Department of Correction and Rehabilitation Personnel Complaints and Allegations

Report # OIG-18-002

August 11, 2017
TO: Timothy L. Firestine  
Chief Administrative Officer  
Robert Green  
Director, Department of Correction and Rehabilitation (DOCR)

FROM: Edward L. Blansitt III  
Inspector General

SUBJECT: DOCR Personnel Complaints and Allegations

Introduction and Background

During 2015, 2016, and 2017, the Office of the Inspector General (OIG) received numerous complaints concerning alleged improprieties by Department of Correction and Rehabilitation (DOCR) management with respect to the administration of personnel. The complaints included allegations of insensitive top management conduct; improper conduct with respect to a promotional examination; disparate treatment in personnel administration; insertion of false information in personnel and sick leave records; and improper supervisory direction to not file an incident report.

Consultant’s Review

During our review of the complaints, the Montgomery County Office of Human Resources (OHR) and DOCR conducted a parallel inquiry with respect to allegations concerning the promotional examination. Subsequently, OHR engaged the services of a consultant. The consultant, utilizing an “Appreciative Inquiry” process, was to assess the “work environment” within the Montgomery County Correctional Facility (MCCF) with an eye toward developing “a strategy to ensure a successful organizational change management process.” Specifically, the consultant was to (1) conduct a thorough assessment of the MCCF work environment and its
more than 300 employees and (2) lead an effort to explore and implement an organizational change management process at DOCR.

We suspended our review in July 2016, while the consultant conducted field work. Meanwhile, we continued to receive and consider employee complaints. We received complaints from personnel in both components of the Detention Services Division of DOCR: MCCF and the Montgomery County Detention Center (MCDC).

On March 6, 2017, the consultant briefed the OIG, DOCR management, and OHR on the status of her project. The findings were consistent with staff perceptions of:

- favoritism by DOCR management;
- lack of fair and consistent application of personnel rules and regulations; and
- disparate treatment with respect to the imposition of discipline.

To address the perceived problems/deficiencies and to implement corrective action, the consultant proposed establishing action groups to develop specific action steps to address the issues presented by staff. The consultant’s action plan also proposed a staff retreat to elicit input from stakeholders.

**Objectives, Scope, and Methodology**

Initially, we intended to conduct a policies and procedures review of DOCR’s administration of personnel. The objective of the review, among other things, was to assess the adequacy of those policies and procedures and whether they were applied consistently and fairly. Based on the complaints brought to our attention, the purpose of our review was adjusted to (1) investigate employee grievances of inequitable or improper treatment; (2) determine whether those grievances could be confirmed; (3) analyze the complaints to determine patterns in consistency of application of the policies and procedures; and (4) ultimately notify DOCR upper management of these employee concerns.

The consultant is assessing the work environment at DOCR broadly from an organizational behavioral and cultural perspective; our inquiry focused on specific instances of misbehavior by individuals that might not be addressed by management under a broad approach.

Our review primarily entailed interviewing, in addition to the complainants, DOCR staff and other County employees, in an effort to verify the individual complaints. We also acquired and reviewed relevant and pertinent documentation, statistical data, rules, and regulations.

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1 In pursuing these objectives, we considered the existence or non-existence of internal controls within DOCR with respect to the administration of personnel, as well as the effectiveness of such.
interviewed more than twenty employees, including individuals both at the supervisory and non-supervisory levels. The DOCR employees interviewed are assigned to or have duty stations within various DOCR divisions and/or units.

Over time, we admittedly have become an independent “sounding board” for employee complaints and suspicions.

We considered relevant/applicable County personnel regulations (OHR and DOCR), DOCR disciplinary statistics, and administrative decisions related to DOCR disciplinary and/or hiring actions heard by the Merit System Protection Board.

**Specific Personnel Complaints That We Considered**

We aggregated various complaints into common themes, as follow. We found it difficult to objectively verify several of the complaints. However, we received similar complaints from multiple individual members of the DOCR staff.

**Insensitive Top Management Conduct**

**Allegations:** We received allegations of a Caucasian top manager during a meeting directing an African American staffer, in the presence of other staffers, to get him/her a bottle of water; a top manager interrupting a meeting in progress in which he/she was not participating, putting a foot on the desk around which the meeting was being held, using the telephone, and then exiting without apologizing in any way for this conduct; and a Caucasian top manager addressing an African American staffer as “good boy” in the presence of others during a retirement event.

**Resolution:** We obtained statements that corroborate instances of top management interacting with or addressing staff in an insensitive or degrading manner by rudely interrupting meetings, and evidence of a manager referring to a staffer in an offensive manner.

**Improper Conduct in a Promotional Examination**

**Allegations:** We received complaints alleging impropriety in the administration of a DOCR promotional examination in November 2015 by, among other things, an applicant receiving information in advance of the examination and the inappropriate influencing of the examination raters/scorers by others. It appears that those taking the promotional examination were neither adequately informed how their scores would be calculated, nor were they told how they ranked in scores.
Partial Resolution: OHR and DOCR jointly investigated the matter and issued a report, finding insufficient evidence to substantiate the complaints. However, we did verify that OHR and DOCR management failed to adequately inform applicants of the standards by which the applicants would be evaluated, and their scored ranking with respect to the examination results.

Disparate Treatment in Personnel Administration

Allegations: We received complaints alleging disparate treatment in the administration of personnel at DOCR. The disparate treatment matters related to or involved duty assignments and the imposition of discipline.

Specifically, as to duty assignments, it was alleged that the assignments in high risk/maximum security units of the correctional facility are made based on race and gender, resulting in only African American females being assigned to those units where female inmates are housed.

As to discipline, it was alleged that favored employees tend to receive less severe or no discipline for similar or more egregious acts.

Lack of Resolution: We were unable to objectively verify these complaints.

Information Improperly Included in Personnel and Sick Leave Records

Allegations: We received complaints alleging “unethical operating procedures” at DOCR, including the placement of false information in an employee personnel file, as well as that DOCR sick leave policy is neither clearly communicated nor equitably enforced. It was alleged that false, erroneous, or improper information was placed or maintained in an employee’s personnel file and/or then taken into consideration with respect to promotion or selection for special assignment. Specifically, in one of these instances, it was alleged that non-disciplinary information consisting of a sick leave restriction and a non-work-related court matter were placed in an employee’s file and then used as a basis for denying the employee a promotion.

The complaints concerning imposition of sick leave restrictions involved situations where individuals had been approved and granted sick or family leave and then were subsequently (months or days later) informed that they were being placed on sick leave restriction because they were deemed to have abused leave.

Partial Resolution: We were unable to independently substantiate and/or corroborate the improper placement of information in any employee’s file.

As to leave recordkeeping, we understand that DOCR management is implementing an automated timekeeping/scheduling system to enhance transparency and establish real time
recordkeeping with respect to time and attendance; and to address concerns/problems in this regard.

**Improper Supervisory Direction to Not File an Incident Report**

**Allegation:** We received information concerning an allegedly unreported incident involving the use of force against an inmate at the MCCF.

Several complainants separately contacted us alleging that three correctional officers entered an inmate’s cell following some improper behavior on the part of the inmate.

Related protocols and/or procedures as understood by the OIG through its inquiry into this incident require, at a minimum, that an incident report be filed whenever officers use force with respect to their oversight of inmates.

**Resolution:** We referred this matter to the County’s Chief Administrative Officer and the Director of DOCR. The Director of DOCR assigned the matter to DOCR’s Internal Affairs Investigator. DOCR confirmed (1) an inappropriate use of force by a correctional officer, and (2) a failure to report by the Sergeant in charge of the incident “as well as some of the other parties involved”, when a report should have been filed.

**Decisions of the Merit System Protection Board**

As part of its inquiry, the OIG reviewed cases of DOCR disciplinary actions heard by the Merit System Protection Board (Board) for Fiscal Years (FYs) 2013, 2014, 2015 and 2016, the most recent years for which Board cases were reported. We found four cases in which the Board reviewed the merits of DOCR disciplinary actions in rendering its decisions out of a total of ten DOCR related matters reviewed by the Board. The other six matters involved procedural or hiring decisions unrelated to any sort of discipline. Our objective in conducting the review was to identify and acquire a sense of the merit or propriety of DOCR disciplinary actions from the perspective of an independent adjudicator such as the Board.

In two of the matters, the Board found an insufficient basis for fully upholding the imposed discipline. In the other two matters, the Board found that disparate discipline had been imposed by DOCR in one of the matters and an employee had been misled by DOCR concerning rights of appeal in the other. While we were not able to conclude or find that DOCR’s actions in these matters were intentional, we do see how the instant Board decisions can, at a minimum, foster a perception of inequitable administration of personnel by DOCR management in the eyes of DOCR staff, warranting corrective action going forward.
Comparative Analysis

Statistical information acquired by OIG from DOCR appears to indicate that 17% of DOCR employees were cited for various disciplinary actions over a two-year period. We were not able to determine if this level of disciplinary actions is excessive or typical of similar institutions. Accordingly, we were unable to draw conclusions based on the data provided.

Conclusion/Recommendations

As demonstrated herein, we have received in recent years an unexpected number of complaints and allegations of DOCR management wrongdoing. These allegations support employee beliefs of favoritism and discrimination by management in the administration of personnel. These beliefs, whether accurate or not, again from our perspective based primarily on inquiries, appear to have clearly taken a toll on staff morale within DOCR. This toll cannot help but negatively affect the overall effectiveness, efficiency, and productivity of DOCR.

We conclude that the consultant’s review is a constructive initial step.

We recommend that the action teams formed in the consultant’s review focus on a few matters: development of a mechanism to ensure equity, consistency, and uniformity in imposing discipline; development of a viable communication system to inform and keep managers and staff abreast of personnel rules and regulations, particularly those concerning promotions; and development and implementation of reasonable performance metrics to assess progress.

With respect to the holding or conducting of a retreat to, among other things, allow for input from stakeholders in a group setting, we believe that it might be more beneficial to hold such a gathering after the formulation and development of specific plans and policies by the action teams.

In conclusion, any success in addressing the cited problems and the instituting of specific corrective action is contingent upon the development and implementation of policies and programs directed at the specific problem areas; and on, as the consultant termed, “ownership” of the needed changes by all stakeholders. Ultimately, all changes should provide for the establishment and maintenance of a fair and equitable personnel system that is evenly applied.
MEMORANDUM
January 26, 2018

TO: Edward L. Blansitt, Inspector General
FROM: Timothy L. Firestone, Chief Administrative Officer
SUBJECT: Response to Confidential Advisory Memorandum: DOCR Personnel Complaints and Allegations

The Department of Correction and Rehabilitation (DOCR) has a critically important yet difficult mission in the criminal justice system. Each day, in a constitutional manner, DOCR is responsible for the complete care of a population of more than 2,250 individuals in various stages of custody and supervision.

We take DOCR’s mission extremely seriously, and we challenge the assertion based on unsubstantiated allegations that DOCR is anything but a well-managed department. In fact, outside organizations regularly visit our facilities to learn and experience firsthand the best practices developed and implemented by the dedicated DOCR team who work diligently every day in a dangerous and complex environment. Furthermore, the department has been recognized and awarded numerous times for its innovative and outstanding work, most recently in 2017 with two awards from the National Association of Counties (NACo).

While we value your time and efforts regarding these personnel related complaints and allegations, we would appreciate it, in the future, you referred these matters not directly tied to waste, fraud, and abuse to my office for review and action.

Following are the responses to each area of the report:

Allegations of Insensitive Top Management Conduct:
We received allegations of a Caucasian top manager during a meeting directing an African American staffer, in the presence of other staffers, to get him/her a bottle of water; a top manager interrupting a meeting in progress in which he/she was not participating, putting a foot on the desk around which the meeting was being held, using the telephone, and then exiting without apologizing in any way for this conduct; and a Caucasian top manager addressing an African American staffer as “good boy” in the
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presence of others during a retirement event.

CAO Response: We have discussed these allegations with DOCR Management, and as a result, they are working to establish sensitivity training to be provided to those identified in the allegations, including additional staff as necessary, to ensure this behavior does not re-occur and to define the consequences for such actions should they re-occur.

Allegations of Improper Conduct in a Promotional Examination:
We received complaints alleging impropriety in the administration of a DOCR promotional examination in November 2015 by, among other things, an applicant receiving information in advance of the examination and the inappropriate influencing of the examination raters/scorers by others. Also, it appears that those taking the promotional examination were not adequately informed how their scores would be calculated, nor were they told how they ranked in scores.

CAO Response: The promotional process for DOCR is fully administered by the Office of Human Resources (OHR) and DOCR’s participation is limited to check-in for testing and oversight proctoring as needed. This issue was twice investigated. The first investigation was a joint OHR and DOCR internal investigation into the allegations. That investigation did not sustain the complaint. As you know, the Office of the County Attorney (OCA) conducted a second investigation of the matter of impropriety in the administration of the DOCR promotional exam as alleged by an employee involved in the testing, to include testimony under oath, and again, found insufficient evidence to substantiate any of the allegations. The multiple allegations investigated were from a single complainant.

DOCR and OHR held the promotional list in abeyance until April 6, 2016, in recognition of the seriousness of these allegations while the investigation was completed, thus delaying promotions for all individuals on the promotional list. To close this matter, the specific allegations were:

- The complainant alleged that individuals participating in the promotional examination shared the oral interview questions with each other. The investigations found “no evidence “supporting this allegation.

- The complainant alleged that a computer was intentionally tampered with to cause the employee issues with that portion of the testing. The investigation found that standard operating procedures were followed by the individual external to DOCR responsible for the set-up of the computer testing room and that there was no tampering with the computers.

- The complainant alleged that the entire promotional testing process as administered by OHR was to be anonymous in all aspects. There was no evidence found that anonymity was a requirement of the process as advertised to staff in the Personnel Bulletin issued for the promotional testing process and that the allegation was “unsupportable”.

- The complainant alleged that an oral interview assessor had been improperly influenced to provide lower scores to some individuals. Each assessor, who were all external to the County, was interviewed in each investigation and once under oath. They adamantly denied any such conversations or influence by anyone to influence their decisions in this process. OCA found there
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was insufficient information provided by the complainant that would allow them to separate rumor from fact.

- Regarding allegations that the applicants were not adequately informed of how their scores would be calculated, pages three and four of the issued Personnel Bulletin for this testing fully explained the Final Promotional Score and establishment of the Promotional Eligibility List. The investigation determined that perhaps the instructions may have been confusing to some applicants. OHR modified the final scoring matrix of the promotional examination to be clearer for all participants. The current County promotional processes as administered by OHR does not provide for a ranking order of the applicants nor was it intended to do so. The Department receives a list of Well Qualified and Qualified applicants presented in alphabetical order.

Additionally, DOCR developed and held mentoring sessions for interested individuals wishing to seek promotions in the next round of promotional testing in 2017. These sessions were well received and attended by staff at multiple ranks. This is an excellent practice to assure the preparation and understanding of the process for all those participating in the process.

(Refer to Attachment #1: DOCR Mentoring Program for Promotional Testing)

Allegations of Disparate Treatment in Personnel Administration:
We received complaints alleging disparate treatment in the administration of personnel at DOCR. The disparate treatment matters related to or involved duty assignments and the imposition of discipline.

Specifically, as to duty assignments, it was alleged that the assignments in high risk/maximum security units of the correctional facility are made based on race and gender, resulting in only African American females being assigned to those units where female inmates are housed.

As to discipline, it was alleged that favored employees tend to receive less severe or no discipline for similar or more egregious acts.

CAO Response: As noted in your report, you were unable to objectively verify these complaints. Staffing assignment records were, however, reviewed in preparing my response. Correctional Officers bid their shift and facility yearly based on a long-held Union agreement of seniority. There are no bid criteria as to the gender and race of individuals on each shift. Each officer bids freely based on his/her choice. A six-month period of the records of Post Assignment were reviewed for the N2 Housing area in calendar year 2017. The Department must maintain post records of all assignments. There were 184 instances where individuals other than African American females were assigned to the post indicated. Post Assignment is a metric that is routinely reviewed by Command Staff. This is an area that is also periodically reviewed by the Labor Management Relations Committee (LMRC) as established with the Union when or if questions may arise. While staffing factors as previously mentioned have the potential to affect a completely equitable distribution (staff sick leave, training, emergency situations, etc.), the allegation that “only” African American females are assigned to this post is false.

Regarding the referenced disciplinary matters, we concluded that disciplinary matters at DOCR are administered based on the need to maintain a necessary level of safety and security for officers, inmates, employees and public, appropriate behavior and conduct, and the constitutional care of those committed to the custody of the County. Additionally, we confirmed that DOCR management,
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appropriately, does not participate in conversations with its staff concerning the disciplinary matters of others. DOCR fully supports and participates in the County Alternative Dispute Resolution (ADR) process when considering staff discipline. The Department follows a process of internal review to include the assigned County Attorney and review with their assigned Labor Management Specialist.

**Allegations of Information Improperly Included in Personnel and Sick Leave Records:**
We received complaints alleging “unethical operating procedures” at DOCR, including the placement of false information in an employee personnel file; as well as that DOCR sick leave policy is neither clearly communicated nor equitably enforced. It was alleged that false, erroneous, or improper information was placed or maintained in an employee’s personnel file and/or then taken into consideration with respect to promotion or selection for special assignment. Specifically, in one of these instances, it was alleged that non-disciplinary information consisting of a sick leave restriction and a non-work-related court matter were placed in an employee’s file and then used as a basis for denying the employee a promotion.

The complaints concerning imposition of sick leave restrictions involved situations where individuals had been approved and granted sick or family leave and then were subsequently (months or days later) informed that they were being placed on sick leave restriction because they were deemed to have abused leave.

**CAO Response:** DOCR follows the Collective Bargaining Agreement and County Personnel Regulations, as well as its internal policies in the management of personnel files and supervisory files. The personnel/personnel file matter in question is closed, and because the matter concerns a confidential personnel file, other than stating we were unable to independently substantiate the improper placement of information in any employee’s file, we are not able to provide additional details. Sick leave restriction is supported by DOCR and County policy. DOCR has reviewed processes and has worked with the Union and OHR to assure personnel management and records processes are accurate and in accordance with County policies and guidelines.

When mistakes occur, they are addressed. On May 18, 2017, through a collaborative conversation and the LMRC process, DOCR and the Union agreed on a process that would place sick leave restriction documentation in the employees supervisory file for the duration of the restriction. The documentation would not be elevated to the personnel file unless disciplinary action was applied. In 2016, DOCR also implemented a robust Intranet site for departmental employees. Among many other areas, this site provides immediate access to communication, policies, and other information to assist staff in being well informed of all matters related to personnel management.

*(Refer to Attachment #2: DOCR Intranet Site Overview)*

To further assist in the accuracy of timekeeping and scheduling record keeping, DOCR, in cooperation with the Office of Management and Budget, identified funding necessary to purchase Telestaff, the same automated scheduling system used by all other public safety agencies in the County, to automate its internal scheduling and tracking. This system has been a priority of DOCR for more than eight years. Implementing this software will enhance transparency and establish real-time recordkeeping to alleviate DOCR’s current scheduling and tracking challenges that are often paper driven. This program is in the design phase.
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Allegations of Improper Supervisory Direction to Not File an Incident Report:
We received information concerning an allegedly unreported incident involving the use of force against an inmate at the MCCF.

Several complainants separately contacted us alleging that three correctional officers entered an inmate's cell following some improper behavior on the part of the inmate.

Related protocols and/or procedures as understood by the OIG through its inquiry into this incident require, at a minimum, that an incident report be filed whenever officers use force with respect to their oversight of inmates.

CAO Response: This issue was brought to the attention of Director Green and my office June 5, 2017 (OIG case 17-073). The complaint was made to the OIG on May 4, 2017. I would have expected that matters of life safety would be immediately reported so the department having responsibility can respond quickly to incidents where an individual may require medical care or personal safety is in question. As soon as we were made aware, DOCR immediately initiated an investigation into the complaint. I have determined that DOCR has clear written policies and procedures regarding the Use of Force stating, in part, that all parties who witness or participate in a Use of Force scenario are required to individually complete a written report through their chain of command, and any individual that becomes aware of information regarding Use of Force are required to report that information. The investigation into this matter has been concluded, and all involved parties were responded to appropriately.

Decisions of the Merit System Protection Board
As part of its inquiry, the OIG reviewed cases of DOCR disciplinary actions heard by the Merit System Protection Board (Board) for Fiscal Years (FYs) 2013, 2014, 2015 and 2016, the most recent years for which Board cases were reported. We found four cases in which the Board reviewed the merits of DOCR disciplinary actions in rendering its decisions out of a total of ten DOCR related matters reviewed by the Board. The other six matters involved procedural or hiring decisions unrelated to any sort of discipline. Our objective in conducting the review was to identify and acquire a sense of the merit or propriety of DOCR disciplinary actions from the perspective of an independent adjudicator such as the Board.

In two matters, the Board found an insufficient basis for fully upholding the imposed discipline. In the other two matters, the Board found that disparate discipline had been imposed by DOCR in one of the matters and an employee had been misled by DOCR concerning the rights of appeal in another. While we were not able to conclude or find that DOCR’s actions in these matters were intentional, we do see how the instant Board decisions can, at a minimum, foster a perception of inequitable administration of personnel by DOCR management in the eyes of DOCR staff, warranting corrective action going forward.

CAO Response: All decisions of the Merit System Protection Board are published records. In researching the cases referenced by the OIG, we believe we have identified the four cases referenced. Two decisions are from 2013, one decision is from 2014, and another is from 2015. All occurred under the administration of the previous DOCR Director.
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MSPB Case Summaries in Brief

Case 13-04 – This case involved a three-day suspension for an employee who failed to move a vehicle when asked to do so to allow two emergency vehicles to depart the facility and in doing so provided a false statement to supervisors.

The Board reduced a three-day suspension to a two-day suspension. The reduction was based on the charge of false statement to a supervisor not being sustained by the MSPB.

Case 13-08 – The case challenged the director’s decision to impose a 10-day suspension to be taken as a 10% within grade reduction for 800 employee working hours. The case also questioned the County’s use of temporary employees and the notice of rights to appeal issued with the NODA. The Board denied the appeal of the suspension based on a lack of jurisdiction. The department chose to hold the final action in abeyance and through mediation and a meeting with the employee, Warden, and Union, the action was withdrawn by the director on February 26, 2014.

We will ensure that OHR and County departments present accurately all available options so that employees can decide whether it is possible for them to move forward with any sort of appeal or action. OHR addressed the Temporary Employee issue as noted in this case in 2015 Countywide.

Case 14-17 - This case involved the dismissal of an employee who was arrested and charged with crimes associated with the use of heroin while off duty.

The Board ordered the director to revoke a dismissal for a drug paraphernalia conviction and instead demote the individual to the next lowest ranking officer.

Case 15-25 - The case involved the excessive use of the Internet by a supervisor while on duty. The director suspended the supervisor for 30 days and demoted the employee.

Although the appellant essentially admitted that he used the Internet in contravention to the County’s policy, the Board found the technology used to determine Internet usage (software) was not accurate in one case bringing into question the testimony of the DTS Engineer and the accuracy of the technology report. The Board also found the analysis questionable and inconclusive, in part, because of what the Board believed was the vagueness of the policy as to how much time constitutes an excessive amount of time to be on the Internet while on duty. In this matter, the Board upheld the 30-day suspension but rescinded the demotion.

As you know, the administration of supervision in a correctional facility requires a supervisor’s presence throughout the facility while that facility is under the responsibility of that supervisor. It is a basic principle of front-line supervision in a correctional facility.

Employees have the right to engage their Union and the ADR process when discipline is applied. They also maintain the right to forgo this process and choose to engage the MSPB as outlined in these cases.
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**Comparative Analysis**
Statistical information acquired by OIG from DOCR indicated that a significant percentage (17%) of DOCR employees were cited for various disciplinary actions over a two-year period. We were not able to determine if this level of disciplinary actions is excessive or typical of similar institutions. Accordingly, we were unable to draw conclusions on the data provided.

**CAO Response:** All matters of discipline within the County follow a strict review process. This process includes close collaboration with the departmental County Attorney and assigned OHR Labor Specialist and communication with the employee and Union representative. Please note that DOCR works collaboratively with MCGEO Local 1994 and provides routine access for Union representatives to review investigative-related and other information utilized to establish the level of discipline imposed. DOCR could not validate the statistics noted by the OIG, not knowing the process for counting this material. In 2015, the DOCR Director and Administration implemented reviews and metrics to monitor this area and many other facets of DOCR operation in a transparent manner.

Relatively, we have found that DOCR actively supports the County’s ADR because it is viewed as important and essential in ensuring that each employee is afforded the opportunity, along with their Union, to contest the facts and/or propose an alternative level of discipline. DOCR also has a process of resolution prior to the hearing that can be utilized to resolve matters. A review of ADR data is included as an attachment to this response.

*(Refer to Attachment #3: DOCR ADR Information 2011-2017)*

I have also attached the memorandum sent to DOCR staff detailing the findings and next steps of an Appreciative Inquiry (AI) Intervention that was conducted to identify what DOCR employees need to be engaged, happy, and empowered. DOCR has been actively engaged in many areas of work to implement the principles of the AI. We will continue to support the department’s efforts to implement change in the areas identified as important to staff.

*(Refer to Attachment #4: Memorandum Regarding AI Findings and Next Steps)*

Finally, we remain fully confident in Director Green’s leadership to uphold the highest standards while accomplishing the DOCR’s mission; in fairly and respectfully managing DOCR’s employees; in the lawful supervision of the populations housed within the County’s correctional facilities; and in maintaining the overall condition of County’s correctional facilities.

Thank you again for your efforts on this memorandum. If you have further questions, please contact Fariba Kassiri, Assistant Chief Administrative Officer, at (240) 777-2512 or Fariba.Kassiri@montgomerycountymd.gov.

TLF: tb

c: Fariba Kassiri, Assistant Chief Administrative Officer
   Robert Green, Director, Department of Correction and Rehabilitation
MENTORING PROGRAM
FOR PROMOTIONAL TESTING

Training and Tips in Preparing for Examination

The DOCR Human Resources Section is proud to announce the kickoff of the mentoring program for promotional testing in the uniformed ranks and course offering. This new promotional mentoring program will assist employees wishing to prepare for promotional examination within the Sergeant, and Lieutenant ranks. We will start with a kickoff speech by a Montgomery County Police Department Mentor, Police Commander, David Anderson. He will emphasize the importance of addressing KSA’s and understanding dimensions. Later, DOCR HR Staff will give Tips on How to Study for Multiple Choice Testing. The class will end with Montgomery County OHR providing the Basics of Resume Writing. Kickoff and Course will be held on Monday, July 10, 2017 in the MCCF Community/Roll Call Room from 8 AM until 4:30 PM.

The Lieutenant’s examination is scheduled for Fall, 2017 (September) and the Sergeants will be held during the Spring, 2018 (TBD).

To register, please have your supervisor coordinate your attendance directly with the Training and Professional Development Section (240-773-9708).
MONTGOMERY COUNTY GOVERNMENT
DEPARTMENT OF CORRECTION AND REHABILITATION

DOCR COMMUNICATION
INTRANET
The Office of the Director of the Department of Correction and Rehabilitation (DOCR) includes Robert Green, Director, and Sherry Thompson, Senior Executive Administrative Assistant.

The Director develops, implements, and evaluates correction and rehabilitation policies and programs by directing subordinate managers to operate secure facilities for the incarceration of all pre-trial, sentenced, and sentenced prisoners committed by the Court. The operation of a treatment oriented Pre-Release Center and home detention program for selected offenders as an alternative to incarceration provide medical, educational, other social services, and community release programs to meet basic human needs and ensure rights of prisoners. The integration of incarcerated individuals into the community through work release programs and individual counseling provide an alternative community service program for offenders deemed least likely to repeat their offenses and ensure a sensitivity exists for victim issues and community based concerns.

The work of the correctional and rehabilitation program requires consideration of societal, reintegration, public safety, and community issues and impacts, and development of strategies that accommodate conflicting objectives from a variety of organizations, groups, and individuals. It is essential to the mission of the County Government and affects all residents in the County from a public safety perspective.
DOCIR IMPORTANT COMMUNICATION

- Director Video Communication

  DIRECTOR'S VIDEO COMMUNICATION

  Welcome to DOCIR

- Director Blog

  Director's Blog

  A Thought To Ponder
  Monday, March 27, 2017

  *Is the saying, "if you have nothing nice to say, say nothing at all," worthwhile to live up to?*

  "You are the master of your spoken words, but a slave to the words you have spoken." - Winston Churchill

- Email Communication

  IMPORTANT EMAIL COMMUNICATION

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<td>Commission on Veterans Affairs 2017 Annual Report</td>
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ANNOUNCEMENTS

Announcements
Alert Montgomery DOCR Event Calendar Special Announcements

EVENT CALENDAR
+ + January 2018
SUNDAY MONDAY TUESDAY WEDNESDAY THURSDAY FRIDAY SATURDAY
31 1 2 3 4 5 6
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TELEPHONE DIRECTORY

TELEPHONE DIRECTORY

Montgomery County Government Telephone Directories
- Montgomery County Employee's Phone Directory (Enrollable)
- Montgomery County Phone Book (General Information)

DOCR Staff Telephone Directories

<table>
<thead>
<tr>
<th>Office</th>
<th>Date Updated</th>
<th>Contact Person</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directors Office Staff Telephone List</td>
<td>December, 2018</td>
<td>Sherry <a href="mailto:Thompson@montgomerycountymd.gov">Thompson@montgomerycountymd.gov</a> 240-777-9676</td>
</tr>
<tr>
<td>MOCF Staff Telephone List</td>
<td>June, 2017</td>
<td>Sherry <a href="mailto:Thompson@montgomerycountymd.gov">Thompson@montgomerycountymd.gov</a> 240-777-9676</td>
</tr>
<tr>
<td>MOCF Staff Telephone List</td>
<td>June, 2017</td>
<td>Beth Dorn <a href="mailto:Bcrscot@montgomerycountymd.gov">Bcrscot@montgomerycountymd.gov</a> 240-777-9676</td>
</tr>
<tr>
<td>Management Services Staff Telephone List</td>
<td>December, 2018</td>
<td>240-779-6145</td>
</tr>
<tr>
<td>PTS Staff Telephone List</td>
<td>September, 2017</td>
<td>240-777-9456</td>
</tr>
<tr>
<td>FYBO Staff Telephone List</td>
<td>September, 2017</td>
<td>méthue Lee mé<a href="mailto:thueLee@montgomerycountymd.gov">thueLee@montgomerycountymd.gov</a> 240-773-4241</td>
</tr>
</tbody>
</table>
**DOCR Human Resources and Training and Professional Development**

The Human Resources, Training and Professional Development team conducts new employee orientation, supervisory training, specialized training that focuses on the job that an employee currently holds or may potentially hold in the future. In addition to developing employees, the team is responsible for employee relations, labor and management relationships, performance management, recruitment, backgrounds and staff logistical to include attracting, hiring, promoting individuals. In providing these services, this section is dedicated to clear communication, progressive thinking, and resourceful solutions toward meeting departmental goals and objectives. They take a leadership role in providing services that support the Department by promoting the concept that employees are the cornerstone to DOCR’s success. Therefore, the team designs short and long term workforce development strategies within the department to enhance the fulfillment and performance of employees.

**Mission Statement**

The Department of Correction and Rehabilitation’s Human Resources, Training and Professional Development Section is committed to providing quality service in a professional and consistent manner. By providing these services, this section is dedicated to clear communication, progressive thinking, and resourceful solutions toward meeting departmental goals and objectives.

**Who Do I Contact in DOCR Human Resources and Training and Professional Development**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Contact Person</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oversight and Management of HR Section and Training and Professional Development Unit</td>
<td>Lourdes Gutierrez</td>
</tr>
<tr>
<td>Organizational, Supervisory, and Leadership Development</td>
<td>Human Resources Manager</td>
</tr>
<tr>
<td>Labor Relations and Bargaining</td>
<td>DOCR Human Resources Section, Background Investigations and Training and Professional Development</td>
</tr>
<tr>
<td>EDOC</td>
<td><a href="mailto:office.gutierrez@montgomerycountymd.gov">office.gutierrez@montgomerycountymd.gov</a></td>
</tr>
<tr>
<td>Net Annual Work Hours (NAWH)(State/County)</td>
<td>240-777-9985</td>
</tr>
<tr>
<td>Personnel/Ogle Transactions</td>
<td>Arceil Simons</td>
</tr>
<tr>
<td>Hires</td>
<td>Human Resources Assistant</td>
</tr>
<tr>
<td>Promotions</td>
<td><a href="mailto:Arceil.simons@montgomerycountymd.gov">Arceil.simons@montgomerycountymd.gov</a></td>
</tr>
<tr>
<td>Job Advertisements</td>
<td>240-777-9965</td>
</tr>
<tr>
<td>Instructors Development</td>
<td>Destry Carrie Wettly</td>
</tr>
<tr>
<td>Instructor Certification</td>
<td>Training Manager</td>
</tr>
<tr>
<td>CPR/First Aid/AED</td>
<td><a href="mailto:destry.carrie@montgomerycountymd.gov">destry.carrie@montgomerycountymd.gov</a></td>
</tr>
<tr>
<td>Department</td>
<td>240-777-3305</td>
</tr>
<tr>
<td>Firearms/Related Items/Questions/Comments/Concerns etc</td>
<td></td>
</tr>
<tr>
<td>Enrollment in Apprenticeship Program</td>
<td></td>
</tr>
<tr>
<td>Academy Registrations</td>
<td></td>
</tr>
<tr>
<td>Promotional Examinations (PFC, CPL, Firearms)</td>
<td></td>
</tr>
<tr>
<td>General Training Questions/Concerns</td>
<td></td>
</tr>
<tr>
<td>Background Investigations for Applicants, Contractors, CVs and Interns</td>
<td>Patricia Humphrey</td>
</tr>
<tr>
<td>Job Fairs</td>
<td>Background Investigator</td>
</tr>
<tr>
<td></td>
<td><a href="mailto:Patricia.humphrey@montgomerycountymd.gov">Patricia.humphrey@montgomerycountymd.gov</a></td>
</tr>
<tr>
<td></td>
<td>240-777-9722</td>
</tr>
<tr>
<td>General Training and Staff Development Topics</td>
<td>Sik Girk Day</td>
</tr>
<tr>
<td>Field Training Officer Program</td>
<td>Departmental Training Coordinator</td>
</tr>
<tr>
<td>Private First Class and Corporal Promotional Information and Testing</td>
<td>Sik Girk Day</td>
</tr>
<tr>
<td></td>
<td><a href="mailto:sik.girk@montgomerycountymd.gov">sik.girk@montgomerycountymd.gov</a></td>
</tr>
<tr>
<td></td>
<td>240-777-3304</td>
</tr>
</tbody>
</table>
Supervisory Resources

DOCR Supervisory Resources
Please Note: In order to access files you need network security permission.

IP Supervision Reports
Delegation Services (RACDC and RACCS)
Pre-Release and Reentry Services
Pre-Trial Services
Management Services
Family Medical Leave Act
PMRA Report

Multilingual Language
Multilingual Certification List
Performance Evaluations Reports

Inmate Support - Drug Alcohol Abuse Testing
Drug Alcohol Abuse Testing Flowchart
Drug Alcohol Testing Authorization Forms

DOCR Current Job Openings

Current Job Openings
This will provide you information specific to job opportunities available within the department that are currently posted on the Montgomery County Career Opportunities web page. To search available opportunities and to apply on-line follow this link: Montgomery County Career Website.

REMEMBER: Policy and Procedure 3000-62, Recruitment Incentive Award allows for employees who successfully sponsor the employment of a Correctional Officer, Resident Supervisor, or a Correctional Health Nurse to be eligible to receive a financial incentive award. PLEASE READ THE POLICY AND PROCEDURE COMPLETELY.

If you are interested in a job opportunity listed below, we encourage you to apply or share it with someone who may be interested in the position. NOTE: If you are interested in a lateral transfer or are willing to consider a voluntary demotion into any position, you must apply via the Montgomery County Career Opportunities website.

To view any of the vacancies below, please click on the job title and you will be redirected to the complete posting.

DOCR Classification List

- Montgomery County Classification Plan
- Salary Schedule

[Table]

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountant/Auditor II</td>
<td>21/23</td>
</tr>
<tr>
<td>Administrative Specialist II</td>
<td>21/23</td>
</tr>
<tr>
<td>Correctional Deputy Officer II</td>
<td>18</td>
</tr>
<tr>
<td>Correctional Deputy Supervisor</td>
<td>22</td>
</tr>
<tr>
<td>Correctional Health Nurse II</td>
<td>24</td>
</tr>
<tr>
<td>Community Correctional Nurse</td>
<td>25</td>
</tr>
<tr>
<td>Correctional Officer I</td>
<td>22/44/53</td>
</tr>
<tr>
<td>Correctional Records Coordinator</td>
<td>17</td>
</tr>
<tr>
<td>Correctional Shift Commander - Lieutenant</td>
<td>21</td>
</tr>
<tr>
<td>Correctional Specialist I</td>
<td>29/22</td>
</tr>
<tr>
<td>Correctional Specialist II</td>
<td>34</td>
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</table>
EMPLOYEE HEALTH WELFARE AND SAFETY

Family Medical Leave Act (FMLA)

Montgomery County Family Medical Leave Act (FMLA)

For employees who have been employed for at least 12 months and have worked for at least 1,250 hours in the 12 months prior to the date the leave is taken, the employee is entitled to up to 12 weeks of protected leave over a 12-month period. FMLA leave for an employee and family members includes medical reasons, pregnancy, and family emergency medical reasons. FMLA leave may be granted to an employee for their own serious health condition, as well as to care for a family member with a serious health condition.

Workers Compensation

Employers must provide workers' compensation insurance to employees. If an employee is injured on the job, they are entitled to benefits through their employer's workers' compensation insurance. If the injury is not covered by workers' compensation, the employee may have a personal injury claim.

Parental Leave

It is recommended that employees take parental leave within the first 12 months of the child's birth. This period does not count against the employee's FMLA leave entitlement. Parents who take parental leave have the option of returning to their previous position or being offered a temporary or permanent position with equivalent benefits.

Sick Leave Bank

The Sick Leave Bank (SLB) is a bank of hours that employees can use to cover sick days. Employees can request up to 10 hours of sick leave per year. The SLB is funded by a percentage of each employee's pay, and the hours are available to cover both personal and family sick days.

pg. 7
# DOCR Application Systems Training Documents

## DOCR Application Systems Training Documents

### Reporting Problems/Issues/Suggestions
- **Incident/Problem ID**: [Insert ID]
- **Date & Time Occurred**: [Insert Date & Time]
- **Location & Details of Incident**: [Insert Details]
- **Signature**: [Insert Signature]

### CJCMS – Criminal Justice Case Management System

#### Training Documents
- [Link to CJCMS Training]

### CRLAS – Correction and Rehabilitation Information Management System

#### Training Documents
- [Link to CRLAS Training]

### PAMS – Jail Management System

#### Training Documents
- [Link to PAMS Training]

### Work Flows
- [Link to Work Flows]

### Quick Guides
- [Link to Quick Guides]

---

*Page 9*
**IT’S ABOUT YOU**

This section will provide staff access to recent events and programs in text and pictures. If you want to share pictures or videos you have taken during department functions, please forward them to the Human Resources Manager, Donna Collins at donna.collins@orangecounty.ca.gov.

**CORPORAL PRISCILLA SCOTT**

Corporal Priscilla Marie Scott Obituary

---

**WELCOME DOCS NEW EMPLOYEES**

**JANUARY 2020**

<table>
<thead>
<tr>
<th>Name</th>
<th>Area / Role</th>
<th>Department</th>
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</thead>
<tbody>
<tr>
<td>Israel Smith</td>
<td>Correctional Officer</td>
<td>Correction Services</td>
</tr>
<tr>
<td>Valerie Stern</td>
<td>Correctional Specialist</td>
<td>Community Corrections</td>
</tr>
</tbody>
</table>

**ACADEMY GRADUATES**

2018 Academy Graduates - Class 18-46

Congratulations to the Distinguished Graduates with Grade Point Average of 90% or higher and on demand to attend the Graduation Ceremony:

- Rachel Cook
- Derek May
- Jason Forteza
- Samuel Wilson
- Kevin White
- Robert Wilkes

---

**DOCS EMPLOYEES DOING GOOD WORK**

Community Corrections Domestic Violence Walk held on Friday, October 27th, 2017

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Appendix A
Page 22

Race for the Cure in honor of Cpl. Donna Jones, October 15, 2017

Special Olympics Montgomery County Maryland

Charity Basketball Game

The Nadim Khan Memorial Homeless Resource Day
Appendix A
Page 23
Labor & Employee Relations

Labor and Employee relations encompasses many aspects of the daily operations that occur in the Office of Human Resources. Also included in this section you will find information on Disability Case Management, Occupational Medical Services.

Choose from a tab below to get started.

- Labor Agreements
- Management Guidance Bulletins
- Labor
- Disability Case Management

Provides employees covered by a Collective Bargaining Agreement their most up-to-date version of the document for each respective union in Montgomery County Government.

UNION INFORMATION

- Labor Agreements
- UFCW Local 1994 MCCEO
  609 S. Frederick Avenue, Suite 200
  Gaithersburg, Maryland 20877
  Telephone: 301-977-2447 | FAX: 301-977-6732
- Associate Coordinator/Field Services Representative
  L. Wilson-Jackson, Esq.
  LWilson-Jackson@mcato.org

DOCR SHOP STEWARD CONTACT

Detention Services
Montgomery County Detention Center | 340-777-9810

<table>
<thead>
<tr>
<th>Contact Person</th>
<th>Location</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Solomon Ajibade</td>
<td>MCDC</td>
<td><a href="mailto:Solomon.Ajibade@montgomerycounty.md.gov">Solomon.Ajibade@montgomerycounty.md.gov</a></td>
</tr>
<tr>
<td>Peter Gang</td>
<td>MCDC</td>
<td><a href="mailto:Peter.Gang@montgomerycounty.md.gov">Peter.Gang@montgomerycounty.md.gov</a></td>
</tr>
<tr>
<td>Alinda Nash</td>
<td>MCDC</td>
<td><a href="mailto:Alinda.Nash@montgomerycounty.md.gov">Alinda.Nash@montgomerycounty.md.gov</a></td>
</tr>
<tr>
<td>Carlos Taylor</td>
<td>MCDC</td>
<td><a href="mailto:Carlos.Taylor@montgomerycounty.md.gov">Carlos.Taylor@montgomerycounty.md.gov</a></td>
</tr>
<tr>
<td>John Vogelpohl</td>
<td>MCDC</td>
<td><a href="mailto:John.Vogelpohl@montgomerycounty.md.gov">John.Vogelpohl@montgomerycounty.md.gov</a></td>
</tr>
</tbody>
</table>
# DATA DASHBOARD

The DOCR Data Dashboard provides quick links and views of the Department’s Data Analysis on Community Corrections, Detention Services, Management Services, Procurement/Contract and Budget Data as well as pertinent County Public Safety Data.

## BUDGET INFORMATION
- DOCR Approved/Actual Budget
- FY17 - DOCR Storyboard OMB Meeting
- Budget Montgomery
- Spawling Montgomery
- Public Safety Operating Budget

## DETENTION SERVICES
- 2017 - MCCDC and MCCF Critical Incident Summary

## OVERTIME
- MCCDC and MCCF Overtime Drafts

## CPU DAILY INTAKE
- FY18 - CPU Processing Per Day
- FY18 - CPU Intakes Per Shift
- FY18 - CPU Activity Related to Intake
- FY17 - CPU Processing Per Day
- FY17 - CPU Intakes Per Shift
- FY17 - CPU Activity Related to Intake

## TRANSPORTS
- FY18 - Emergency/Urgent Transports
- FY17 - Emergency/Urgent Transports

## WEEKENDERS
- 2017 Weekenders Duties

## CPU MEDICAL REFUSALS
- FY18 - CPU Refusals YTD
- FY18 - CPU Refusals Overall YTD
- FY17 - CPU Refusals YTD
- FY17 - CPU Refusals Overall YTD
- FY16 - CPU Refusals
- FY15 - CPU Refusals

## PUBLIC SAFETY INFORMATION
- Montgomery County Council Public Safety Committee
- Montgomery County Police

## MENTAL HEALTH
- FY18 - Mental Health YTD
- FY18 - CATS and HHS Mental Health
- FY17 - Mental Health YTD
- FY17 - CATS and HHS Mental Health
BUDGET PACKAGES

- FY17
- FY18
- FY23
- FY24
- FY25
- FY12

BUDGET PRESENTATIONS

- FY17 - DOCR Storyboard OMB Meeting

APPRECIATIVE INQUIRY

Our working motto is "Every Voice Matters". Appreciative Inquiry (AI) focuses the search for the best in people, the organization, and the relevant world around us. AI involves the art and practice of asking questions that strengthen a system’s capacity to appraise, anticipate, and heighten our positive potential. AI looks at organizations not as problems to be solved, but as places of undeniably human potential. Ideas and innovations that can collectively create a better future for all. AI is an inclusive and transparent style of discussion to help make values everyone a reality. To AI the arduous task of intervention gives way to the speed of imagination and innovation; instead of negation, criticism, and splintering diagnosis, there is discovery, dream, and design. If you have any questions, please contact Barbara Talley at alancyvictormatter@gmail.com

APPRECIATIVE INQUIRY INFORMATION

<table>
<thead>
<tr>
<th>Date</th>
<th>Title</th>
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<tbody>
<tr>
<td>5/3/2016</td>
<td>New DOCR Training Initiative</td>
</tr>
<tr>
<td>5/4/2016</td>
<td>Appreciative Inquiry Findings and Next Steps</td>
</tr>
<tr>
<td>5/18/2017</td>
<td>Senior Management Meeting</td>
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<tr>
<td>4/30/2017</td>
<td>Senior Management Retreat</td>
</tr>
<tr>
<td>6/1/2017</td>
<td>Senior Management Training</td>
</tr>
<tr>
<td>6/19/2017</td>
<td>Leadership's Training Retreat</td>
</tr>
<tr>
<td>7/10/2017</td>
<td>Promedical Mentoring Program</td>
</tr>
<tr>
<td>7/10/2017</td>
<td>New Employee Feedback Session began</td>
</tr>
<tr>
<td>7/19/2017</td>
<td>Pilot Schedule Presentation</td>
</tr>
<tr>
<td>7/26/2017</td>
<td>Leadership Follow-Up Training</td>
</tr>
<tr>
<td>8/24/2017</td>
<td>Second Promedical Mentoring Program</td>
</tr>
</tbody>
</table>

LEAVE REQUEST

[Image of Apps and Applications]
LABOR MANAGEMENT RELATIONS COMMITTEE

LABOR MANAGEMENT RELATIONS COMMITTEE (LMRC)

Labor Management Relations Committee (LMRC) are joint committees that offer the parties the opportunity to guide the labor-management relationship in a positive direction, to facilitate communication between the parties, and to address issues and concerns in a proactive fashion. LMRCs manage the labor-management relationship during those periods between contract negotiations periods. An effective LMRC can be an investment that can help avoid the expenditure of much greater resources in conflicts, miscommunication and litigation. The MCSEO–Montgomery County collective bargaining agreement (CBA) requires that there be a County-wide LMRC and LMRCs at the department level. The existence of division-level LMRCs satisfies the requirement for a department LMRC.

DETENTION SERVICES LMRC MEETING MINUTES

- February 6, 2017
- August 23, 2017
- August 24, 2016

COMMUNITY CORRECTIONS LMRC MEETING MINUTES

GRIEVANCE

<table>
<thead>
<tr>
<th>SUBJECT</th>
<th>DATE ISSUED</th>
<th>CASE RESOLVER</th>
<th>UNION REPRESENTATIVE</th>
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<tbody>
<tr>
<td>Sick Leave Restriction Notice</td>
<td>04/26/2017</td>
<td>George Lacy</td>
<td>Lisa Blackwell</td>
</tr>
</tbody>
</table>

HEALTH AND WELLNESS

Employee Assistance Program (EAP)

LiveWell Wellness

Virgin Pulse

Occupational Safety and Health Administration (OSHA) and the National Institute for Occupational Safety and Health (NIOSH)

LiveWell Classes

News and Events

pg. 19
CRITICAL INCIDENT STRESS MANAGEMENT

The CISM team provides employees with immediate confidential support following incidents with significant emotional distress. We also work to help the department build resilience to distress and increase employees’ abilities to bounce back from distress by educating and encouraging employees to engage in stress management and positive coping skills.

RESOURCES

<table>
<thead>
<tr>
<th>Title</th>
<th>Date Updated</th>
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<tbody>
<tr>
<td>CISM Notification Memo</td>
<td>11/25/2015</td>
</tr>
<tr>
<td>CISM Policy 3000-60</td>
<td>8/7/2015</td>
</tr>
</tbody>
</table>

Publications

- 7 Ways to Prevent Holiday Stress — For Your Children - Harvard Health Blog - Harvard Health Publishing
- 8 Ways to Keep Fit Outside the Gym This Winter
- A Holiday Advisory For Your Emotions - Harvard Health
- Boost the Health of your Holiday Buffet - Harvard Health
- Stay Mindful with 4 Tips for Holiday Eating

CISM TEAM

Meet the DOCR Critical Incident Stress Management Team

FREQUENTLY USED PHONE NUMBERS

<table>
<thead>
<tr>
<th>Department</th>
<th>Telephone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>CATS (Main)</td>
<td>(240) 777-9046</td>
</tr>
<tr>
<td>CPU</td>
<td>(240) 777-9795</td>
</tr>
<tr>
<td>District Court Clerks</td>
<td>(301) 279-1461</td>
</tr>
<tr>
<td>Expeditor (MCOR)</td>
<td>(240) 773-9810</td>
</tr>
<tr>
<td>Gaithersburg Parole and Probation</td>
<td>(240) 386-2600</td>
</tr>
<tr>
<td>Help Desk</td>
<td>(240) 777-2828</td>
</tr>
<tr>
<td>Intake Control (MCDC)</td>
<td>(240) 777-9811</td>
</tr>
</tbody>
</table>
Department of Correction and Rehabilitation ADR Information

For Years 2011 through 2017 to date

Office of Human Resources, Montgomery County Government
Total Number of Hearings Requested to ADR

DOCR ADR Information
- Hearing
- Settled Prior to ADR

- 2011: 8 hearing, 9 settled
- 2012: 6 hearing, 13 settled
- 2013: 14 hearing, 54 settled
- 2014: 9 hearing, 7 settled
- 2015: 4 hearing, 15 settled
- 2016: 2 hearing, 11 settled
- 2017 to date: 6 hearing, 8 settled

Office of Human Resources, Montgomery County Government
2013

Went to Hearing
- Dismissals
- 3 Day Suspension
- 2 Day Suspension
- 5 Day Suspension
- 10 Day Suspension
- Suspension Pending Criminal Investigation
- 1 Day Suspension

Settled Prior to Hearing
- 5 Day Suspension
- 3 Day Suspension
- 10 Day Suspension
- 2 Day Suspension
- Dismissal

Office of Human Resources, Montgomery County Government
2015

Went to Hearing
- 5 Day Suspension
- 3 Day Suspension
- 7 Day Suspension
- 1 Day Suspension
- Suspension Pending Criminal Investigation

Settled Prior to Hearing
- 5 Day Suspension
- 2 Day Suspension
- 1 Day Suspension
- Dismissal

Office of Human Resources, Montgomery County Government
2017 to Date

Went to Hearing
- Dismissals
- 3 Day Suspension
- 1 Day Suspension
- Suspension Pending Criminal Investigation

Settled Prior to Hearing
- 5 Day Suspension
- 2 Day Suspension
- 1 Day Suspension
- Dismissal

Office of Human Resources, Montgomery County Government
MEMORANDUM

Wednesday, March 08, 2017

TO: Department of Corrections and Rehabilitation,
    Montgomery County Correctional Facility Staff

FROM: Shawn Y. Stokes, Director
      Office Human Resources

FROM: Gino Renne, President
      MCSEO, Local 1994

SUBJECT: Appreciative Inquiry Findings and Next Steps

In July 2016, Barbara Talley of Montgomery College began conducting an
Appreciative Inquiry (AI) intervention at the Department of Corrections and Rehabilitation
(DOCR) Montgomery County Correctional Facility (MCCF). The objective of the AI
intervention is to identify what employees need to be engaged, happy and empowered. We
wanted to implement a revolutionary change process that involved everyone, heard everyone and
appreciated everyone. The provocative proposition – or desired outcome – for this change
process is, *Every Voice Heard; Every Voice Matters!*

Thank you to everyone who participated in the interview and focus group
sessions. We heard from an overwhelming 91% of the MCCF employees. Your input and
feedback will help shape the future of MCCF. I would also like to thank Barbara Talley, of
Montgomery College, for leading the AI intervention and coordinating the effort to engage
MCCF employees.

The first phase of the AI intervention was the listening phase. We heard your
corns, suggestions and what matters most to you. The chart below highlights the 35 topics
identified by MCCF employees and shows the combined totals of all votes for a topic, based on
1,333 total votes cast in the interviews and focus groups during the colored dot exercise. The
column labeled *Voted Most Important* includes the number of votes cast using a single big
colored dot. Participants were also given small colored dots to prioritize the topics and had the
option of placing all their votes on one topic or spreading the votes out among the topics, ranking them in order of importance (e.g., yellow ranked first, green ranked second, etc.).

<table>
<thead>
<tr>
<th>Topic</th>
<th>Voted Most Important</th>
<th>Yellow 1st</th>
<th>Green 2nd</th>
<th>Red 3rd</th>
<th>Blue 4th</th>
<th>Purple 5th</th>
<th>Totals</th>
<th>%</th>
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</thead>
<tbody>
<tr>
<td>1. Leadership</td>
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<td>11</td>
<td>15</td>
<td>12</td>
<td>20</td>
<td>13</td>
<td>109</td>
<td>7%</td>
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<td>2. Fairness</td>
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<td>14</td>
<td>12</td>
<td>10</td>
<td>18</td>
<td>16</td>
<td>97</td>
<td>6%</td>
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<td>3. Scheduling</td>
<td>25</td>
<td>19</td>
<td>14</td>
<td>18</td>
<td>13</td>
<td>11</td>
<td>87</td>
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<tr>
<td>4. Camaraderie</td>
<td>9</td>
<td>11</td>
<td>12</td>
<td>9</td>
<td>15</td>
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</table>

The next phase of the AI intervention is the action phase when we begin to address the issues that you identified. Your role, as an MCCF employee, is to become a part of implementing the change that you would like to see. Additional data will be available in training sessions and to those engaged employees who want to help move the organization forward.

Ms. Talley will help move this effort forward with you, Director Green the DOCR MCCF leadership team and other outside stakeholders as necessary. Your participation in this process is key to its success and the work cannot be accomplished without you. I encourage you to get involved with the action teams that will be created to begin addressing the topics. If you have any questions, or if you’d like to volunteer to participate in some way, please contact Barbara Talley at ai.everyvoicematters@gmail.com.

We are excited about work ahead and look forward to seeing the MCCF team continue to build a thriving culture.
If you are aware of fraud or misconduct in County government activities, contact the County Inspector General

Confidential OIG Hotline: 240 777 7644
ig@montgomerycountymd.gov

Edward L. Blansitt III
Inspector General

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Rockville, Maryland 20850
240 777 8240
montgomerycountymd.gov/oig