

REPORT TO THE LEGISLATURE
Pursuant to P.A. 64 of 2019
Sec. 302, Employee Engagement and Wellness

Section 302. From the funds appropriated in part 1, the department shall submit a report by March 1 on the department's staff retention strategies to the senate and house appropriations subcommittees on corrections, the senate and house committees on oversight, the senate and house fiscal agencies, the legislative corrections ombudsman, and the state budget office. The report must include, but not be limited to, the following:

- (a) The department's strategies on how to improve employee engagement, how to improve employee wellness, and how to offer additional training and professional development for employees, including metrics the department is using to measure success of employee wellness programming.
- (b) Mechanisms by which the department receives employee feedback in areas under subdivision (a) and how the department considers suggestions made by employees.
- (c) Steps the department has taken, and future plans and goals the department has for retention and improving employee wellness.

	INFORMATION AND STRATEGIES
Employee Engagement	<p>The Department has an EPIC Section, which falls under the Office of Executive Affairs. The objective of the EPIC Section is to engage and empower employees at all levels of the department to drive continuous improvement of departmental processes and outcomes, to assist the department with being more efficient and effective while improving best practices throughout the department and enhancing employee engagement.</p> <p>The Department uses EPIC teams, which are groups of employees appointed by the Director to work collaboratively to develop or improve a process. Team composition includes employees from cross sections of the department with various levels of expertise, classifications, and knowledge. Teams are tasked with identifying improvements and best practices that will result in a higher quality work product, better outcomes, and greater efficiencies throughout the department.</p> <p>One of these teams focuses specifically on employee engagement. This team plans engagement activities throughout the year to include Employee Recreation Day events in the lower peninsula and the upper peninsula, sporting event/travel discounts, and raffles. This team also works closely with the Office of Good Government in promoting the SOM Employee Engagement Survey. MDOC work locations are creative in establishing incentives for taking the survey and results are shared with employees upon its completion.</p> <p>The EPIC Section established and oversees a departmental on-line store from which employees can purchase clothing and other items with the MDOC logo.</p> <p>A Shooting Team Organization was formed in 2017 which encourages employee engagement at competitive shooting competitions throughout the year.</p> <p>With regard to employee feedback and suggestions, employees within the department are encouraged to submit recommendations for best practices. An EPIC mailbox was established for employees to submit their ideas and recommendations. They can also contact any member of the EPIC Section to discuss ideas and recommendations.</p> <p>Information on employee engagement happenings are shared with all employees in a bi-monthly newsletter (<i>EPIC News</i>) published by the EPIC Section.</p>
Employee Wellness	<p>In 2018, The Michigan Department of Corrections (MDOC) established an EPIC Committee to begin to address ways to initiate organized wellness-based services for all MDOC employees, their families and retirees. In the first nine months of inception of the MDOC Wellness Unit since</p>

May 2019, four FTE professionals have joined to facilitate the Wellness Initiative. The team currently is comprised of a Program Manager, two Wellness Coordinators and a Chaplains Coordinator. Each member of the Wellness Unit has an extensive background in working in public safety and support services. Soon the Wellness Unit will onboard another Wellness Coordinator. The three Wellness Coordinators will work regionally within Michigan to provide accessible services and support.

The Wellness Unit serves as a dedicated resource within the MDOC to facilitate and assist wellness initiatives. The mission statement is "Supporting the wellness of the MDOC community and the well-being of those who serve." The best practice strategies for correctional wellness include: 1) effective and accessible crisis response, 2) providing proactive and preventative interventions and training opportunities, and 3) facilitating employee engagement in wellness for themselves, families and colleagues.

The confidential services currently provided by the Wellness Unit are 24/7 crisis response, wellness consultations, brief counseling for employees, eligible family members and retirees. In addition, the Unit provides trainings, orientation and presentations throughout MDOC worksites and work groups. The Unit proactively fosters partnerships with outside entities to include other support organizations and MDOC affiliated unions.

The primary goals for 2020 are to establish a formal Peer Support Program and Chaplaincy Corps of over 100 trained employee volunteers to provide accessible wellness support for MDOC employees throughout the state of Michigan. These volunteers will be nominated by their peers, vetted and specially trained in peer support roles. The Wellness Coordinators will serve as clinical consultants to the Peer Support Persons (PSP) and will be regionally located and representative of some of the specialized target areas like military reintegration, correctional family health, retirement preparedness and women in corrections.

A specialized wellness work group is currently being established. The Wellness Program Advisory Board will hold its initial meeting on 03/25/2020 and will plan to meet quarterly. Members of the Wellness Program Advisory Board will assist in a collaborative effort to shape the Wellness Program and enhance the effectiveness of Wellness Program development.

This work group will consist of representatives from each of the following areas:

- MDOC Wellness Program Manager
- MDOC Wellness Program Coordinators
- MDOC Human Resources
- MDOC Legal Department
- MDOC-affiliated unions
- MDOC NERE employees (MAGE)

The MDOC is providing the 2020 Building Resiliency Training Module to all MDOC employees during the calendar year. This module will familiarize staff with developing active skills in resiliency, orientation of mental health first aid and mindfulness. The Wellness Unit staff will be training the trainers and provide ongoing training guidance in program delivery.

METRICS THE DEPARTMENT IS USING TO MEASURE SUCCESS OF EMPLOYEE WELLNESS PROGRAMMING:

The MDOC Wellness Unit currently tracks contact demographics, services and outcomes as an initial basis for metric formulation. To have a more accurate assessment of operational and systematic efficacy of employee wellness programming, the MDOC is constructing formal metrics systems which will assess the effectiveness of the MDOC Wellness Program and employee wellness training. A Departmental Technician position will be created to serve as a dedicated resource for metrics development, maintenance and tracking oversight of the employee wellness

	<p>programming. The Technician will be responsible for completing a variety of research and analysis assignments for the purpose of evaluation, assessment, planning development and implementation of MDOC Wellness programs or services. This position will provide ongoing analysis and reporting of metrics, program outcomes and identify areas of concern which is vital in this MDOC departmental wide program.</p>
Employee Retention	<p>ADDITIONAL TRAINING AND PROFESSIONAL DEVELOPMENT FOR EMPLOYEES:</p> <p>The department is again offering specific training programs for staff that is geared toward employee engagement and wellness. In FY 20 all staff will attend a specialized training program to recognize various forms of individual stressors and practice skills to overcome the physical and mental impact of stress.</p> <p>The new Building Resiliency program was developed in collaboration between our Training Division and our Wellness Section. The focus of this training is to provide evidence-based, easy to learn and use responses to overcome stressful moments and high stress situations. Building Resiliency training provides tools for staff to mentally and physically prepare for various types of stress.</p> <p>Motivational Interviewing is another training program that helps staff better communicate with offenders and each other. This program is being rolled out department wide over the next few years.</p> <p>Becoming a trauma informed department is a goal in FY 20 for the department. This means that the staff will gain an understanding of the signs and symptoms of trauma and the potential paths to recovery. It will help reduce triggers and re-traumatization and will allow staff to better communicate and understand victims of trauma both at work and in their personal life.</p> <p>The department offers specialized field specific training to staff. Employees participate in conferences and trainings in their specialized areas. The department has memberships with organizations (healthcare and field operations) that provide specialized online training programs and may also provide continuing professional education credits for their licenses. Healthcare sends staff to a specialized nursing training program where they get hands on experience. In other areas special guests are invited to speak at conferences and meetings.</p> <p>The MDOC is also launching their new Learning Management System in FY 20. The new MDOC portal of the State of Michigan Learning Center will allow staff to sign up for all available training quickly and easily. The web-based program allows staff 24-hour access to all available online training courses. Additionally, it provides a comprehensive calendar of all MDOC training programs as well as programs offered through the Michigan Civil Service Commission.</p> <p>The department is continuing to offer multiple leadership programs aimed at providing increased employee engagement with Supervisors and Managers. Communication is a key component to building trust and improving the overall environment for all stakeholders. FIT Leader programming will continue throughout the year. Providing leadership skills, communication training, and an environment that fosters positive relationships and a positive environment for staff.</p> <p>RETENTION:</p> <p>The department values our employees and works hard to retain our staff. In the current economy it has become very challenging to recruit, train, and retain staff. The department continues to educate people on what it is like to work in corrections, removing the stigma that is associated with prison and how the department can provide a great career opportunity and benefit package.</p> <p>The department continues to recruit and fill vacancies. In FY 20 the department is projected to fill 799 corrections officer vacancies over four academies. Filling these vacancies will have a positive impact on morale, reduce overtime and improve work-life balance.</p> <p>The department has a college credit waiver that allows new Corrections Officers the ability to be hired without meeting the college credit requirements at the time of hire. The new officers have</p>

18 months to achieve the college credits while earning a paycheck and benefits. We continue to reach out to colleges that offer the programs the opportunity to come to the academy and set up a station to sign officers up for their classes to help them get a jump start on the program. We have had conversations with at least one college that is considering bringing back their corrections program and possibly offering scholarships for staff to attend. There are both online and face-to-face programs within the state. The recruits are provided brochures and literature about all of the colleges that offer the credits to help them find a local college that they could attend.

Establishing a mentoring program for staff is another objective of the strategic plan for FY20. This program will provide additional guidance and support to staff in their professional development and will also provide them with mentoring opportunities for future development and growth.

The department is now tracking departures and the reason for the staff leaving to get a better understanding of why people leave the department. Many times, the departure is not a result of them not liking their job but rather that they are retiring or have found a better opportunity. The department is also in the process of implementing an electronic exit interview process for those that will not participate in a face-to-face interview. The results will be tracked to identify trends in departures so the department can pursue opportunities for improvement in our processes.

The department is developing surveys that will be used throughout the recruitment and onboarding process that will be administered at key intervals in the process. The goal is to gain insight from the recruits about the process, what went well, what they don't like, what could be improved, etc. These trends will help the department better prepare the recruits for work within the prison system and provide opportunity to improve the topics covered and processes within the academy experience, providing the new recruits with the tools to effectively do their jobs.