

Final
Advisory
Memorandum

Department of Correction and Rehabilitation Personnel Complaints and Allegations

Report # OIG-18-002

August 11, 2017

Montgomery County Maryland
Office of the Inspector General



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OFFICE OF THE INSPECTOR GENERAL

FINAL CONFIDENTIAL ADVISORY MEMORANDUM

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 concerns¹.

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. We

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.

Appendix A: Chief Administrative Officer's Response

The response of the Chief Administrative Officer, including attachments, follows in its entirety.



OFFICE OF THE COUNTY EXECUTIVE

Isiah Leggett
County Executive

Timothy L. Firestine
Chief Administrative Officer

MEMORANDUM

January 26, 2018

TO: Edward L. Blansitt, Inspector General

FROM: Timothy L. Firestine, Chief Administrative Officer *Timothy L. Firestine*

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 if, 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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montgomerycountymd.gov/311 **311** ANSWERING TO YOU Maryland Relay 711

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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.

Relatedly, 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

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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).

**Kickoff Speech by
MCPD Commander
and Mentor**

**Understanding the
Knowledge, Skills
and Abilities (KSA's)
Required**

**Understanding
Dimensions**

**Tips on How to Study
for Multiple Choice
Tests**

**Basic Resume
Writing**

Department of Correction
and Rehabilitation

Human Resources Section

240-777-9759

Ivonne Gutierrez

Human Resources
Manager

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MONTGOMERY COUNTY GOVERNMENT
DEPARTMENT OF CORRECTION AND REHABILITATION

DOCR COMMUNICATION INTRANET



DEPARTMENT OF CORRECTION AND REHABILITATION
INTRANET HOME SITE

Office 365 | SharePoint



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DOCR ADMINISTRATION



Robert Green, Director
Director's Office

Suzi Malagari, Warden
Detention Services
Montgomery County Detention Center
Montgomery County Correctional Facility

Angela Talley, Division Chief
Community Corrections
Pre-Release and Parole Services
Pre-Trial Services

Kaye Beckley, Division Chief
Management Services

INFORMATION

- HACO Awards 2017
- **DOCR Employee Awards (May 9, 2017)**
More photos from the event may be viewed here on the County's Flickr album
- National Correctional Employee Week (May 7-13, 2017)

ACCREDITATIONS

- American Correctional Association
- Correctional Education Association
- Maryland Commission on Correctional Standards
- Prison Rape Elimination Act

QUICK LINKS

- DOCR Performance Plan
- DOCR HR and Career Information
- DOCR Data Dashboard
- DOCR News
- DOCR Internet Home Page
- Divisions
- Frequently Asked Questions
- Informal Solicitations
- Links of Interest
- Programs and Services
- Population Report
- Volunteer Information
- Contact Us

DIRECTOR'S OFFICE

DETENTION SERVICES

COMMUNITY CORRECTIONS

MANAGEMENT SERVICES

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

The Director develops, implements, and evaluates County correction and rehabilitation policies and programs by directing subordinate managers to: operate secure facilities for the incarceration of all pre trial, unsentenced, and sentenced prisoners committed by the Courts; operate 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; facilitate 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 victims' issues and community based concerns.

The work of directing the correctional and rehabilitation program requires consideration of societal, rehabilitation, public safety, and community issues and impacts, and development of solutions 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.

pg. 1



DOCR IMPORTANT COMMUNICATION

- Director Video Communication

DIRECTOR'S VIDEO COMMUNICATION

Welcome to DOCR

- Director Blog



- Email Communication

IMPORTANT EMAIL COMMUNICATION			
+ new item or edit this list			
All Communications All Items ... Find an item: <input type="text"/> SAVE THIS VIEW			
✓ 	Title	Division	Comment
1/5/2018	FMLA Guidance - New Requests and Recertifications	... Management Services	On Behalf of Director Robert Green
12/1/2017	Commission on Veterans Affairs 2017 Annual Report	... Director	On Behalf of Director Robert Green
11/24/2017	Supervisory Change in the Central Processing Unit	... Detention Services	On Behalf of Director Robert Green
11/7/2017	FW: Salsa Dance Lesson - Employee Giving Campaign Activity	... Director	On Behalf of Director Robert Green
10/10/2017	Celebrating Skills	... Director	On Behalf of Director Robert

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
7	8	9	10	11	12	13
					+ Add	

TELEPHONE DIRECTORY

TELEPHONE DIRECTORY

Montgomery County Government Telephone Directories

- [Montgomery County Employee's Phone Directory \(Searchable\)](#)
- [Montgomery County Phone Book \(General Information\)](#)

DOCR Staff Telephone Directories

Division	Date Updated	Contact Person
Director's Office Staff Telephone List	December, 2016	Sherry Thompson Sherry.Thompson@montgomerycountymd.gov 240-777-9976
MCCT Staff Telephone List	June, 2017	Sherry Thompson Sherry.Thompson@montgomerycountymd.gov 240-777-9976
MCDC Staff Telephone List	June, 2017	Beth Dart Frances.Dart@montgomerycountymd.gov 240-777-9968
Management Services Staff Telephone List	December, 2016	240-773-9745
PTS Staff Telephone List	September, 2017	240-777-5406
PRSS Staff Telephone List	September, 2017	Madhika Lee Madhika.Lee@montgomerycountymd.gov 240-773-4241

DOCR HUMAN RESOURCES AND TRAINING AND PROFESSIONAL DEVELOPMENT

DOCR Human Resources +

- DOCR HR
- DOCR Current Job Openings
- DOCR Classification Information
- Supervisory Resources
- Essential Employee List
- Who to Contact

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 staffing logistics 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 services in a professional and consistent manner. In 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

Topic	Contact Person
<ul style="list-style-type: none"> • Oversight and Management of HR Section and Training and Professional Development Unit • Organizational, Supervisory and Leadership Development • Labor Relations and Bargaining • EEOC • Net Annual Work Hours (NAWH's)/CountyStat 	<p>Ivonne Gutierrez Human Resources Manager DOCR Human Resources Section, Background Investigations and Training and Professional Development Ivonne.Gutierrez@montgomerycountymd.gov 240-777-9985</p>
<ul style="list-style-type: none"> • Personnel/Oracle Transactions • Hires • Promotions • Job Advertisements 	<p>Ardell Simmons Human Resources Assistance Ardell.Simmons@montgomerycountymd.gov 240-777-9965</p>
<ul style="list-style-type: none"> • Instructor Development • Instructor Certification • CPR/First Aid/AED • Department FirearmsRelated Items/Questions/Comments/Concerns etc • Enrollment in Apprenticeship Program • Academy Registrations • Promotional Examinations (PFC, CPL, Firearms) • General Training Questions/Concerns 	<p>Daedra Carrio Westby Training Manager Daedra.Carrio@montgomerycountymd.gov 240-773-3305</p>
<ul style="list-style-type: none"> • Background Investigations for Applicants, Contractors, Volunteers and Interns • Job Fairs 	<p>Pattie Humphrey Background Investigator Patricia.Humphrey@montgomerycountymd.gov 240-773-9722</p>
<ul style="list-style-type: none"> • General Training and Staff Development Topics • Field Training Officer Program • Private First Class and Corporal Promotional Information and Testing 	<p>Sgt. Kirk Day Departmental Training Coordinator Radio Administrator Kirk.Day@montgomerycountymd.gov 240-773-3304</p>

Supervisory Resources

DOCR Supervisory Resources

Please Note: In order to access files you need network security permission

BI Supervisor Reports Detention Services (MDCD and MCCF) Pre-Release and Reentry Services Pre-Trial Services Management Services Family Medical Leave Act FMLA Report
Multilingual Language Multilingual Certification List
Performance Evaluations Performance Evaluations Reports
Reasonable Suspicion - 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 Careers Website](#)

REMINDER: 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 Plans](#)
- [Salary Schedules](#)

 [Print DOCR Classification List](#)

Class Title	Grade
Accountant/Auditor ⅢⅢⅢ	21/23
Administrative Specialist ⅢⅢⅢ	21/23
Correctional Dietary Officer Ⅱ	18
Correctional Dietary Supervisor	22
Correctional Health Nurse Ⅱ	24
Community Correctional Intern	51
Correctional Officer ⅠⅢⅢⅢ	C3,C4,C5
Correctional Records Coordinator	17
Correctional Shift Commander - Lieutenant	C1
Correctional Specialist ⅠⅢⅢ	19/22
Correctional Specialist Ⅲ	24

EMPLOYEE HEALTH WELFARE AND SAFETY	
<p>Employee Health, Welfare and Safety</p> <ul style="list-style-type: none"> Family Medical Leave Act (FMLA) Workers Compensation / Light Duty Parental Leave Sick Leave Bank Who to Contact 	<p>Family Medical Leave Act (FMLA)</p> <p>Montgomery County Family Medical Leave Act (FMLA) <small>For additional information contact...</small></p> <p>The Family Medical Leave Act is a Federal Law, enacted in 1993, that provides eligible employees up to 12 workweeks or 480 hours of unpaid (their own) leave for the employee's own and employee's family member medical reasons. FMLA may also be granted to eligible employees for their own and family member's emergency (active military duty or deployment) and medical care's reasons for up to 26 weeks.</p> <ul style="list-style-type: none"> FMLA is approved in Montgomery County Government on a calendar leave year (CY) basis (first full pay period in January through last full pay period in December). FMLA is available to all County employees, if they meet the requirements. Employees must have: 1) worked for Montgomery County for at least 12 months prior to the start of leave, and 2) worked at least 1680 hours in the 12 months prior to the start of leave. FMLA is granted for 1 year (12 months) from birth adoption / foster or foster care (FMLA (Department's) Parental leave is granted for an additional 6 weeks / 480 hours. FMLA Parental leave for a specific child will run for 12 months only. Any portion of the 12 months granted as FMLA Parental that was not used during the first year may be used for a SECOND child within a 24 month period. Types of leave that CAN be used with FMLA: 1) Annual; 2) Sick; 3) Disability; 4) Personal; 5) Family Sick Leave; 6) LWOP. Types of leave that CANNOT be used with FMLA: 1) Compensatory. Family Sick Leave with FMLA is limited to 480 hours. To apply for FMLA employees should go to the County website, under OHF, and select the appropriate request form (for employees own condition, family member, birth of child, military caregiver for the employee, or for military family members). See http://www.montgomerycountymd.gov/ohf/Compensation/Work/Leave/leave_request_forms.html For more information about County FMLA, see http://www.montgomerycountymd.gov/ohf/Compensation/Work/Leave/leave_request_forms.html For instructions on how to submit the FMLA request via Employee Self-Service, see http://www.montgomerycountymd.gov/ohf/Compensation/Work/Leave/leave_request_forms.html <p>Workers Compensation Light Duty</p> <p>Montgomery County Workers Compensation and Light Duty</p> <p><small>For additional information contact...</small></p> <p>Workers Compensation</p> <p>Montgomery County employees who are injured or become ill while working should report their injury or illness to their supervisor. The employee's supervisor should, in turn, report the employee's injury or illness to the County's Third Party Claims Administrator, Corvital Inc.</p> <ul style="list-style-type: none"> All injuries or illnesses that occur to County employees while working should be reported to Corvital. Supervisors should report the injuries. Employees cannot report their own injuries. A report of injury is called a First Notice of Loss (FNOL). There are two ways to report FNOL's to Corvital. Supervisors may report via telephone, toll-free, at 800-686-2562, or online at www.NCSP.org. Please see the first page in this document, the http://www.montgomerycountymd.gov/ohf/Compensation/Work/Leave/leave_request_forms.html for more information on reporting a FNOL and other related information. If an employee loses time as a result of the injury or illness, and after the FNOL has been reported, a representative from Corvital will contact the employee. Employees must provide all medical notes regarding their injury or illness to their supervisor immediately. Supervisors should send all medical notes received from employees to the DOCCR HR Case Manager (Steve Freshfield) as soon as they receive them. The DOCCR HR Case Manager will send all medical notes and information regarding each case to the assigned Claims professional with Corvital. Montgomery County is self-insured. Workers' Compensation injuries are administered through NCSP, the Montgomery County Self-Insurance Program. For more information about NCSP, see their website: http://www.ncsp.org/ For detailed questions regarding the Workers' Compensation process or policies please contact County Risk Management at 301-773-8830. <p>Light Duty</p> <ul style="list-style-type: none"> If the employee is recommended to return to work in a light duty status by their medical professional, they must provide that documentation to their supervisor immediately. Light Duty assignments can be assigned to employees with Worker's Comp and non-Worker's Comp injuries/illnesses. Employees who have Worker's Comp injuries or illnesses must work light duty when approved. Employees with Non-Worker's Comp injuries may choose to request to use their own leave instead of working light duty. The employee should then proceed to County Occupational Medical Services (OMS) at their first available opportunity, bringing their medical documentation. OMS is open for walk-ins 8-3:30, Mon-Fri. No appointment is required. The employee will meet with the Employee Medical Examiner (EME) and their condition will be evaluated. They will be given a completed Health Status Review (HSR) sheet by the EME after the review is completed. The EME makes the final determination for employee work status and light duty. An employee's Doctor can only make recommendations, for consideration by the EME in his/her determination. The HSR will determine if the employee is allowed to return to work, and in what capacity. If light duty is recommended, the HSR will specify restrictions. The employee should immediately bring the HSR to the HR Case Manager, 2nd floor, NCSP. The HR Case Manager will assign a light duty position to the employee, based on their medical restrictions. DOCCR has established light duty positions at each work location. DOCCR will make every effort to accommodate light duty requests and accommodate work restrictions. If unable to accommodate the medical restrictions listed, the Department will submit the light duty request to the County Light Duty Review Committee. The HR Case Manager will notify the employee's supervisor of the light duty assignment, and will forward all documentation to the supervisor. <p>Montgomery County Self-Insurance Program</p> <ul style="list-style-type: none"> Workers' Compensation Supervisory Instruction Page <p>Parental Leave</p> <p>Montgomery Parental Leave <small>For additional information contact...</small></p> <p>Requesting Parental Leave in DOCCR is a two-step process. The first step is to request FMLA Parental leave from the OHF FMLA Office (see FMLA instructions).</p> <ul style="list-style-type: none"> The second step is to request Parental Leave within the Department. To do so, employees must have submitted a prior FMLA request. If the employee has not submitted a FMLA request prior to applying for Parental Leave within DOCCR, the employee will be instructed to do so, and their Departmental request will not be considered until after their FMLA request submission has been verified. To submit a Departmental Parental Leave Request (DPLR), employees may ask their supervisor for the request form. This form may vary by Division within DOCCR, but the information contained on the request form is consistent. See the following page for a template DPLR form that may be used if the employee's supervisor is unavailable or unable to provide at the time of request. Requests for Parental Leave should be made at least 30 days in advance. Once the DPLR has been completed, the employee should submit to their supervisor, who will move the request up the chain-of-command. The request will be considered, and the employee will be notified of the determination of their request. <p>Sick Leave Bank</p> <p>Montgomery County Sick Leave Bank <small>For additional information contact...</small></p> <p>The Sick Leave Bank (SLB) is available to represented County Employees only. The SLB is designed to provide employees with paid leave for extended periods of time due to illness or disability after they have exhausted all of their own leave.</p> <ul style="list-style-type: none"> Employees must be in merit status to be eligible for the SLB. Represented employees must contribute from their leave to join the SLB. The current contribution amount is 8 hours of the employee's sick leave. Employees who do not wish to join the SLB may opt out during the designated opt-out period only. See link for opt-out form: http://www.montgomerycountymd.gov/ohf/Compensation/Work/Leave/leave_request_forms.html Prior to receiving SLB hours, employees must exhaust all of their leave balances. Employees must be absent 7 consecutive days prior to being eligible to receive SLB hours. To request assistance from the SLB, employees must submit a SLB request form. There are two separate SLB request forms: one for injuries or illness to the employee, and the other for family member. See link for SLB request forms. Self-Service: http://www.montgomerycountymd.gov/ohf/Compensation/Work/Leave/leave_request_forms.html Family Service: http://www.montgomerycountymd.gov/ohf/Compensation/Work/Leave/leave_request_forms.html SLB hours are granted on a calendar leave year basis. The maximum SLB granted for employees' own condition is 640 hours. The maximum SLB granted for family member's condition is 320 hours. Members using SLB leave will continue to earn leave during the time they are using the SLB hours. Earned leave will be used during each pay period. The member must maintain a zero balance of their own leave during the period they are using SLB hours. For more information on the SLB, please visit the OHF website. See link: http://www.montgomerycountymd.gov/ohf/Compensation/Work/Leave/leave_request_forms.html

TRAINING AND PROFESSIONAL DEVELOPMENT

Training and Professional Development

- [Training Information](#)
- [Training Calendar](#)
- [Training Courses](#)
- [Training PowerPoint & Videos](#)
- [New Employee Orientation](#)
- [Who to Contact](#)

TRAINING AND PROFESSIONAL DEVELOPMENT

Mission Statement

The Training Section, a unit of the Montgomery County Correctional Facility (MCCF), located in Boyds Maryland (near Clarkburg), provides a variety of training services, field support, and administrative functions for the department. This Section is primarily responsible for developing and implementing a comprehensive annual training plan for all Department of Correction and Rehabilitation employees.

The Section is responsible for the following:

- Develop, implement, and evaluate new training programs
- Write promotional exam material for all uniformed ranks
- Teach or facilitate departmental in-service programs
- Firearm instruction; armory service
- Conduct an orientation program for new staff
- Facilitate and host agency training conferences and satellite conferences

WHO DO I CONTACT IN TRAINING AND PROFESSIONAL DEVELOPMENT

CPIC	Contact Person
<ul style="list-style-type: none"> • Oversight and Management of HR Section and Training and Professional Development Unit • Organizational, Supervisory and Leadership Development • Labor Relations and Bargaining • EEOC • Full Annual Work Hours (FullTime)/County/Stat 	<p>Josanna Gutierrez Human Resources Manager JGutierrez@montgomerycountyind.gov 240-777-6995</p>
<ul style="list-style-type: none"> • Instructor Development • Instructor Certification • CPR/First Aid/AED • Department Firearms Related Items/Questions/Comments/Concerns etc • Enrollment in Apprenticeship Program • Academy Regulations • Promotional Examinations (PPC, CRL, Firearms) • General Training Questions/Concerns 	<p>Coedra Carlie Westby Training Manager Coedra.Carlie@montgomerycountyind.gov 240-775-3305</p>
<ul style="list-style-type: none"> • General Training and Skill Development Topics • Field Training Officer Program • Private First Aid and Corporate Promotional Information and Training 	<p>Sgt. KSA Day Departmental Training Coordinator Radio Administrator Karl.Day@montgomerycountyind.gov 240-775-3304</p>

Training Courses

County Mandatory Training Courses for Employees and Supervisors

Along with departmental mandated training, Montgomery County Government is committed to helping comply with all applicable laws and standards. All employees are required to take the following County mandated training requirements. You can find a complete list of training courses and information on how to register for them [HERE](#).

Departmental Course Offerings

This not-exhaustive list represents some of the in-house offerings DCCR has for staff. Our partners are always welcomed to attend training. If you want to view the calendar for DCCR training, you will find that [HHS](#).

All classes marked with (*) are considered mandatory and must be taken annually for certain job classifications.

- Basic Mental Health in Corrections—Overview of Mental Health disorders staff may encounter
- TIS for Healthcare Providers-Basic life support/CPR for Medical Staff
- CIT Training-Crisis Intervention Training provided by MCPD/CHS. This is a 12 week course for certification
- "Correctional Issues-mandatory for all staff" Covers BEP, TE, OC, and PREA
- Crisis Intervention-For CISM employees, Basic Training
- "Defensive Tactics-8 hour physical course providing staff with understanding of defensive tactics techniques
- Disciplinary Process Training-Rapport Writing, focusing on Detention Services Staff
- Effective Communication Skills-Beyond verbal skills, how to use non-verbal skills while communicating
- "Entry Level Programs
- Employee Orientation
- EMT Certification

New Employee Orientation

[New Employee Orientation Information](#)

- Department Overview/Orientation
- Criminal Justice System Presentation
- Prison Rape Elimination Act
- Security Issues and Basics
- Searches
- Suicide Prevention
- Disciplinary Process
- Medical Topics
- Training Programs

Training PowerPoint & Videos

Presentations

APK 3.000

DOCR APPLICATION SYSTEMS TRAINING DOCUMENTS

DOCR APPLICATION SYSTEMS TRAINING DOCUMENTS

Reporting Problems/Issues/Suggestions

- JUS via US SharePoint Site
- Click Link for SharePoint Instructions
- CHSIS/CCMS JUS via Email
- Email Address: CHSIS-CCMS-JUS@production@montgomerycourts.mt.gov

CCMS – CRIMINAL JUSTICE CASE MANAGEMENT SYSTEM

Training Documents

- CCMS Training Manual

CRMS – CORRECTIONS AND REHABILITATION INFORMATION MANAGEMENT SYSTEM

Training Documents

- DCA-UII Suicide Screening

JMS – JAIL MANAGEMENT SYSTEM

Training Documents

- Receiving and Discharge (R&D) Intake
- Custody and Security Supervisor
- Medical Intake
- Intake Classification
- Sheriff Card

Work Flow

- JMS Work Flow Process
- JMS Work Flow Receiving and Discharge (R&D)
- JMS Work Flow Medical
- JMS Work Flow Intake Classification

Quick Guide

- Quick Guide R&D Corrections Officer/SHR Supervisor
- Quick Guide Medical and Mental Health Staff
- Quick Guide Intake Classification Staff

IT'S ABOUT YOU

IT'S ALL ABOUT YOU

This section will provide staff access to recent events and programs (events and pictures). If you want to share pictures or videos you have taken during department functions, please forward them to the Human Resources Manager, Joanne Gutierrez at: Joanne.Gutierrez@montgomerycountymd.gov.

CORPORAL PRISCILLA SCOTT

Corporal Priscilla Marie Scott Obituary



WELCOME DOCR NEW EMPLOYEES!

JANUARY 2018

Name	Job Title	Division
Emmanuel Folonon Bechem	Correctional Officer	Detention Services
Viviana Steven	Correctional Specialist III	Community Corrections

ACADEMY GRADUATES

2018 Academy Graduates - Class 18-04
Congratulations to Distinguished Graduates | Grade Point Average of 95% or higher and no demerits
Kellie Conish, Derek Inge, Jonathan Portocarrero, Samuel Wallimbou, Robin White and Robert Wilkes



DOCR EMPLOYEES DOING GOOD WORK!

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



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

October 15, 2017, DODG had a team of 14 employees who participated in the Baltimore Race for the Cure in honor of Cpl. Donna Jones. Our team name was MCDODG Team D. We raised over \$2000 to help fight breast cancer.



Special Olympics Montgomery County Maryland

[View Pictures](#)



Charity Basketball Game

A huge thank you goes out to the following employees who voluntarily participated in a charity basketball game held at Montgomery Blair High School, hosted by the Montgomery County Police. Marcus Tabb, Ricardo Yales, Julian Ghee, Eugene Kingston, Jeffrey Sutterworth, Warren Wallingford, Kenji Kimbhi, and Stephen Fultz attended, and were then randomly selected to be placed on one of 16 different teams competing in the event. These teams were comprised of students who attended the high school, as well as individuals from other law enforcement agencies. This presented a great opportunity to provide our youth with the chance to interact with committed and involved role models, as well as enabled them to see examples of public safety in a positive light. It was even rumored that Col. Ghee's team made the finals...

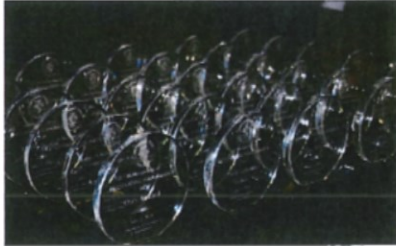


The Nadim Khan Memorial Homeless Resource Day



AWARDS

- HACO Awards 2017
- DOCR Annual Awards (May 9, 2017) [More photos from the event may be viewed [here](#) on the County's Flickr album.] Award Narrative
- DOCR Annual Awards (May 2, 2016) [Award Narrative]



Chamber of Commerce Public Safety Awards (March 31, 2017)

Montgomery al Dia, Torres Brothers



DOCR TURKEY BOWL



DOCR HONOR GUARD

Election Board



EMERGENCY RESPONSE TEAM



Congratulations to the six (6) newest members of our amazing Emergency Response Team!
Pfc. Stephen Potts, Pfc. Fred Sidney, Cpl. Antonio Ghent, Cpl. Charles Pendo, Cpl. Rafael Torres, and Cpl. Kenji Katsuki
Team

ERT

POLICIES AND LABOR RELATIONS

Policies and Labor Relations +

- Departmental P&P's
- County Personnel Regulations
- Administrative Procedures
- Collective Bargaining Agreement
- Union Information

DEPARTMENTAL POLICY AND PROCEDURES

Detention Services | MCDC & MCCF

1100

1200

1300

MCDC Post Orders

MCDC Officer Meal Relief Shift #1 | MCDC Officer Meal Relief Shift #2 | MCDC Officer Meal Relief Shift #3

MCCF Post Orders

MCCF Post Orders Mental Health Step Down and Protective Custody - Effective April 26, 2017

MCCF Officer Meal Relief

New Policies and Change Orders DOCR and Detention Services | MCDC & MCCF

CHANGE ORDER

- 1100-05 - Duty Schedules and Relief Schedules 2017 Staff
- 1200-06 - Telephone Access, Mail and Visitation - Attorney Letter Head do not record
- 1300-19 - Searches Cellense
- 1300-24 - Operation of the Central Processing Unit Medications 2017

CRAMPON POLICY AND POST ORDERS MCDC & MCCF

- MCDC PO #05 - Receiving and Discharge Crampoms
- MCDC PO #11 - Central Processing Unit Crampoms
- MCCF PO #13 - H.E.R.O Crampoms
- MCCF PO #25 - Perimeter Officer Crampoms
- 1100 - 04 - Accident Prevention Crampoms

MCDC POST ORDERS ADDITIONS

- Addition of Position Added to the MCDC Post Orders
- Intake Control

NEW INMATE DISCIPLINARY SANCTIONS HANDCUFFING

- Additional Changes to the Disciplinary Matrix
- Amendments to Disciplinary Offenses

NEW POLICY

- 1300-27 - Pepperball Launching System
- 3000-74 - Active Assault Situation Response

PRRS RETURNS MCDC & MCCF

- 1200-12 - Medical and Dental Services
- 1200-28 - Accepting Injured or Impaired Detainee's/Defendants
- 1300-12 - Receiving Temporary Release, and Discharge
- 3000-08 - Pre-Release Services

DOCR Policy

3000 Departmental Policy and Procedures

Pre-Release and Reentry Services

1 Legal Requirements and Emergency Procedures

10 Daily Supervision of Residents

20 Programming Residents

30 Counseling Residents

40 Alcohol, Drug, and Medical Program

50 Coordination of Community Resources

60 Work and Educational Release Procedures

70 Rules and Regulations

80 Intake, Discharge, and Parole Procedures

90 Other Operational Components

100 Administration

Pre-Trial Services
100 Divisional
200 Intervention Program for Substance Abusers (IPSA)
300 Alternative Community Services (ACS)
400 Assessment
500 Pre-Trial Supervision Unit


WHO DO I CONTACT

Topic	Contact Person
DOCR Policy Montgomery County Detention Center Montgomery County Correctional Facility	Martin Westby, Captain Professional Standards & Compliance Manager 240-773-39717 ✉
DOCR Policy Montgomery County Detention Center Montgomery County Correctional Facility	Chris Auen, Sergeant Accreditation and Compliance Manager 240-773-9746 ✉
Pre-Release and Reentry Services	Angela Talley Chief Community Corrections 240-773-4262 ✉
Pre-Trial Services	Angela Talley Chief Community Corrections 240-777-5404 ✉

Personnel Regulations

Montgomery County Personnel Regulations

Personnel Regulations, 2001
 MCPB 2001 Front Page
 MCPB 2001 Title Page
 MCPB 2001 Section 1, Definitions (amended 2/23/2016)
 MCPB 2001 Section 2, General Provisions (amended 6/30/2015)
 MCPB 2001 Section 3, Ethics, Disclosure of Illegal or Improper Acts, etc. (amended 2/8/2011)
 MCPB 2001 Section 4, Records (amended 6/30/2015)
 MCPB 2001 Section 5, Equal Employment Opportunity (amended 6/30/2015)
 MCPB 2001 Section 6, Recruitment and Application Rating Procedures (amended 2/23/2016)


[Department Resources](#)
[About Us](#)
[CRM Resources](#)
[Apps](#)
[Messages](#)

Department Resources


[Home](#)
[CIF Budget Development](#)
[PSF Budget Development](#)
[Results Based Budgeting](#)
[Admin Forms Instructions](#)

[Administrative Procedures](#)

Administrative Procedures

AP List	AP#	Effective Date	Link
ADMINISTRATIVE SECTION			
	1-1	09-15-1998	County Administrative Manual
	1-2	10-01-2011	County Administrative Manual Addendum

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 MCGEO**
600 S. Frederick Avenue, Suite 200
Gaithersburg, Maryland 20877
Telephone: 301-977-2447 | FAX: 301-977-6752
- **Associate Coordinator/Field Services Representative**
L. Wilsonia-Blackwell, Esq.
LWilsonia-Blackwell@mcgeo.org

DOCR SHOP STEWARD CONTACT

Detention Services

Montgomery County Detention Center | 240-777-9810

Contact Person	Location	Email
Solomon Ajibade	MCDC	Solomon.Ajibade@montgomerycountymd.gov
Peter Gang	MCDC	Peter.Gang@montgomerycountymd.gov
Alinda Nash	MCDC	Alinda.Nash@montgomerycountymd.gov
Carlos Taylor	MCDC	Carlos.Taylor@montgomerycountymd.gov
John Vogelpohl	MCDC	John.Vogelpohl@montgomerycountymd.gov

DIVISION RESOURCES AND INFORMATION

Division Resources and Information

- Director's Office
- Detention Services Division (MCDC, MCCF)
- Community Corrections Division (PRC, PTS)
- Management Services Division (MSD)

DIRECTOR'S OFFICE



Robert Green, Director
240-773-9747 

DOCR INFORMATION

- **Organizational Chart**

DIRECTOR'S BLOG

Welcome to my blog!

This is where I will be sharing only thoughts on topics and issues directly related to our work.

DETENTION SERVICES



Sury Malegarl, Warden

CUSTODY AND SECURITY

and Pamphlet

- [Instate Guidebook English | 2015-2017](#)
- [Instate Guidebook Spanish | 2015-2017](#)
- [PREA Complaint Overview](#)
- [PREA English Publication](#)
- [PREA Spanish Publication](#)
- [Visitor Handbook and Visiting Schedule](#)

Schedule

- MCDC EWing Schedule
- MCDC FWing Schedule
- MCDC Laundry Schedule

DOCR NEWS'S



Bookmark To MyC-SRAJI

 Embed

Share This Video




COMMUNITY CORRECTIONS



Angela Talley, Division Chief
Community Corrections
Pre-Release and Reentry Services
Pre-Trial Services
240-773-4262 (FRC)
240-777-5404 (PTS) 

PROGRAMS

Pre-Release and Reentry Services

- **Programs and Services**
Ben Stevenson, Deputy Chief
240-773-4212 
- **Security and Facility**
Ivan Downing, Deputy Chief
240-773-4229 
- **Care Management and Work Release**
Tyrone Alexander, Reentry Services Manager
240-773-4222 

Pre-Trial Services






- Alternative Community Service (ACS)
- Intervention Program for Substance Abusers (IPSA)

MANAGEMENT SERVICES



Kaye Beckley, Division Chief
240-773-9908

SECTIONS

- **Regional Recruitment and Contacts:**
Greg Deed, Manager
240-777-8882 
- **Employee Health, Welfare and Safety:**
Steve Fackella, Manager
240-777-8883 
- **Recruiting Services:**
Florence Bartlett, Manager
240-777-8128 
- **Human Resources and Training and Professional Development:**
Irene Guelman, Manager
240-777-8885 
- **Information Technology:**
Brenda Sims, Manager
240-777-8884 

DATA DASHBOARD

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](#)
- [Spending Montgomery](#)
- [Public Safety Operating Budget](#)

DETENTION SERVICES

- [2017 - MCDC and MCCC Critical Incident Summary](#)

OVERTIME

- [MCDC and MCCC 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](#)

EDUCATION

- [FY18 - GED Final Test Result](#)
- [FY17 - GED Final Test Result](#)

HUMAN RESOURCES

- [DOCR Staff's Vacancy Report](#)

PROCUREMENT AND CONTRACT

- [Contract List](#)
- [Informal Solicitations](#)

TRANSPORTS

- [FY18 - Emergency/Urgent Transports](#)
- [FY17 - Emergency/Urgent Transports](#)

WEEKENDERS

- [2017 Weekenders Duties](#)

PUBLIC SAFETY INFORMATION

- [Montgomery County Council Public Safety Committee](#)
- [Montgomery County Police](#)

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](#)

MENTAL HEALTH

- [FY18 - Mental Health YTD](#)
- [FY18 - CATS and HHS Mental Health](#)
- [FY17 - Mental Health YTD](#)
- [FY17 - CATS and HHS Mental Health](#)

BUDGET PACKAGES

BUDGET PACKAGES

- FY17
- FY16
- FY15
- FY14
- FY13
- FY12

BUDGET PRESENTATIONS

- FY17 - DOCR Storyboard OMB Meeting

APPRECIATIVE INQUIRY

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 apprehend, anticipate, and heighten our positive potential. AI looks at organizations not as problems to be solved, but as places of endless 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 valuing everyone a reality. In AI the arduous task of intervention gives way to the speed of imagination and innovation; instead of negation, criticism, and spiraling diagnosis, there is discovery, dream, and design. If you have any questions, please contact Barbara Talley at sleveryvoicematters@gmail.com

APPRECIATIVE INQUIRY INFORMATION

<input type="checkbox"/> Date	Title	
7/26/2016	New DOCR Training Initiative	•
3/8/2017	Appreciative Inquiry Findings and Next Steps	•
3/13/2017	Senior Management Meeting	•
4/20/2017	Senior Management Retreat	
6/1/2017	Senior Management Training	
6/7/2017	Lieutenant's Training Retreat	
7/10/2017	Promotional Mentoring Program	
7/10/2017	New Employee Feedback Sessions Began	
7/19/2017	Pilot Schedule Presentation	
7/25/2017	Lieutenants Follow-Up Training	
8/24/2017	Second Promotional Maintenance Program	

LEAVE REQUEST

BROWSE PAGE



Apps

ECOT LINKS

Home

- Leave Request Manager View
- Leave Request Personal View

Notebook

Documents

Recent

- Workflow Tasks
- Application List
- LeaveRequest

Applications



Leave Request

LABOR MANAGEMENT RELATIONS COMMITTEE

LABOR MANAGEMENT RELATIONS COMMITTEE (LMRC)

Labor Management Relations Committee (LMRCs) 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 conflict, miscommunication and litigation. The MCGEO-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 8, 2017
- August 23, 2017
- August 24, 2016

COMMUNITY CORRECTIONS LMRC MEETING MINUTES

GRIEVANCE

SUBJECT	DATE FILED	CAO RESIGNEE	UNION REPRESENTATIVE
Sick Leave Restriction Notice Grievance	04/26/2017	George Lacy	Lisa Blackwell

HEALTH AND WELLNESS

<p>Employee Assistance Program (EAP)</p> 	<p>LiveWell Wellness</p>  <p>Like us on Facebook</p>	<p>Virgin Pulse</p> 
<p>Occupational Safety and Health Administration (OSHA) and the National Institute for Occupational Safety and Health (NIOSH)</p> 	<p>LiveWell Classes</p> 	<p>News and Events</p> 

CRITICAL INCIDENT STRESS MANAGEMENT

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 resistance 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

Title	Date Updated
CISM Notification Memo	11/25/2015
CISM Policy 3000-60	8/7/2015

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
- Mini-Relaxations to ease Holiday Stress - Harvard Health Blog - Harvard Health Publishing
- Stay Mindful with 4 Tips for Holiday Eating

CISM TEAM

Meet the DOCR Critical Incident Stress Management Team



FREQUENTLY USED PHONE NUMBERS

DOCR Frequently Used Telephone Numbers

Topics	Telephone Number
CATS (Main)	(240) 777-9846
CPU	(240) 777-9795
District Court Clerks	(301) 279-1461
Expediter (MCCF)	(240) 773-9810
Gaithersburg Parole and Probation	(240) 386-2600
Help Desk	(240) 777-2828
Intake Control (MCDG)	(240) 777-9811

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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

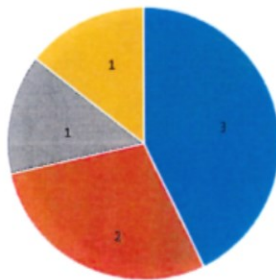


Office of Human Resources, Montgomery County Government

2011

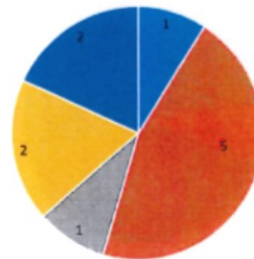
Went to Hearing

■ Dismissals ■ 3 Day Suspension ■ Termination ■ 15 Day Suspension



Settled Prior to Hearing

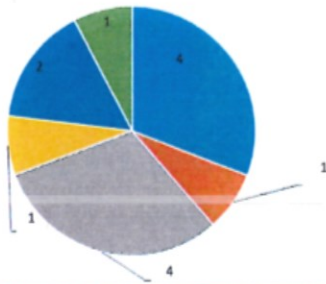
■ 5 Day Suspension ■ 3 Day Suspension ■ 7 Day Suspension
■ 30 Day Suspension ■ Dismissal



2012

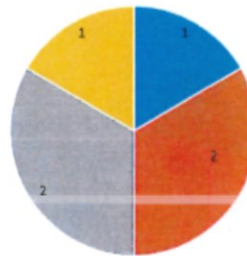
Went to Hearing

■ 2 Day Suspension ■ 3 Day Suspension ■ 5 Day Suspension
■ 15 Day Suspension ■ 10 Day Suspension ■ Dismissal



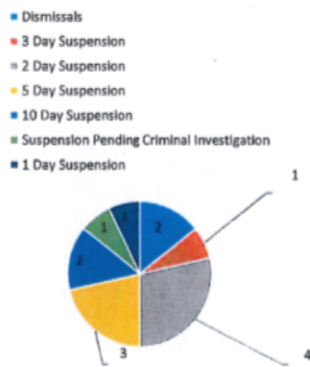
Settled Prior to Hearing

■ 10 Day Suspension ■ 2 Day Suspension
■ 1 Day Suspension ■ Termination

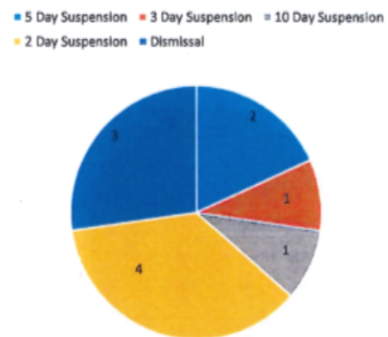


2013

Went to Hearing



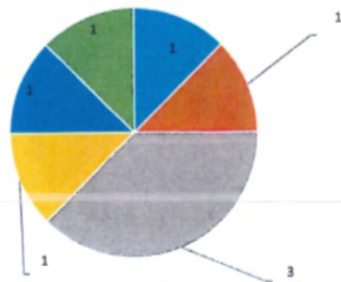
Settled Prior to Hearing



2014

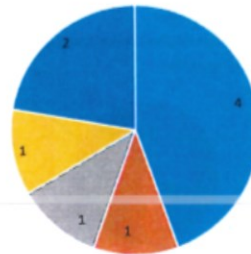
Went to Hearing

7 Day Suspension 3 Day Suspension 5 Day Suspension
15 Day Suspension Termination 1 Day Suspension



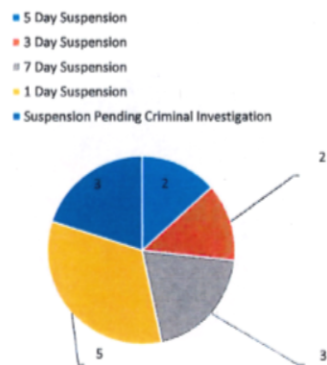
Settled Prior to Hearing

5 Day Suspension 2 Day Suspension 7 Day Suspension
1 Day Suspension Dismissal

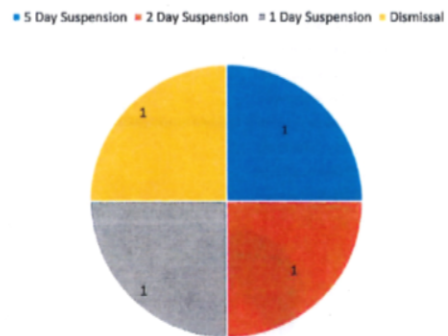


2015

Went to Hearing



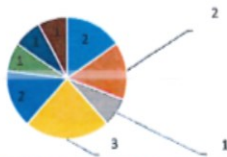
Settled Prior to Hearing



2016

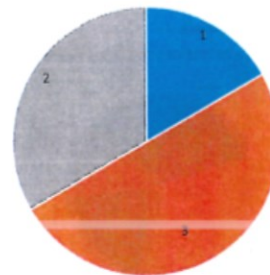
Went to Hearing

- Dismissals
- 1 Day Suspension
- 3 Day Suspension
- 2 Day Suspension
- Suspension Pending Criminal Investigation
- 7 Day Suspension
- 10 Day Suspension
- 5 Day Suspension



Settled Prior to Hearing

■ 10 Day Suspension ■ 3 Day Suspension ■ 2 Day Suspension

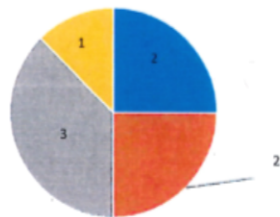


Office of Human Resources, Montgomery County Government

2017 to Date

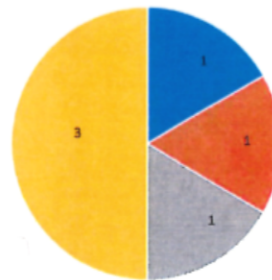
Went to Hearing

- 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



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OFFICE OF HUMAN RESOURCES

Isiah Leggett
County Executive

Shawn Y. Stokes
Director

MEMORANDUM

Wednesday, March 08, 2017

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

FROM: Shawn Y. Stokes, Director
Office Human Resources *SY*

FROM: Gino Renne, President *GR*
MCGEO, 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 (DOC) 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 concerns, 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.).

Topic	Voted Most Important	Yellow 1st	Green 2nd	Red 3rd	Blue 4th	Purple 5th	Totals	%
1. Leadership	38	11	15	12	20	13	109	7%
2. Fairness	27	14	12	10	18	16	97	6%
3. Scheduling	25	19	14	18	13	11	87	6%
4. Camaraderie	9	11	12	9	15	21	77	5%
5. Trust	16	12	11	9	12	6	66	4%
6. Communications	7	6	12	13	14	11	63	4%
7. Money	11	16	11	8	9	5	60	4%
8. Respect	15	10	6	11	6	10	58	4%
9. Retirement	9	17	9	7	8	8	58	4%
10. Safety	5	9	13	11	8	9	55	4%
11. Leave	4	7	12	9	10	4	46	3%
12. Accountability	6	9	4	15	8	3	45	3%
13. Appreciation	8	4	9	8	8	7	44	3%
14. Life Outside Job	7	13	10	4	6	3	43	3%
15. Staffing/Resources	11	4	10	5	3	6	39	3%
16. Work/Life Balance	7	7	10	3	3	6	36	2%
17. Promotions	4	3	5	9	3	7	31	2%
18. Inclusion	6	3	2	2	6	9	28	2%
19. Integrity	7	2	4	3	2	8	26	2%
20. Career Growth	4	3	5	5	3	5	26	2%
21. Training	2	6	3	5	8	1	25	2%
22. Racial Equality	11	3	5	5	0	0	24	2%
23. Honesty	1	4	4	4	5	6	24	2%
24. Freedom	1	2	7	3	5	5	23	1%
25. Morale	3	1	4	5	7	2	22	1%
26. Wellness	4	4	3	3	3	3	20	1%
27. Lead Traits	6	1	4	4	0	4	19	1%
28. Engagement	2	1	4	5	1	1	14	1%
29. Image	2	1	2	3	2	4	14	1%
30. Happiness	3	3	0	4	0	3	13	1%
31. Service	1	0	2	2	4	2	11	1%
32. Admin Flex/Telework	1	1	1	1	2	3	9	1%
33. Autonomy	2	3	0	0	1	2	8	1%

34. Vacation	1	0	3	1	2	1	8	1%
35. Spirituality	2	2	1	0	0	0	5	0%

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

51 Monroe Street, Suite 802
Rockville, Maryland 20850
240 777 8240
montgomerycountymd.gov/oig