at things out of their own eyes and not out of someone else's, the warden needs to listen to both sides and render a decision that will be fair to both sides.	Jan 30, 2013 12:34 PM
244	strap in and hold on.	Jan 30, 2013 12:33 PM
245	Ensure that your priorities compliment the mission of the agency and that of your superiors. Be humble and rely on content experts as a valuable resource. You will not know all the answers. Always credit staff when success is achieved. "We" is always better than "I."	Jan 30, 2013 12:33 PM
246	Learn as much as you can as quickly as you can, and get out of the office as much as possible.	Jan 30, 2013 12:32 PM
247	Develop a strong network of reliable and knowledgeable contacts to provide assistance/guidance.	Jan 30, 2013 12:25 PM
248	Listen to your staff, you may not always agree with their perspective but if they know you heard them and took their ideas into consideration they will respond more positively. Follow the data, if you are not collecting data, start! If you are collecting data, figure out how to use that data to drive decision making.	Jan 30, 2013 12:21 PM
249	As much as possible, surround yourself with a group of talented, diverse, and ethical direct reports and help them to succeed. Further, actively engage the surrounding community as a good neighbor and encourage collaboration on mutually beneficial projects.	Jan 30, 2013 12:16 PM
250	Empower people around you.	Jan 30, 2013 12:15 PM
251	The inmate population always thinks the new warden is Santa Claus. If you allow yourself to become a celebrity with the population the staff will think you are against the employees. It is important to make sure that the staff see you as one	Jan 30, 2013 12:14 PM

**Page 11, Q108. What is the most important advice you would give to a newly appointed warden/superintendent?**

of them up front. The inmates will come to know you by the quality of your decisions and by how well you support the staff. In every interaction with an inmate direct them to their appropriate staff members and express confidence in those staff members. The inmates will quote what you say to the line staff, make sure your comments are always supportive and express confidence in their abilities. Be collaborative, be decisive.

252	Expect resistance and don't take it personally. Generally, most employees wanted someone else to get the job. Focus on your desired outcomes. Let your staff and the inmate population know what your expectations are. Put expectations for inmates in writing and post them in the living areas for all to see. Do the same for staff and discuss expectations in regular meetings. Have each area submit goals and be willing to discuss them publicly. Set behavioral expectations. Walk around and talk to inmates and staff. You'll be amazed at what you will learn. Remember the most important part of communicating is listening.	Jan 30, 2013 12:09 PM
253	To reach out to other Warden's and Superintendents as mentors. Take the time and evaluate the staff working in your facility specifically those who are assigned as your support. Their expertise and knowledge of their departments will assist in moving the facility/institution forward.	Jan 30, 2013 12:07 PM
254	Put together a good strong management team and build trust between team members.	Jan 30, 2013 12:05 PM
255	ALWAYS go by policy. Keep your superiors informed of what you're doing. Always be truthful and follow through with what you say you're going to do.	Jan 30, 2013 12:03 PM
256	Make sure your boss is aware of what is going on in your institution. Don't be afraid to reach out to other wardens (and administrators) to get opinions on issues, advice on how to proceed, and just expand knowledge of how other institutions operate.	Jan 30, 2013 12:02 PM
257	People do not always understand that in your work its not personal, its business.	Jan 30, 2013 11:57 AM
258	Be very open to new ideas and way of completing the job as a whole.	Jan 30, 2013 11:56 AM
259	Do not take things personally.	Jan 30, 2013 11:56 AM
260	Check your ego at the gate and do not take yourself or you new position too seriously. Remember. npt everyone cares as much as you do!	Jan 30, 2013 11:54 AM
261	The greatest and best asset you have is your staff. Recruit the best and brightest that you can find and give them an environment that allows them to solve problems. You'll be astounded at the innovative solutions your staff come up with to move the organization forward.	Jan 30, 2013 11:47 AM
262	Be involved in every aspect of the operation. Do not completely rely on others, you inspect what you expect. If you are new to the facility, building a report with all staff is critical, as well as setting clear expectations.	Jan 30, 2013 11:45 AM
263	Make sure you have the time and energy to do this job. It is very demanding and it's lonely at the top.	Jan 30, 2013 11:44 AM



**Page 11, Q108. What is the most important advice you would give to a newly appointed warden/superintendent?**

264	Ensure your Budget Analyst and Business Services staff are completely knowledgeable of all aspects of your prison's budget.	Jan 30, 2013 11:42 AM
265	Know the Mission. Don't get overwhelmed with the day to day issues. Do more planning on changes that you want make and take small steps toward them to get to your goals. Spend time with senior colleagues by visiting their facilities and comparing ideas.	Jan 30, 2013 11:41 AM
266	Stay calm, don't get excited, give all issues due consideration before acting	Jan 30, 2013 11:38 AM
267	Don't try to do everything yourself, delegate and institute succession planning.	Jan 30, 2013 11:38 AM
268	Expect professionalism from your staff and model it every day.	Jan 30, 2013 11:36 AM
269	There are a lot of good employees who work for you, make sure you utilize their talents. If possible, make sure you have all the sides of the story before you make your final decision.	Jan 30, 2013 11:34 AM
270	Slow down and pay attention. Things are most likely the way they are for a reason. Do some research prior to making wholesale changes.	Jan 30, 2013 11:34 AM
271	Be patient and listen more than you speak!	Jan 30, 2013 11:33 AM
272	Be prepared to give a lot of time to both staff and inmates. Try to learn to have a life outside the walls	Jan 30, 2013 11:33 AM
273	Know your institution. Get out of the office and walk the line. Get to know your staff and as much about your inmate population that you can. It is your house and it is critical that you know that. I have known many of the inmates inside of the institution longer and better than I know my own neighbors. Now that might seem a bit odd, but for me, this knowledge has made our entire team successful, even when we have had major incidents.	Jan 30, 2013 11:33 AM
274	You are not in this alone. Use your peers/your supervisors to help you problem solve issues early in your new role. You will learn from the various perspectives which will aid you when you gain more confidence/begin to function more "independently".	Jan 30, 2013 11:31 AM
275	LISTEN TO OTHER WARDENS. DON'T BE AFRAID TO ASK QUESTIONS. TRY TO UNDERSTAND YOUR FACILITY'S CULTURE. LISTEN TO STAFF, BUT ALSO LISTEN TO WHAT THE OFFENDERS ARE SAYING TOO. TRY NEW THINGS. KNOW ENOUGH ABOUT EACH DEPARTMENT AND SECTION IN YOUR PRISON TO BE ABLE TO DISCUSS IT IF YOU NEED TO.	Jan 30, 2013 11:31 AM
276	Seek out opportunities to further your professional and personal development.	Jan 30, 2013 11:30 AM
277	Take time to think about the decision that you are about to make. Time always seems to be on your side.	Jan 30, 2013 11:29 AM
278	Spend more time in the facility then you do in your office.	Jan 30, 2013 11:25 AM
279	No immediate changes, if going to a new facility, get to know your staff, the physical Plant, and the culture of your facility. Come up with a 90 day plan to evaluate your operation, and begin to identify areas of concern, and plans of	Jan 30, 2013 11:25 AM

**Page 11, Q108. What is the most important advice you would give to a newly appointed warden/superintendent?**

	action to deal with the problem areas.	
280	"Invest yourself" in getting to know the staff and facility (plant), and offenders and their issues/concerns. "managment by walking around"	Jan 30, 2013 11:21 AM
281	Do not take personal attacks has a way to measure your ability to do your job. The Big Picture is key to being successful and remember to not sweat the small things but stay focused and follow up on expectations. And, most importantly step in and help subordinates see you are willing to be a team player and not just the Man or Woman incharge.	Jan 30, 2013 11:11 AM
282	Be willing to learn and listen from staff and prisoners	Jan 30, 2013 11:10 AM
283	Develop good relations with the Finance and Human Resource Directors. Get out into the facility and be visible to staff and offenders. Make this a requirement for all managers and supervisors.	Jan 30, 2013 11:09 AM
284	Ballance your focus	Jan 30, 2013 11:05 AM
285	Don't change things jsut for hte sake of changing them. Surround your self with experts in their field becasue you can't be an expert on everything yourself. Weigh what others tell you but rmember that you are ultimately responsible for your facility.	Jan 30, 2013 10:57 AM
286	Preparation starts before appointment to Warden. Participate and promote succession of command training at the supervisor level. Be familiar with ALL aspects of the agency and department, mastery and proficiency is not required. You must have a working knowledge of all areas. Communication, communication, communication. Knowledge is to be shared, not kept to yourself. Guide staff and coach them along the way and promote and value ownership of all staff. Never forget where you came from and learn as much from the negative leaders you had in the past as you did the positive ones.	Jan 30, 2013 10:57 AM
287	Give yourself sometime to adapt. Be a Great listener.	Jan 30, 2013 10:53 AM
288	Listen to your people and don't be afraid to follow their advice	Jan 30, 2013 10:46 AM
289	Be yourself and dont be afraid or embarrassed to ask for help from your peers and for feedback from your subordinate staffff.	Jan 29, 2013 8:29 AM
290	Learn your staff and their needs, learn your inmate population and their needs. Make yourself available to both staff and inmates. Stay focussed on the matters at hand, be fair and consistant. Show staff and inmates that you care. Make solid decisions.	Jan 28, 2013 8:38 AM
291	Be seen, be heard and be proactive in learning the employees /facility and population. Stand behind your beliefs/values/morales and hold staff/inmates accountable.	Jan 28, 2013 7:40 AM
292	Do not over react to incidents. Think about the decision you are about to make, discuss it with your leaders. Dont knee jerk to others agenda. Some people dont have your best interest in mind. NUMBER ONE THING; DO NOT TAKE THE JOB IF YOU ARE NOT READY AND YOU KNOW YOU ARE NOT READY. TO	Jan 28, 2013 5:51 AM

**Page 11, Q108. What is the most important advice you would give to a newly appointed warden/superintendent?**

MANY WARDENS THINK OF THE JOB AS PRESTIGE AND ARE DISCONNECTED WITH THE REAL WORLD.

- |     |   |                       |
|-----|---|-----------------------|
| 293 | Recognize that you are not necessarily the smartest guy on the block and surround yourself with bright energetic people and learn to accept their ideas and planning to get to where you need to go.  | Jan 28, 2013 5:38 AM  |
| 294 | Breath deeply and relax. Be patient,you are where you are for a reason and you'll get through the challeges you face  | Jan 25, 2013 1:45 PM  |
| 295 | Concentrate on what you have direct control over, you cannot allow your self to become frustrated with descisions outside your control, dont take anything personal, you are the face of an organization/facility, that is what people are targeting, it is not you as a person, it is the entity as a whole. Be consistent with your staff and inmates, and always be sincere when listening to people, you may not be as concerned but to the person explaining the issue to yourself it is important, especially seeing as they so concerned they are bringing the issue to the Warden.  | Jan 25, 2013 7:31 AM  |
| 296 | Do not go into the new responsble position thinking that an "overhaul" is necessary. It is better to meet all your department heads in a methodical manner to learn about their interest, family,direction/goals for their area of responsibilities. As you move around the institution, attend roll calls, and other schedule meetings,you will have a prime opportunity to meet some quality staff that work the trenches every day and keeps the institution on track. This "learning curve" venture allows you time to connect with the institution operations and begin to formulate your goals and philosophy. It is very important, especially in a correctional environment, to be flexible and ready to accept change and motivating staff in that direction. Some side bars about being a Warden are that you are dealing with staff issues inside the institution as well as their "family crisis, oftentimes acting as their "parent" or "advisor" to their personal dilemmas. You may also face the reality of staff love affairs oftentimes turning sour which will spill over into the institution. You must always be ethical, open, approachable, good listener, and a mentor to your staff. | Jan 24, 2013 6:32 AM  |
| 297 | Trust staff to do there job and delegate task.  | Jan 23, 2013 6:15 PM  |
| 298 | Rely on your deputy wardens and other managers. Remember to include them when considering operational issues. The only time you must hurry to impliment something is during an emergency. Be yourself and get to know your staff.   | Jan 22, 2013 3:24 PM  |
| 299 | Empower people withing the facility. Make employees feel that they are a part of the institution. LISTEN!! If employees feel valued, then you will benifit in individual job performance.   | Jan 18, 2013 1:32 PM  |
| 300 | balance.. limit your work to a specific number of hours a day and then quit - go home and be present at home !  | Jan 17, 2013 1:04 PM  |
| 301 | Learn as much as you can about the following: Emergency preparednes Union relations Strategic planning/vision 360 dgree leadership Core competencies Basic Security Practices Perpetual Security audts Evidence based programing with emphasis on reducing recidivism Managing mental health inmates ( Best Practices) Last but not least maintain balance between work and family!   | Jan 17, 2013 12:38 PM |

**Page 11, Q108. What is the most important advice you would give to a newly appointed warden/superintendent?**

302	The most important advice I would give to a new warden is: With the exception of life threatening emergency situations, there is always time to involve your staff in the decision making process. If you make a bad decision or wrong turn there is nothing wrong with admitting it and fixing it. I think some new leaders feel that their leadership or authority is being challenged when they get opposing viewpoints. New wardens need to understand that this is a weakness and you want your staff to challenge you because it makes you a better leader. You get the biggest dividends from investing in the development of your staff. If you empower your staff, it will be easier to retain them and they will help you achieve your goals.	Jan 17, 2013 7:28 AM
303	Be consistent, always.	Jan 16, 2013 2:12 PM
304	Always remain professional, fair, firm and consistent.	Jan 16, 2013 11:59 AM
305	Enjoy the position. People want to work for a boss they like and can talk to. Be a role model by demonstrating you are a part of this particular correctional family. Management by walking around is a valuable tool, try to find staff doing something right and praise them. Let staff know "we are in this together". The position is no more important than any other at the facility, wardens just have all of the responsibility.	Jan 16, 2013 11:05 AM
306	Delegate. You cannot do it all. You cannot know it all.	Jan 16, 2013 10:44 AM



**Page 14, Q129. Please write any additional comments here.**

1	As a new superintendent it is necessary to know the policies and procedures that pertain to your facility. Be sure to know what goes on in your facility. Walk and talk to staff and inmates alike - you might be surprised at what you could glean from a simple exchange of what may seem like an inconsequential conversation.	Feb 25, 2013 1:42 PM
2	It takes many years of experience, dedication and commitment to be an effective Superintendent, Warden, CEO of a large facility. You must be a student, a Leader and a Role Model every day. Above all you must care about all of the people you have charge over	Feb 25, 2013 7:07 AM
3	Certainly, individual answers to the survey will depend largely on the size and type of the facility that one is responsible for. I am extremely fortunate to be at a small, well established medium correctional facility.	Feb 25, 2013 5:32 AM
4	NONE	Feb 24, 2013 8:16 AM
5	Training is an essential part to developing strong employees.	Feb 22, 2013 1:16 PM
6	I am the happiest I have ever been in my life and feel that this job is part of that overall contentment. :)	Feb 22, 2013 8:04 AM
7	This job is very demanding and can become overwhelming at times. It is not a job for someone who wants to take it easy. It is a job that is very fulfilling as you conquer the obstacles that first appear insurmountable. I find as you become more familiar with what is required of you and you gain the confidence needed to run a facility it can be the best job ever.	Feb 21, 2013 2:12 PM
8	Much of the job satisfaction portion of the survey reflects my time in the system and embracing and working within my legal and bureaucratic limitations. For example, I feel I have the authority to do my job, not because I have absolute authority, but because I know how to work within my state's systems.	Feb 21, 2013 11:00 AM
9	When you asked the question- I tend to care personally about what happens to inmates here. I care what happens to the inmates under my supervision but not to the extent of getting personally involved with that inmate. If they have a need that can be taken care of in a professional manner, it will be taken care of. It is my responsibility to take care of the needs of the inmates I am in charge of at my facility. We have great Leadership in our organization. They appreciate the job we wardens face everyday because they have been in our shoes. They provide the necessary resources we need to help us get the job done. It's great to work for this Department.	Feb 20, 2013 1:24 PM
10	Being a new warden is not an easy job, however it is one of the most satisfying positions that I have had.	Feb 20, 2013 11:33 AM
11	none	Feb 20, 2013 8:38 AM
12	I have no additional comments.	Feb 20, 2013 8:30 AM
13	As a Warden you have the ability to influence many people on a daily basis..... Both good and bad.	Feb 19, 2013 1:32 PM
14	Thanks for asking! Good luck to all new Wardens. I was once there... This is	Feb 19, 2013 10:17 AM

**Page 14, Q129. Please write any additional comments here.**

	still the best job in the agency!!!	
15	There is nothing I could do that I would enjoy more than being a Warden	Feb 19, 2013 7:30 AM
16	Wardens need a support system inside and outside the workplace and must learn to manage stress effectively. Work can easily become home and home becomes work. I went thru it and at times see myself slipping into that rut. If you feel you must be all things to all people you put yourself at risk of crashing. This survey has helped me take time to evaluate myself. This type of survey or questionnaire tool should be developed and sent out annually.	Feb 19, 2013 6:36 AM
17	Additional training will be helpful to manage facility operation	Feb 18, 2013 6:08 PM
18	This is one of the most rewarding career choices one can make. It has challenges, emense responsibility, and can be so much fun if you allow yourself the chance to enjoy your job. Where else can you influence so many people and not try to sell them something? Every day can be different and every day you can make a difference!	Feb 18, 2013 3:24 PM
19	The position of warden is not for everyone.	Feb 18, 2013 3:14 PM
20	Interesting survey. I look forward to the outcomes and any opportunity for training or leadership development that may be provided to new Superinendents/Wardens.	Feb 18, 2013 2:41 PM
21	You really have to like what you are doing to be good at it.	Feb 18, 2013 2:36 PM
22	n/a	Feb 18, 2013 12:15 PM
23	You can make a difference in the world by your chosen profession!	Feb 18, 2013 10:53 AM
24	Being a warden is not for everyone. It is just like being a parent - you will do a better job if it is something you really want to do. You must be a people person that genuinely like to be around people and their problems.	Feb 18, 2013 7:39 AM
25	It take people with a special committment to work in the corrections field. If you don't commit to the job, then it will show in the results of the activities and incidents that occur in your institution. It will foster poor morale and a high employee turnover.	Feb 15, 2013 1:16 PM
26	This is an exciting and challenging time as our department transitions to re-entry based, healing environment initiatives.	Feb 14, 2013 6:37 PM
27	Being a warden is an art, not a science. People skills are extremely important--both when interacting with staff and interacting with inmates. This is a people business. To be successful, I believe that you need to like people and enjoy being with people. It is also extremely important to have job skills. A warden needs to know policy and procedure. A warden also needs to know how to do everything. That doesn't mean that the warden knows how to fix the boiler; but she/he needs to know where the boiler is and what it looks like. A warden also needs to be calm when things are at their worst. Other staff take their cues from how the warden does business. The warden is always at the plate in the bottom of the 9th with 2 outs and a full count.	Feb 12, 2013 12:52 PM

**Page 14, Q129. Please write any additional comments here.**

28	None	Feb 12, 2013 7:50 AM
29	This is a challenging but very rewarding profession. A ne Warden has many new challenging problems as the institutional head. it would be good if all ne Warden's had training to assit them with the responsibilities of the job.	Feb 12, 2013 7:20 AM
30	This is a great experience but you need to focus on not doing this long term. 3-4 years in this position is all you should plan on doing.	Feb 12, 2013 6:56 AM
31	thank you for the opportunity to participate in this survey.	Feb 12, 2013 4:04 AM
32	None	Feb 11, 2013 6:40 PM
33	I have never enjoyed a job as much as I enjoy being a Warden. It is incredibly complex, always busy, very time consuming, never the same from one day to the next, stressful at times, but it is also very rewarding.	Feb 11, 2013 3:55 PM
34	When I began my career as a correctional officer everyone but me remembers me saying I would be a Warden one day. I absolutely love what I do. I know I make a difference in the lives of staff and offenders. When I stop making a difference I will retire.	Feb 11, 2013 1:40 PM
35	Always be firm and fair w/ people in a correctional setting. Manage by moving around and remember that if during the course of the day as a Warden or facility head that; "If you can't find something wrong, then there is something wrong w/ you and your time in that position will be short lived".	Feb 11, 2013 1:34 PM
36	The job is great, but the staff create the majority of the stress for inmates as well as themselves, if all just did there part corrections is really an easy profession. I was told by one great supervisor, Inmates dont always lie and staff dont always tell the truth!!	Feb 11, 2013 12:56 PM
37	The old saying, "be careful what you wish for, you just might get it," goes a long way in corrections. I have seen way to many in my 30 years with the state try so hard to move up throught the ranks but once they start moving up and see the responsibility that it entails, they give up the rank and go back to an officer. That is not saying that being a line officer is easy, but saying that with rank comes responsibility and a ton of decision making that one really needs to think out before moving up.	Feb 11, 2013 11:59 AM
38	The job of working in a prison will always be stressful and it should be to a point. We should never get so relaxed that we forget where we work and who we are tasked with working with.	Feb 11, 2013 10:45 AM
39	"Having Balance" in your life is the single most important concept. Having an individual perspective of what is important to you, and always maintaining a balance between your Family and Professional life.	Feb 11, 2013 9:41 AM
40	N/A	Feb 11, 2013 9:08 AM
41	Stress and its effects are built in to the job of Corrections and doubly so as the facility head. Hopefully by the time someone reaches the facility head level they have developed and been taught how to recognize and deal with the effects of it.	Feb 11, 2013 9:05 AM



**Page 14, Q129. Please write any additional comments here.**

42	Wardens sometimes forget the impact they have on community, staff and inmates. It is a huge responsibility and you need to be committed, but also be able to balnce work and family/personal.	Feb 9, 2013 7:11 AM
43	I thoroughly enjoy my job. The good times out weigh the bad times tremendously.	Feb 8, 2013 12:42 PM
44	Good luck!	Feb 8, 2013 11:45 AM
45	none	Feb 8, 2013 9:02 AM
46	Thanks for the opportunity to include my viewpoints.	Feb 8, 2013 7:48 AM
47	I believe the real answer to Corrections is with the ability to assist Children with behavior problems during their early years, ages 5 - 12.	Feb 7, 2013 12:17 PM
48	Not a job for the light hearted.	Feb 7, 2013 6:22 AM
49	This job is very demanding, however, committed staff do a great job under stressful conditions, and I do feel a great sense of satsifaction in the overall positive results we obtain through this type of work, more rewards, than headaches, thankfully,	Feb 6, 2013 8:00 AM
50	I really like that this is a challenging job. The diversity of issues creates the possibilities to learn something everyday. However the pay rate in my state doesn't compensate for the degree of responsibilty. And my authority to make disciplinary decisions is very limited. This leads to a general disregard for the position.	Feb 5, 2013 3:25 PM
51	Some of the questions were not explanatory enough. I answered them NA or don't know.	Feb 5, 2013 12:03 PM
52	The job I do is important but there are times when my voice is not sort or listen to in the Departmental world. There are times when I feel very micro managed.	Feb 5, 2013 11:58 AM
53	Some of the answers to the questions asked are based on severe staff shortages and underfunding. Staff have not had a salary adjustment in this state for approximately seven years. Our offender numbers are at record highs with staff numbers at record lows.	Feb 4, 2013 1:12 PM
54	I appreciate my position and my staff.	Feb 4, 2013 12:41 PM
55	Look forward to the feedback??	Feb 4, 2013 11:45 AM
56	I love what I do	Feb 4, 2013 8:19 AM
57	none	Feb 4, 2013 7:54 AM
58	I thank you for allowing my input into what must be a challenging survey because this certainly can be a challenging job.I hope my answers can in some way help those just beginning this job.	Feb 4, 2013 7:29 AM
59	There is no chain of command. Too many with a computer e-mail account at headquarters believe they are my boss	Feb 3, 2013 6:50 PM

**Page 14, Q129. Please write any additional comments here.**

60	Wardens need to ensure that they have a balance life and at work, do not get upset at things that are out of your control.	Feb 3, 2013 6:34 PM
61	The last set of questions were interesting. Stress is very much a part of the CEO's job and a person worth their salt, who cares about people, would have a feeling of personal stress that not everything gets done, and somewhere, somebody for the day did not get what they really should have received in services as offenders or as employees. I am very blessed.	Feb 2, 2013 8:34 AM
62	I happen to really enjoy what I do and I honestly support the organization I work for. I really do feel I make a positive difference.	Feb 1, 2013 6:22 PM
63	I try to be my own biggest critic in all decisions I make. This helps me identify mistaken choices and change them if necessary and it also readies me for questions that may arise as to why I made the decision. The only down-side to this is it can sometimes put added pressure on you and can lead to second guessing, but over time you will develop techniques and abilities to move quickly past this and get on to the next issue or task.	Feb 1, 2013 10:09 AM
64	When taking on these positions one must be committed to the overall facility needs and not their personal needs, also remain focus on the big picture and make staff and offenders a high priority.	Jan 31, 2013 2:34 PM
65	Overall the Survey is very helpful.	Jan 31, 2013 2:26 PM
66	THIS IS A DEMANDING CAREER, BUT I ENJOY A CHALLENGE.	Jan 31, 2013 2:05 PM
67	Developing a manager is not a overnight process nor a book process. It is a combination of education, mentoring and experience. Your leadership style is tailored to your strengths, abilities and skills. New managers should learn and apply successful ways of strong competent managers while avoiding the mistakes of less competent managers. The bottomline is; their leadership must reflect them personally and not a carbon copy of another manager, otherwise, they will not come off as being legitimate or real to those they serve. A manager should never forget every employee in their facility is a vital member of the team. Managers need to remain focus on the basics to operate a safe, secure and humane facility. Furthermore, management by grace goes a lot further than a manager that is rigid and authoritarian.	Jan 31, 2013 1:31 PM
68	From attending NIC's Warden's Academy, I find that most Wardens in other states are called Deputy Warden's in Arizona. In Arizona, a DW runs a single unit, with a single custody, which may or may not have a detention unit. These units span from as small as 200 inmates to as large as 1,250 inmates. Several units are always clustered together to form a Complex. This could be as few as three units to as many as nine units. The Warden oversees the Complex of units. I found in other states or agencies, this position was called the Senior Warden, or Complex Warden. I answered the questions as a Warden, however, as a DW I was more involved in inmate issues.	Jan 31, 2013 11:46 AM
69	Hope this helps. I didn't appreciate the choice selections for the last series of questions. The assessment statements didn't line up very well with the template choices, making it awkward to select an appropriate choice. I suspect the results from this last sections will be confusing and I would not put much stock in to the	Jan 31, 2013 11:44 AM

tabulated results.

- |    |   |                       |
|----|---|-----------------------|
| 70 | As an employee who early on felt that having years of EXPERIENCE was nothing more than the oldtimers way of excusing their inability to act quickly and decisively in matters.....and further as an excuse for not implementing or even trying new ideas. I have come to realize that in the field of Corrections ,all that does matter , even beyond Education , Title , Rank and Status IS EXPERIENCE. Nothing is new in Corrections and the fact is , that the longer you've been around, the more likely it is that you have personal firsthand experience with any situation you may find yourself facing. In fact , the SMART and upwardbound new Warden is the one who , until he / she obtains it him / herself , seeks the advice and counsel of those more experienced than they. This feeds upon itself as before you know it , the young'n's will be seeking experience based advice from YOU ! | Jan 31, 2013 11:35 AM |
| 71 | While certainly as a Superintendent there are duties or tasks that nobody can honestly say they enjoy or love but 99 percent of the time....being a superintendent is the more rewarding position I have held. You have an opportunity everyday to find an opportunity to say "yes" and make a difference in the daily operation for staff and inmates.   | Jan 31, 2013 10:57 AM |
| 72 | The ability to positively impact people (staff or offenders) is the most powerful and best part of the job. Be careful as your words cut three times deeper than others and carry far more weight than most. Those words can raise or crush those around you. There is enough negativity around us so the Warden must be the positive one. You set the tone.  | Jan 31, 2013 10:27 AM |
| 73 | Contact with other Warden's is essential..networking and communicating with others offers a lot of help/ ideas. Be good to yourself and invest in your education or learning opportunities.   | Jan 31, 2013 10:20 AM |
| 74 | We must continue to embrace technology and develop our line Supervisors and Staff.  | Jan 31, 2013 6:28 AM  |
| 75 | n/a   | Jan 31, 2013 6:14 AM  |
| 76 | Corrections: it's what you make of it. I can't see myself doing anything else.  | Jan 31, 2013 6:11 AM  |
| 77 | I enjoy my job and feel sometime under payed. i realized i made a good choice in this profession.   | Jan 31, 2013 5:31 AM  |
| 78 | Whew.....   | Jan 30, 2013 5:44 PM  |
| 79 | As i approach the ending of my career, the push has been based on the question: Can i make a difference? Everyday i enter the prison my mantra to myself is simple "I can make a difference" it is what drives me.  | Jan 30, 2013 5:42 PM  |
| 80 | My job as warden is very challenging and rewarding. You are in a position where you can help people on many fronts and in many disciplines. It is not everybody's job, but it is my job and I am proud to serve as best as I can. The real joy comes in working with people and guiding or encouraging the team. When you see team successes, there is great satisfaction.  | Jan 30, 2013 5:36 PM  |

**Page 14, Q129. Please write any additional comments here.**

81	Corrections is more than a career; it's a life style.	Jan 30, 2013 4:40 PM
82	Being a warden is a wonderful opportunity. You can impact many, many lives - staff and offenders and the community in which you facility is located.	Jan 30, 2013 3:25 PM
83	My comments on the last couple pages may be jaded noting I just transferred to a new institution and I am currently covering two institutions due to a vacancy, so the stresser questions may not align with how I feel when I work only one place. I generally love my job, feel I can balance work and personal life, and enjoy my co-workers. You always seem to have a couple employees who are 'haters' but the collaborative efforts of the team can overcome the negative impact.	Jan 30, 2013 2:50 PM
84	Being a warden is the best job, however, you really have to know thy self in order to lead appropriately.	Jan 30, 2013 2:15 PM
85	None	Jan 30, 2013 2:03 PM
86	Managing a prison requires a great deal of communication through several levels within the organization structure. I find that training offered to Superintendent/Wardens to prepare them for the role that they serve in needs to be accessible to lower level supervisors and staff. It would possibly benefit staff to be exposed to more training on how employees should interact with one another and become focus on what their individual role is to the facility and organization. Staff become focused on things that don't concern them and some way they need to be motivated to focus their attention on their assigned duties and job functions to manage the inmate population. It takes a great deal of information and resources to manage any prison. Prison functions change constantly and daily. One has to be flexible to change daily to meet the mission tasks with by laws and government officials with depleting resources. Do more with less.	Jan 30, 2013 1:36 PM
87	I agree with leaders before me that talked about corrections being a people business - staff, inmates, and stakeholders are a part of all we do. Dealing with people requires communication skills (and we must not forget that communication includes listening) and a variety of communication styles, depending on the situation and person/people involved. This is also an evolving field, with change being a constant. The better we are able to accept and even embrace change, the easier it will be to get our staff to do the same. Before I became a warden, I kept a file titled, "Why I don't want to be a warden", which contained specific occurrences that I found unacceptable. I came across the file about a year after taking this job. The examples invariably had to do with poor leadership. I am blessed to have been appointed at a time of great leadership in our central office, with an administrator, 2 assistant administrators, and a deputy secretary of the department that have held this position. They not only are past wardens, they are people of integrity and who are very supportive of their staff. This job is manageable because of their leadership.	Jan 30, 2013 1:21 PM
88	I have worked in corrections my entire adult life. Being a Warden is the best and most fulfilling position I have held as I believe that I am now doing what I was meant to do and am fully prepared to continue.	Jan 30, 2013 1:06 PM
89	none necessary	Jan 30, 2013 1:04 PM
90	NO comments	Jan 30, 2013 12:47 PM

**Page 14, Q129. Please write any additional comments here.**

91	Most staff get promoted and move through the ranks because of their ability to manage the prisoner population. As you move into senior management and administration the vast majority of your time is spent dealing with the employees, not the prisoners. Some of the most significant breakdowns in prison management are due to mid level managers, to me, this is the most critical group of staff. Many supervisors are not able to make the transition from managing prisoners to managing staff all day, therefore, developing future leaders is vital to the organization. Another key area is "listen to the population", don't be afraid to ask a prisoner how things could be better or their opinion on certain subjects, they know the system better than most staff and typically can produce some strong ideas.	Jan 30, 2013 12:32 PM
92	Alaska DOC has a centralized, top down, typical bureaucratic command structure. Superintendents have been increasingly diminished and relegated to supervisors charged with carrying out directives from Central Office personnel. Although we are very capable of accomplishing many of the tasks described in this survey, it is often not within our purview to do so.	Jan 30, 2013 12:29 PM
93	I have had a good career in Corrections, I have been warden at two facilities. I have recently turned down an opportunity to move to a third facility mainly because I did not want to disrupt my wife and leave our comfortable home. I am at a point where a new big challenge does not turn my head as much as everyday stability. A few years ago I was much different.	Jan 30, 2013 12:20 PM
94	In my state, budgets are centralized. We have some flexibility in managing resources, but many times, headquarters directs funds that affect institutional performances. Requests are prioritized by others and sometimes, needed equipment or resources go elsewhere. Many times, it takes something bad to happen in order to get what is needed. The state legislature, in the past, has historically funded corrections as a last priority due to politics. They appear to be better understanding of our needs after 2 recent hostage situations that received lots of publicity. I thoroughly enjoy what I do and the impact that I may have on staff and inmates. I am proud of our performance. I have to learn more and more to manage my boss to ensure that this prison and staff are not always on the bottom of the totem pole.	Jan 30, 2013 12:19 PM
95	I hope the results of this survey are shared with us. Many of the statements and sentiments were perfect matches for this type of work.	Jan 30, 2013 12:09 PM
96	Good questions! I hope my responses help.	Jan 30, 2013 12:04 PM
97	The economy has made this job very hard to manage our annual budget is a joke.. We warehouse inmates, preach re-entry but have very few resources to properly prepare our inmates for Re-Entry. It is evident our Governor hates State Government and I personally believe he is trying to choke the life out of our Agency in order to privatize this business.	Jan 30, 2013 11:54 AM
98	I enjoy working with and managing people. This has been a great job for me!	Jan 30, 2013 11:44 AM
99	I am a 32 year Correctional Professional. I have worked a diverse amount of security and non-security position throughout my career. This includes a few years working within Central Office, which really allows me to understand the "big picture" aspect of a very complex Department. I enjoy what I do and do not	Jan 30, 2013 11:40 AM

	<p>feel like I report to work each day. I have a great support system professionally and personally which keeps me grounded. I would encourage folks to really keep a balance between their work and home life. Sometimes not easy to do, but with the team I have and the support from Central Office it makes it easier to accomplish. I thought your questions were thought provoking and really hit on some of the challenges of this position. I might not be your typical Superintendent as I have achieved the role of Superintendent at the Institution I started as a Correctional Officer 32 years ago. It has and continues to be the most gratifying and fulfilling accomplishment of my career. Thank you for the opportunity to participate in this survey.</p>	
100	Being a warden is very rewarding. However, you have to leave the job at the job.	Jan 30, 2013 11:38 AM
101	Changing times. Doing more with less	Jan 30, 2013 11:14 AM
102	no comment	Jan 30, 2013 10:50 AM
103	<p>Wardens being placed in new facilities requires a slow but ethical approach. Things you do or say initially are what others will associate one as being. Hold people accountable, be right and teach others the value of accountability within your facility. Eventually the issues that arise get addressed at a lower level, leaving more time to make your presence known to many other areas of the facility.</p>	Jan 28, 2013 7:51 AM
104	<p>The most challenging and frustrating part of the position is dealing with the bureaucracy that is frankly more of a hindrance than a help. Moreover, in this time of diminishing resources a deficit budget is a reality which places stress on everyone in the organization. Supporting staff in the face of that has come to be the biggest challenge. A second large concern of mine is the lack of ethical behavior on the part of new and younger staff today compared to the past. It is amazing how indifferent many of the younger work generation feel toward rules of conduct.</p>	Jan 28, 2013 5:46 AM
105	<p>While being a Warden is an extreme responsibility and proud position, you are the one person accountable for all staff, inmates, visitors, the public plus a multi million dollar complex, and while each State, Region, etc.. operates differently, my system in particular does not give the Warden as much authority for final approvals of many things necessary for the day to day operations. Examples are food service, maintenance, medical, fiscal, education, addiction services or human resources. Each of these areas have dotted line reporting structures which can block or interfere with effective operations of the Warden's office. The "Silo" principal.</p>	Jan 25, 2013 7:42 AM
106	<p>Keep the program strong and vibrant as the Wardens' responsibilities are always challenging. We never get enough training to meet our daily duties, so mixing training and experiences keeps you on top of your responsibilities. Thank you.</p>	Jan 24, 2013 6:35 AM
107	<p>I feel it has been a privilege and a honor to be in the position of Superintendent for the ODOC.</p>	Jan 17, 2013 12:43 PM
108	None	Jan 16, 2013 2:20 PM

**Page 14, Q129. Please write any additional comments here.**

109	The job of a Warden can be very rewarding. You have the opportunity to make a big difference in staff and offenders lives. It is important to remember, people will never remember the things you did or accomplished but they will always remember the way you made them feel and that will be your legacy.	Jan 16, 2013 11:10 AM
-----	--	-----------------------