



GRETCHEN WHITMER
GOVERNOR

STATE OF MICHIGAN
MICHIGAN CIVIL RIGHTS COMMISSION
LANSING

STACIE CLAYTON
CHAIR
LAURA REYES KOPACK
VICE CHAIR

June 15, 2020

Greetings Fellow Commissioners,

As you will recall, during our March 9, 2020, special Commission Meeting, we agreed it was important to have staff input in the selection of the new director. The Commission had previously reviewed comments that some MDCR employees made during an Organizational Change Processing Session conducted last fall. At this meeting, we voted to utilize a web-based survey to give all MDCR employees the opportunity to provide input prior to the Commission voting on the final candidate for the position of Executive Director. SurveyMonkey was the chosen method for the survey because it assures anonymity.

With the assistance of our Special Advisor, Sylvia Elliott, we developed twenty survey questions. Questions 1-19 could be answered by choosing one of the following responses:

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Question 20, the final question, required a narrative response.

The survey was individually emailed to all 94 employees of MDCR on Tuesday, March 31, 2020. The survey was scheduled to end on Friday, April 3, 2020 at which time 60 employees had responded. The survey was extended an additional week until Friday, April 10, 2020, during which time five additional employees responded. The final participation was 65 employees out of 94 employees, or 69%.

The complete survey and written responses follow the Executive Summary. Pages 1-20 reflect one question per page and a graph of the survey responses to that question. Pages 21-30 contain the narrative responses to question 20.

Stacie Clayton, Chair
Michigan Civil Rights Commission

Executive Summary

QUESTIONS and RESPONSES by %

Strongly Agree = SA Agree = A Neutral = N

Disagree = D Strongly Disagree = SD

1. The next Executive Director must have extensive knowledge of civil rights law.

SA: 50.77% A: 33.85% N: 9.23% D: 6.15% SD: 0.00%

2. Honesty is a necessary character trait for the next Director.

SA: 87.69% A: 12.31% N: 0.00% D: 0.00% SD: 0.00%

3. It is important that the new Director demonstrate integrity.

SA: 90.77% A: 7.69% N: 1.54% D: 0.00% SD: 0.00%

4. The Executive Director should be held to the same standards of conduct as classified state employees.

SA: 70.77% A: 16.92% N: 4.62% D: 6.15% SD: 1.54%

5. The Executive Director should be a licensed attorney.

SA: 7.69% A: 7.69% **N: 47.69%** D: 29.23% SD: 7.69%

6. Operating the MDCR like a "business" is an effective strategy.

SA: 6.15% A: 13.85% N: 15.38% **D: 32.31%** **SD: 32.31%**

7. Increasing public awareness of the services provided by MDCR must be a priority for the new Director.

SA: 41.54% **A: 46.15%** N: 7.69% D: 1.54% SD: 3.08%

8. MDCR is more effective when it develops and maintains partnerships with other organizations.

SA: 44.62% A: 41.54% N: 12.31% D: 1.54% SD: 0.00%

9. The ability to lead and communicate are two very important qualities of a successful Executive Director.

SA: 83.08% A: 15.38% N: 1.54% D: 0.00% SD: 0.00%

10. It is vital that the new Director have a "vision" for MDCR.

SA: 58.46% A: 27.69% N: 9.23% D: 4.62% SD: 0.00%

11. The Executive Director must believe in and support the work and mission of the Michigan Department of Civil Rights.

SA: 87.69% A: 10.77% N: 1.54% D: 0.00% SD: 0.00%

12. A successful Executive Director must have prior supervisory experience.

SA: 52.31% A: 30.77% N: 13.85% D: 3.08% SD: 0.00%

13. The Executive Director should be given a set of objectives and expectations by which to measure performance.

SA: 47.69% A: 32.31% N: 16.92% D: 1.54% SD: 1.54%

14. Prior civil rights experience is a prerequisite to success as Executive Director.

SA: 38.46% A: 30.77% N: 18.46% D: 9.23% SD: 3.08%

15. "Trust" is lacking at the Michigan Department of Civil Rights.

SA: 63.08% A: 26.15% N: 6.15% D: 4.62% SD: 0.00%

16. The new Executive Director should do a department-wide analysis and change the organizational structure if needed.

SA: 55.38% A: 29.23% N: 9.23% D: 6.15% SD: 0.00%

17. If the current selection process does not result in the Commission hiring an Executive Director, the Commission should interview and consider the next two highest ranking applicants in the process.

SA: 16.92% A: 24.62% **N: 26.15%** D: 18.46% SD: 13.85%

18. If the current selection process does not result in the Commission hiring an Executive Director, the Commission should reconsider all 65 applicants deemed qualified by HR.

SA: 20.00% A: 23.08% N: 23.08% D: 26.15% SD: 7.69%

19. If the current selection process does not result in the Commission hiring an Executive Director, the Commission should contract an outside entity to initiate a new nationwide search.

SA: 20.00% A: 27.69% N: 23.08% D: 7.69% SD: 21.54%

20. Please write anything else you would like to share with the Commission that isn't covered by this survey.

The responses under this question fall generally into three categories:

- Concerns with Leadership
- The current environment at MDCR
- The new Director

A few of staff's responses are listed under each category. . . in their own words (the full content of the written responses is include with the attached survey).

Concerns with Leadership

Many of the comments in this category attribute internal problems and low morale to the leadership styles practiced by top department leadership, specifically, [REDACTED] and [REDACTED]. Leadership is believed to be the reason for frequent employee turnover, low morale and workplace silos. These individuals are often viewed as dishonest in their communications with staff, retaliatory in response to staff showing disagreement with policies, punitive in discipline rather than coaching for work improvement. Some comments describe employees being held accountable for performing their jobs - but leadership is not accountable for performing theirs. Regarding communication, leadership is believed to hoard information and often does not respond to emails or answer phone calls timely, if at all. Some other descriptors include: micro-managing, vindictive, showing favoritism in hiring and promotions, and lacking empathy/compassion for the employees of MDCR and/or our clients.

The Current Environment at MDCR

Several employees' comments describe their work environment as hostile and toxic; they are afraid to disagree or speak up with an opinion that is contrary to leadership for fear of retaliation or punitive discipline. Morale is lower than its ever been for a variety of reasons:

- There is a lack of sufficient staff to do the work that needs to be done per statute, yet some staff get paid for not working i.e., they come to work or work from home but their work isn't getting done; or they are frequently absent from work or their job duties are unrelated to the mission of the agency or the civil rights laws we enforce.
- Employees who perform above and beyond their job duties are promised raises or promotions that never happen; often resulting in them leaving the department for other employment opportunities.
- New hires and promotions are based on favoritism, relationships and loyalty rather than who is most qualified.
- The lack of trust by staff is fueled by leadership that is dishonest, is not transparent, exhibits poor communication and little if any accountability.
- Employee knowledge and expertise about their job are not valued by leadership and decisions are made that impact employees and their work without any input from the affected employees or work unit.
- MDCR should be the premier civil rights agency in the state, instead we are invisible. Most people do not know we exist, or that we represent the people of the state of Michigan, the services we provide or the types of discrimination we enforce.
- Serious consideration must be given to a department reorganization or restructuring.

The New Director

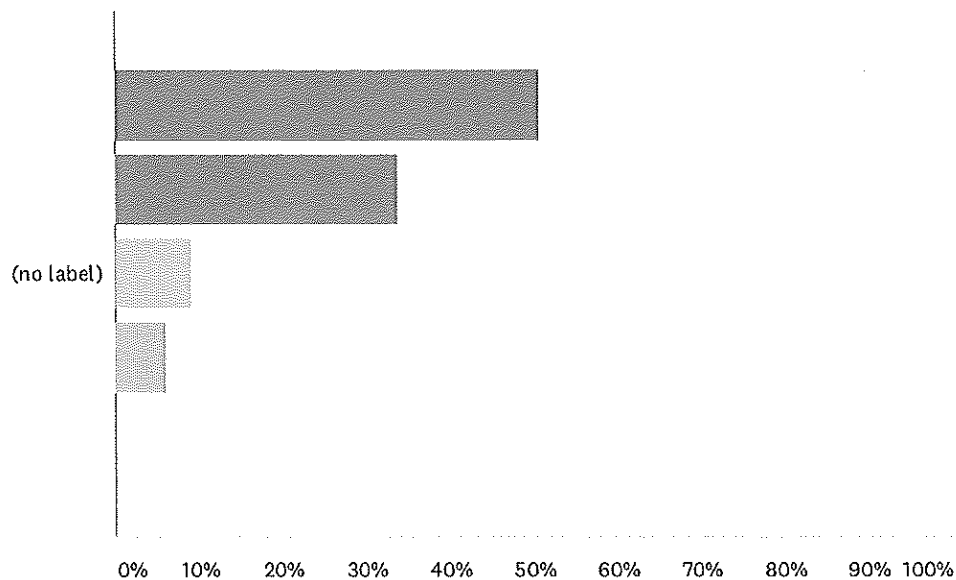
MDCR employees are appreciative of the opportunity to give their thoughts on the next Executive Director; they just wish their input had been sought prior to this stage in the selection process. Although staff is divided on how the Commission should proceed with the selection, employees share some strong thoughts such as:

- It is urgent that we fill the executive director position, but it must be the *right* person - - a person with a heart for civil rights e.g., Judge Damon Keith.

- Staff was very emphatic that for the sake of MDCR's reputation and credibility, the new Director should not have any ties to the Flint water crises or any other controversy.
- The next Director must have proven leadership skills and be able to hit the ground running.
- The Director should be held to a higher standard of conduct than classified state employees.
- The selection of and the candidate, should be free from political influence.

Q1 The next Executive Director must have extensive knowledge of civil rights law.

Answered: 65 Skipped: 0

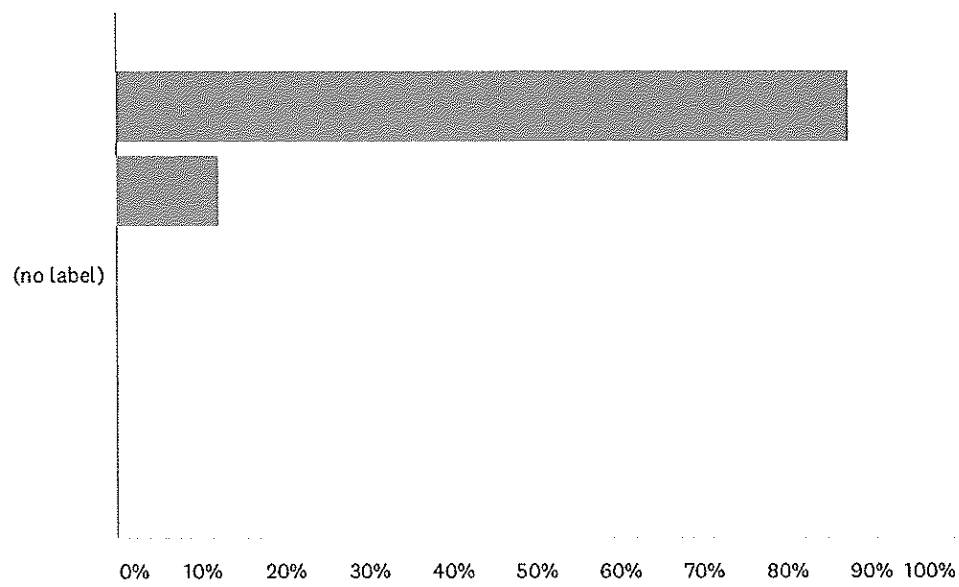


Strongly Agree Agree Neutral Disagree Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
(no label)	50.77% 33	33.85% 22	9.23% 6	6.15% 4	0.00% 0	65

Q2 Honesty is a necessary character trait for the next Director.

Answered: 65 Skipped: 0

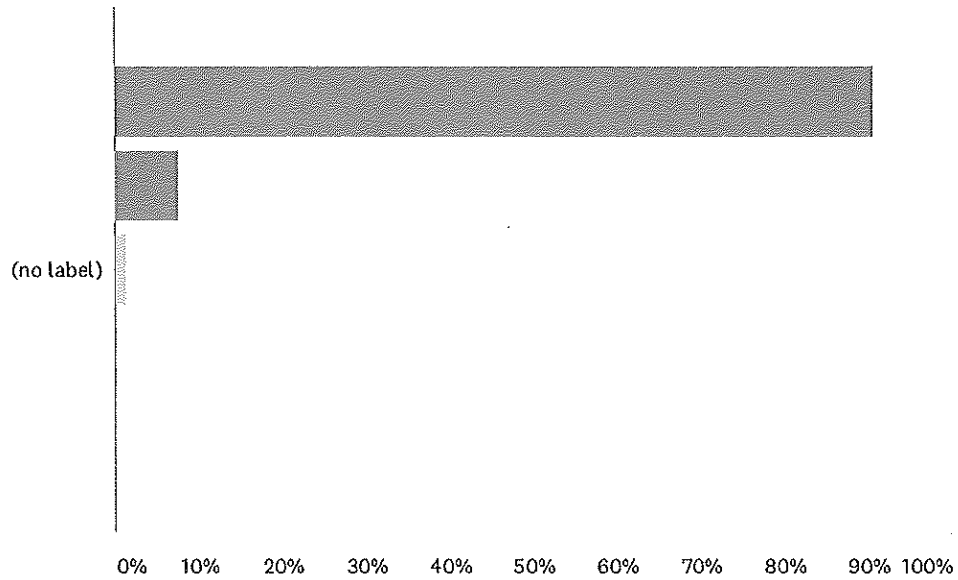


Strongly Agree Agree Neutral Disagree Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
(no label)	87.69% 57	12.31% 8	0.00% 0	0.00% 0	0.00% 0	65

Q3 It is important that the new Director demonstrate integrity.

Answered: 65 Skipped: 0

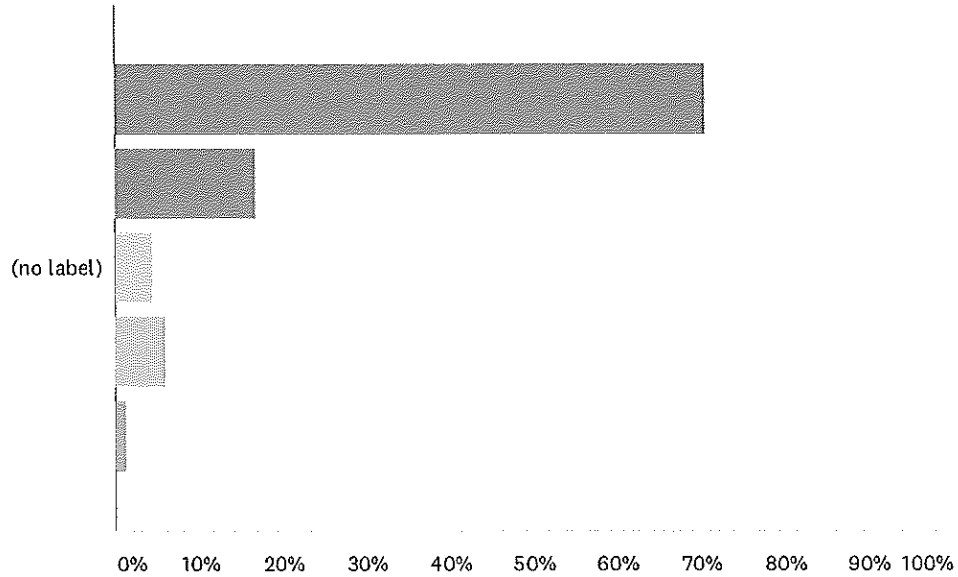


Strongly Agree Agree Neutral Disagree Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
(no label)	90.77% 59	7.69% 5	1.54% 1	0.00% 0	0.00% 0	65

Q4 The Executive Director should be held to the same standards of conduct as classified state employees.

Answered: 65 Skipped: 0

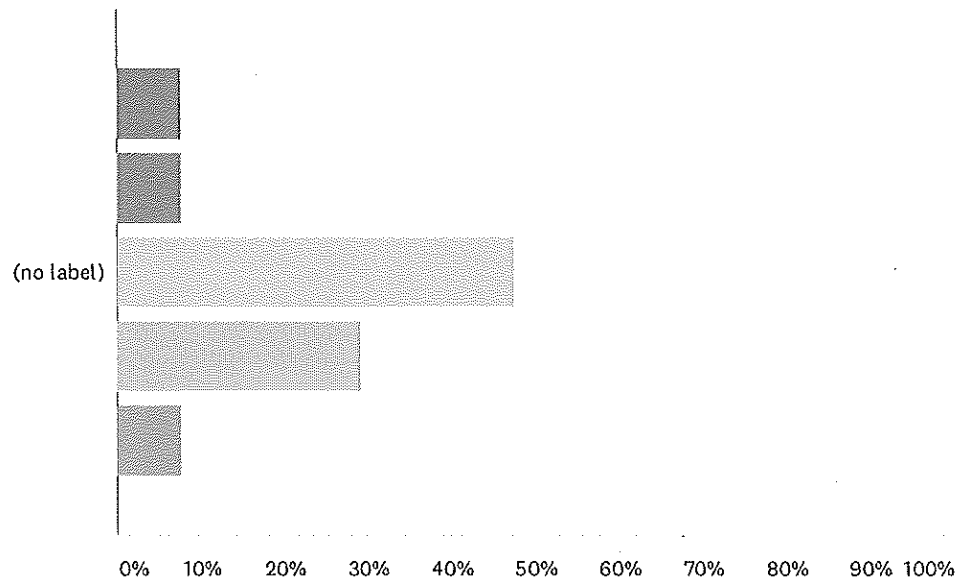


Strongly Agree Agree Neutral Disagree Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
(no label)	70.77% 46	16.92% 11	4.62% 3	6.15% 4	1.54% 1	65

Q5 The Executive Director should be a licensed attorney.

Answered: 65 Skipped: 0

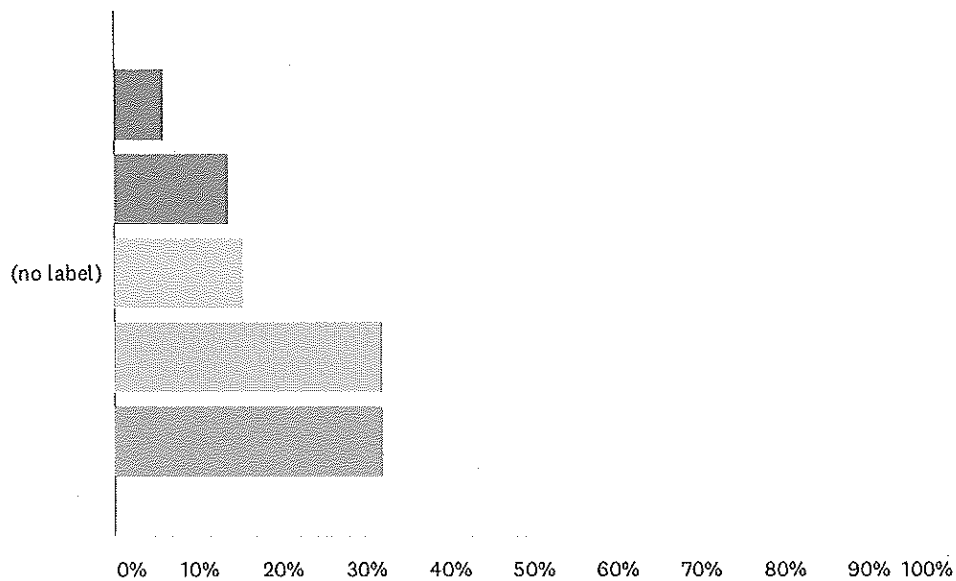


Strongly Agree Agree Neutral Disagree Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
(no label)	7.69% 5	7.69% 5	47.69% 31	29.23% 19	7.69% 5	65

Q6 Operating the MDCR like a “business” is an effective strategy.

Answered: 65 Skipped: 0

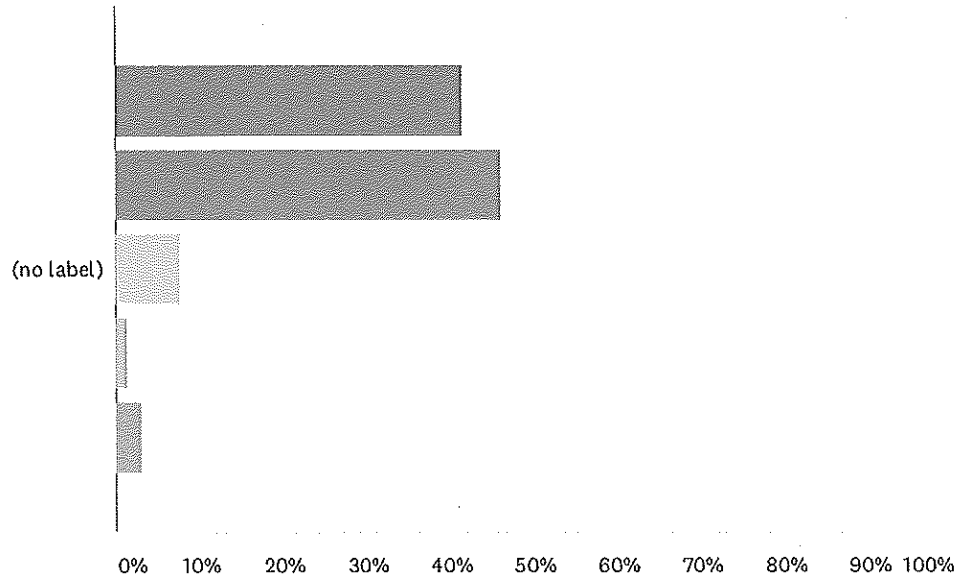


Strongly Agree Agree Neutral Disagree Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
(no label)	6.15% 4	13.85% 9	15.38% 10	32.31% 21	32.31% 21	65

Q7 Increasing public awareness of the services provided by MDCR must be a priority for the new Director.

Answered: 65 Skipped: 0

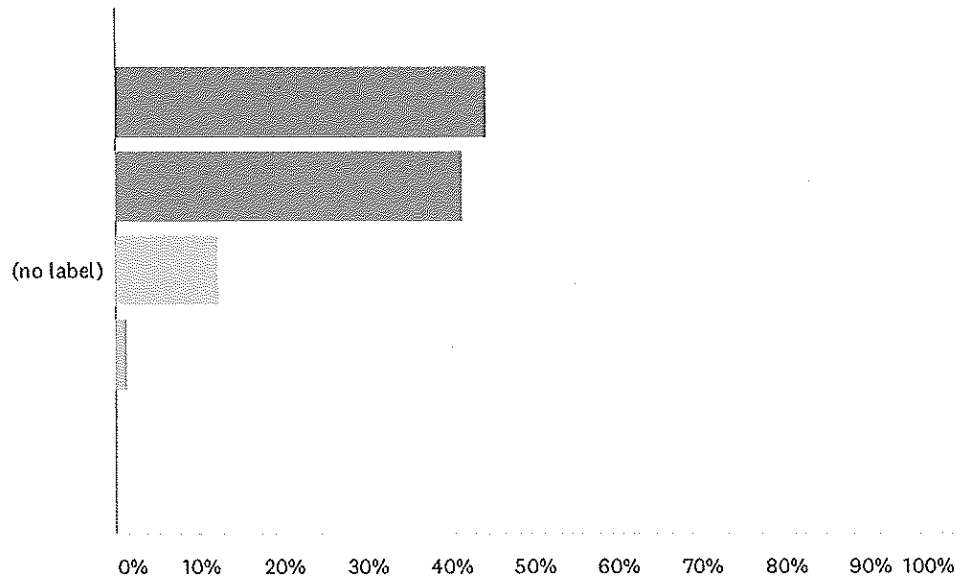


Strongly Agree Agree Neutral Disagree Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
(no label)	41.54% 27	46.15% 30	7.69% 5	1.54% 1	3.08% 2	65

Q8 MDCR is more effective when it develops and maintains partnerships with other organizations.

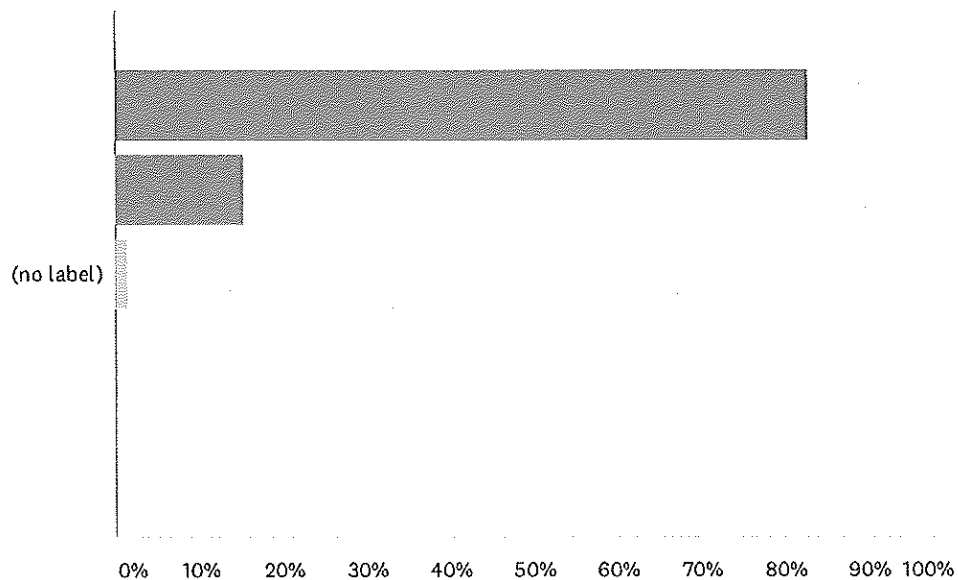
Answered: 65 Skipped: 0



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
(no label)	44.62%	41.54%	12.31%	1.54%	0.00%	
(no label)	29	27	8	1	0	65

Q9 The ability to lead and communicate are two very important qualities of a successful Executive Director.

Answered: 65 Skipped: 0

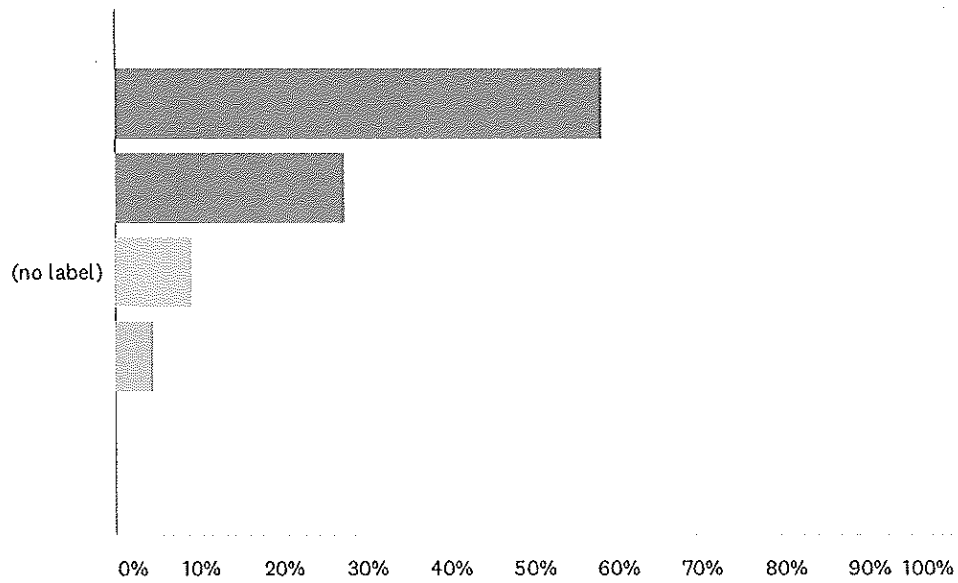


Strongly Agree Agree Neutral Disagree Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
(no label)	83.08% 54	15.38% 10	1.54% 1	0.00% 0	0.00% 0	65

Q10 It is vital that the new Director have a "vision" for MDCR.

Answered: 65 Skipped: 0

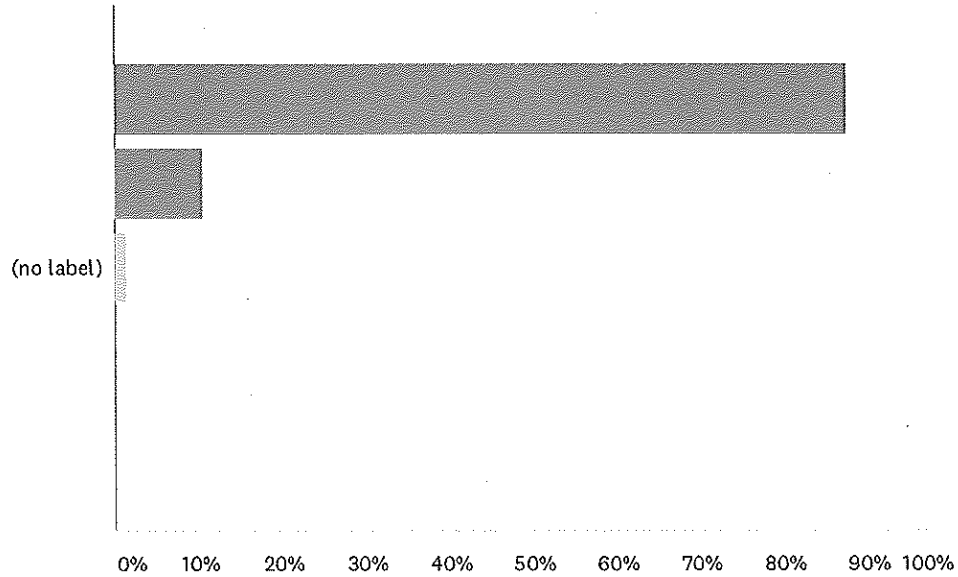


Strongly Agree Agree Neutral Disagree Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
(no label)	58.46% 38	27.69% 18	9.23% 6	4.62% 3	0.00% 0	65

Q11 The Executive Director must believe in and support the work and mission of the Michigan Department of Civil Rights.

Answered: 65 Skipped: 0

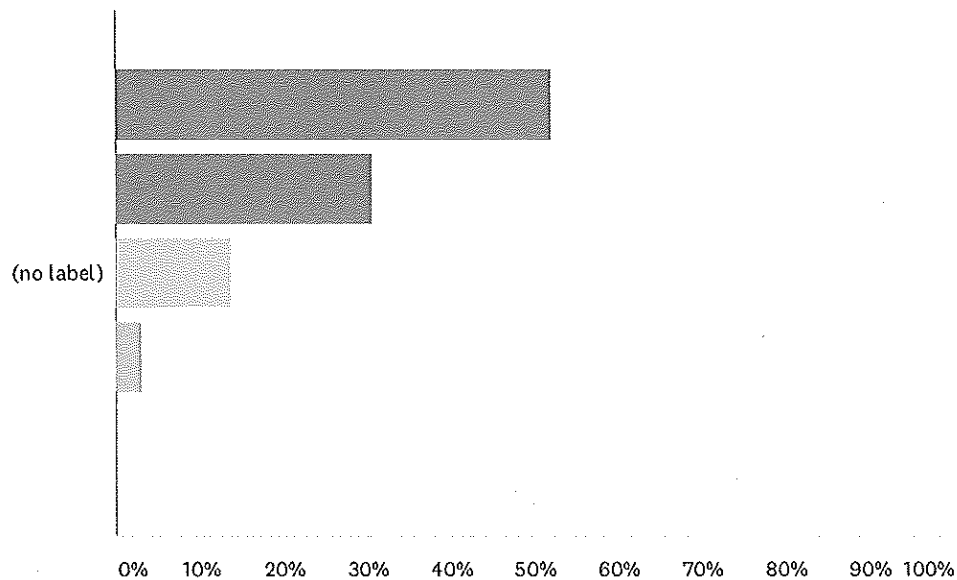


Strongly Agree Agree Neutral Disagree Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
(no label)	87.69% 57	10.77% 7	1.54% 1	0.00% 0	0.00% 0	65

Q12 A successful Executive Director must have prior supervisory experience.

Answered: 65 Skipped: 0

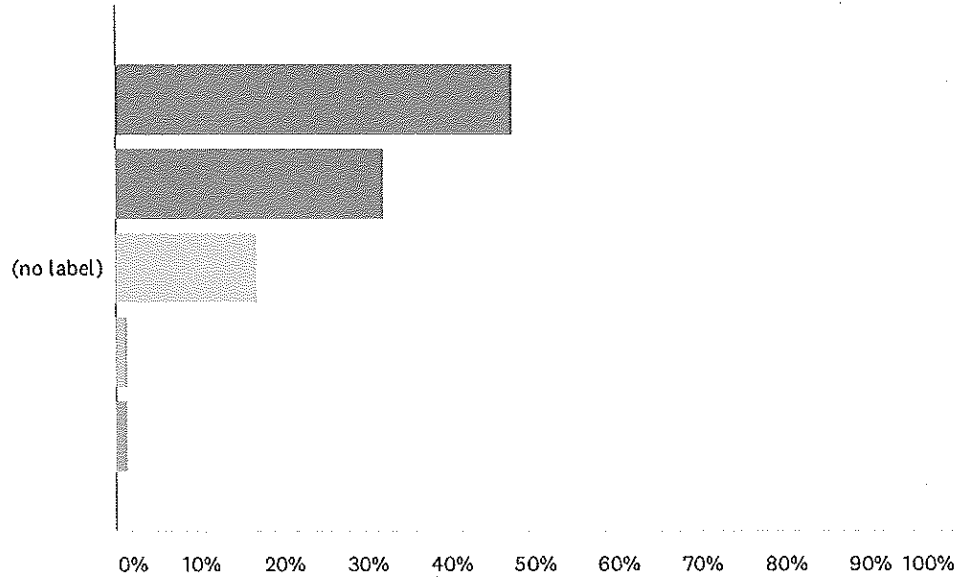


Strongly Agree Agree Neutral Disagree Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
(no label)	52.31% 34	30.77% 20	13.85% 9	3.08% 2	0.00% 0	65

Q13 The Executive Director should be given a set of objectives and expectations by which to measure performance.

Answered: 65 Skipped: 0

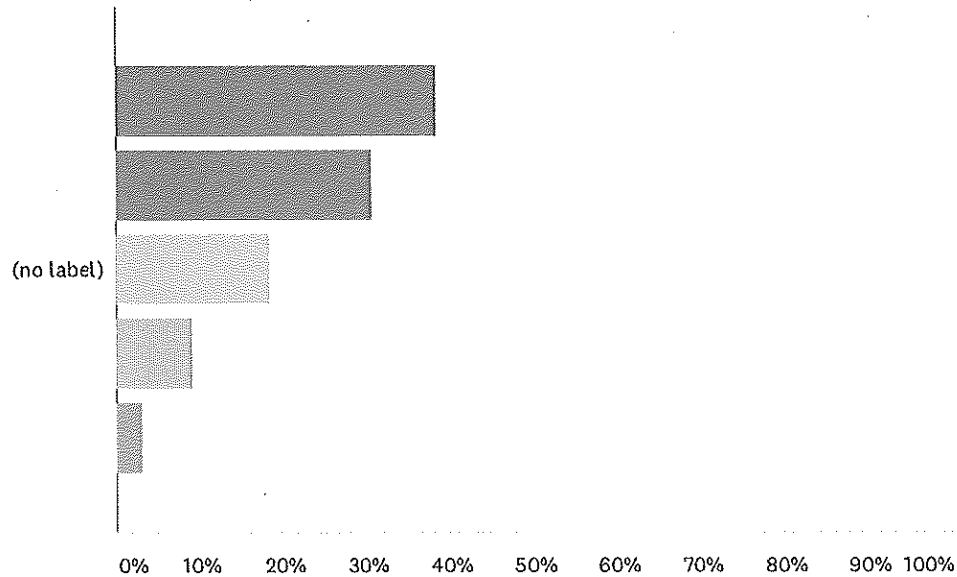


Strongly Agree Agree Neutral Disagree Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
(no label)	47.69% 31	32.31% 21	16.92% 11	1.54% 1	1.54% 1	65

Q14 Prior civil rights experience is a prerequisite for success as Executive Director.

Answered: 65 Skipped: 0

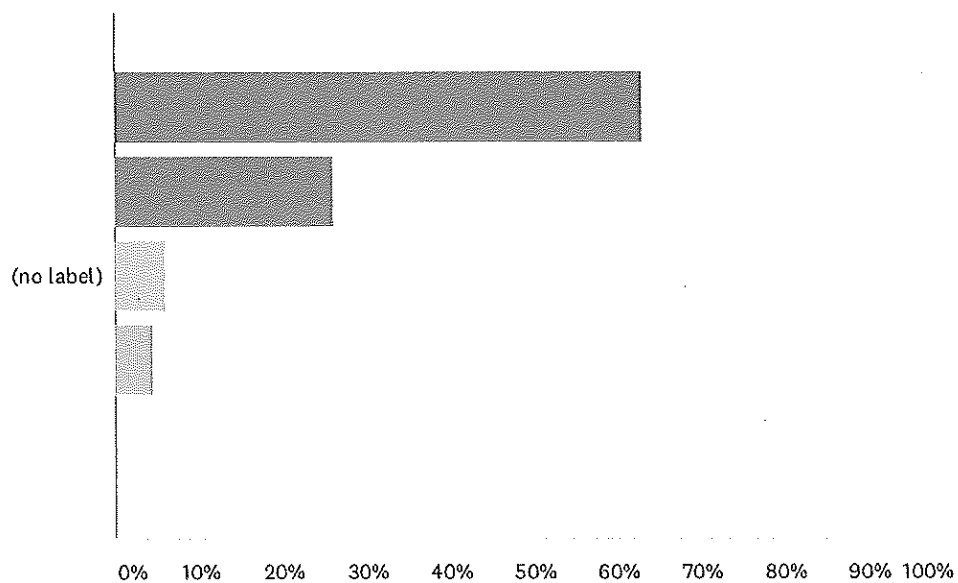


Strongly Agree Agree Neutral Disagree Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
(no label)	38.46% 25	30.77% 20	18.46% 12	9.23% 6	3.08% 2	65

Q15 "Trust" is lacking at the Michigan Department of Civil Rights.

Answered: 65 Skipped: 0

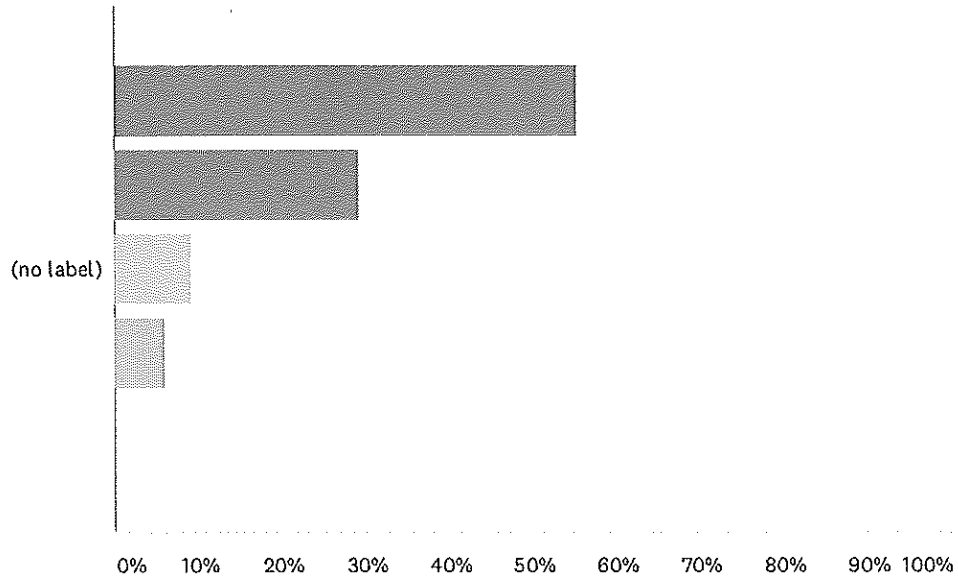


Strongly Agree Agree Neutral Disagree Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
(no label)	63.08% 41	26.15% 17	6.15% 4	4.62% 3	0.00% 0	65

Q16 The new Executive Director should do a department-wide analysis and change the organizational structure if needed.

Answered: 65 Skipped: 0

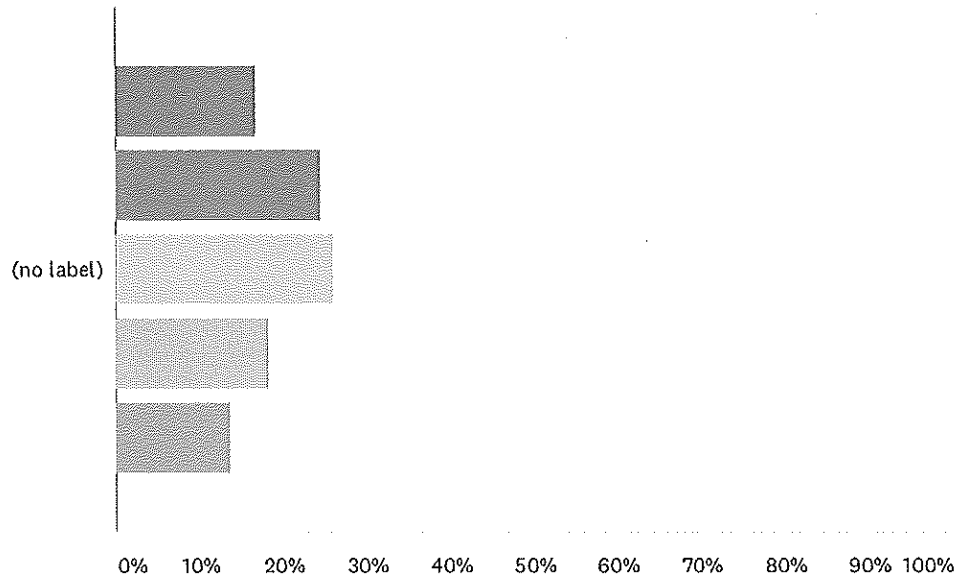


Strongly Agree Agree Neutral Disagree Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
(no label)	55.38%	29.23%	9.23%	6.15%	0.00%	
	36	19	6	4	0	65

Q17 If the current selection process does not result in the Commission hiring an Executive Director, the Commission should interview and consider the next two highest ranking applicants in the process.

Answered: 65 Skipped: 0

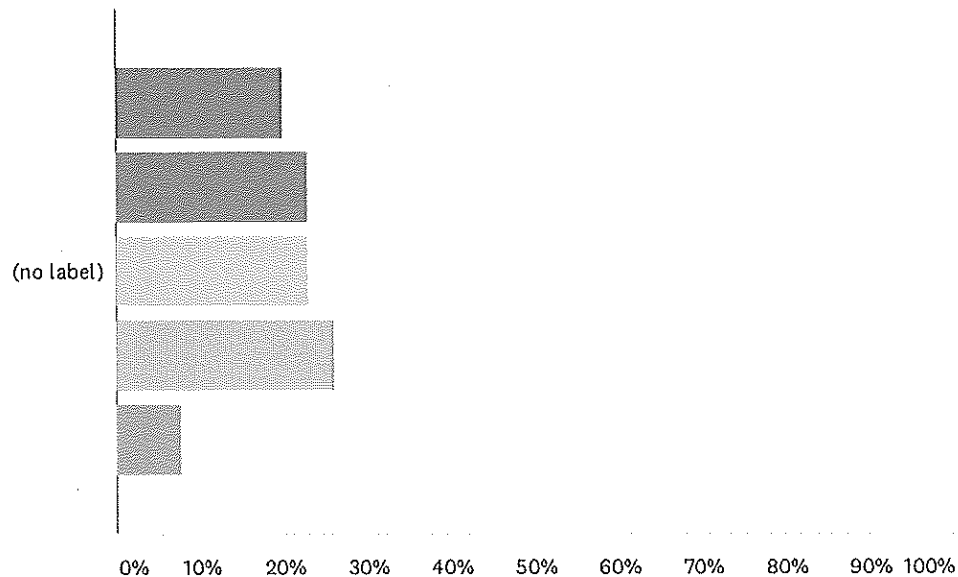


Strongly Agree Agree Neutral Disagree Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
(no label)	16.92% 11	24.62% 16	26.15% 17	18.46% 12	13.85% 9	65

Q18 If the current selection process does not result in the Commission hiring an Executive Director, the Commission should reconsider all 65 applicants deemed qualified by HR.

Answered: 65 Skipped: 0

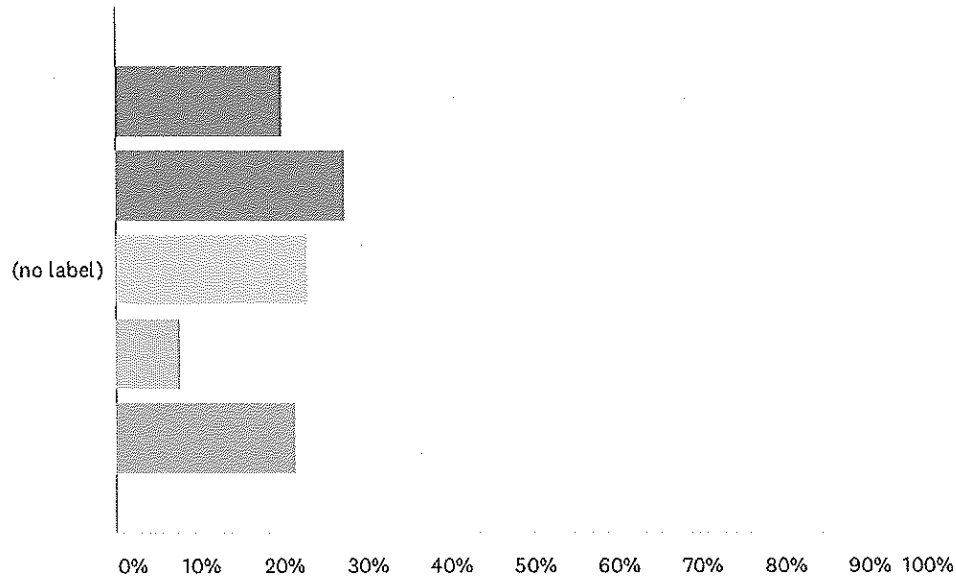


Strongly Agree Agree Neutral Disagree Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
(no label)	20.00% 13	23.08% 15	23.08% 15	26.15% 17	7.69% 5	65

Q19 If the current selection process does not result in the Commission hiring an Executive Director, the Commission should contract an outside entity to initiate a new nationwide search.

Answered: 65 Skipped: 0



Strongly Agree Agree Neutral Disagree Strongly Disagree

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
(no label)	20.00% 13	27.69% 18	23.08% 15	7.69% 5	21.54% 14	65

Q20 Please write anything else you would like to share with the Commission not covered in this survey.

Answered: 48 Skipped: 17

MDCR Employee Opinion Survey Regarding the MCRC Selecting a New Executive Director

#	RESPONSES	DATE
1	It does not seem to me that the two gentlemen chosen have much experience in civil rights. I have worked her for over 20 years and if a director does not have civil rights experience, it does not work. The department employees are beginning to feel more positive and like we are going forward, we do not need someone to knock us backward again.	4/6/2020 3:12 PM
2	The Executive Director should be held to a higher standard then MDCR employees.	4/6/2020 11:57 AM
3	If the two finalists are our only two choices to choose from, I would select Harvey Hollins, because Conrad Mallet does not seem like a good long term solution and will run this department like a business.	4/6/2020 11:30 AM
4	The Executive Team currently in place needs restructuring in order for the environment and production of the Department to improve.	4/6/2020 11:25 AM
5	The problem with morale is leadership [REDACTED] is big on retaliation and discipline and control. Many were afraid to do this survey because they are afraid [REDACTED] will see it and they will be retaliated against for being honest. [REDACTED] makes decisions without solo. His civil rights knowledge is limited, his background is criminal yet he NEVER seeks input from legal staff. He often goes to the AG for advice regardless of whether their position is at odds with the MCRC. His prior employment was with the AG. His views on what is discrimination is adverse to the MCRC [REDACTED]es to staff and to Lansing. She is staffs worse enemy because of her lack of knowledge about how state government operates. Much of the problem with the department is that each new director has come in believing what these 3 tell him when in reality the problem is these 3. Why do we have employees who don't come to work [REDACTED] or who don't do the work of the department [REDACTED] and [REDACTED] Racial Equity in this department was the next career step for [REDACTED] and the current program is not helpful to the employees or the work of the department. The money from those positions and [REDACTED] could be better spent in the department. We keep losing our best people particularly investigators because of leadership especially [REDACTED]	4/6/2020 8:42 AM
6	Thank you, Commissioners, for slowing down the process to seek employee opinions regarding the MCRC selecting a new executive director. My responses are based on the following considerations: 1. Different leadership styles and management capabilities are warranted based on the current status quo. 2. In my opinion, given that the staff's morale continues to be unfathomably and deplorably low with further exacerbation with the recent firing of our last director, employees are greatly traumatized. a. Morbidly low morale has existed for years, not months—for years. To ascertain to what degree, please take the time to access the State of Michigan Employee Survey Results for our department for the last 7 years. During Director [REDACTED] tenure, the number of responses to the surveys increased 1-2 years due to the offer of pizza parties, etc., along with some reported/rumored supervisory directives and oversight to ensure that some units' staff did indeed complete their survey. The goal was that we were commandeered to ensure that we were no longer in the bottom number of responses among all the State agencies. Needless to say, in a department charged with ensuring Michigander's civil rights, time and time again, employees in this department have felt that their rights have not been upheld or protected by supervisory and/or executive team members. b. Additionally, since the decline of the "glory days" when Nan Reynolds was the Director, staff reductions from 300+ to less than 100 have not helped, and more specifically with the launch of the Intake Unit, morale further plummeted. A suggestion would be for Commissioners to conduct Exit Interviews with some of those who resigned or retired under great duress and stress due to the workload and toxic environment. Another suggestion would be to review turnover statistics and analyze, with interviews, why many with legacy experience were overwhelmed and just gave up. Why is the environmental climate perceived as being so toxic and so hostile, and allowed to continue to be so? We need help, but who is listening? c. Staff are expected to give Michiganders their very best work products, but for many, (bar those with managers who are truly empathetic and genuinely attempt to relieve the level of stress experienced by so many), who is their advocate? A work environment characterized by intimidation, targeting at the director level, cronyism, and preferential/deferential treatment for some, lack of accountability—are all descriptors that some would use to describe their every day work experience in the Michigan Department of Civil Rights. They show up because they need their income and benefits...these brave, self-sacrificial first responders for those who are members of marginalized and impoverished communities. d. Added to this mayhem, is the fact that the Commissioners for whom 99+ state employees work as their operational arm, did not public consider and demonstrate that employees should have been first and foremost consulted before the search for the next Executive Director was launched. What does that say about how much employees are valued	4/3/2020 4:55 PM

MDCR Employee Opinion Survey Regarding the MCRC Selecting a New Executive Director

by those to whom we look for guidance and leadership in the public domain, when we are consulted, finally, after the fact? But better late, than never...So, thank you, or thank those on the Commission who advocated for those whose voices for so many years (given the 5 director turnover we have experienced) have been deemed as voiceless or unworthy to participate in our own leadership destinies. 3. So, we do not need someone with all the technical credentials. Such possession will not ensure the emotional, spiritual, and physical healing needed by so many staff. A different leadership style and management capabilities are needed to set this ship afloat and in the right direction. Many staff are required as a matter of competition to have advanced degrees. The knowledge, acumen, desire, intellectual capital already exists in our department. Staff just need to be allowed to participate in the forming and shaping of a healthy work environment as an outcome of being valued. A new director does not need his vision, it must be shared vision if he/she has never committed to work under our self-committed mandates...to value others, to free them from the strains and stressors of discrimination, and ultimately, to be set free from all the existing systems of inequities that plague our society (and our department). We dwell in brokenness as a group. Because I care about my colleagues and our service recipients, I boldly ask, "Will you commit to heart to help in that endeavor?" Thank you for your consideration.

7	The Michigan Department of Civil Rights should be run in a "businesslike " manner, as a constitutionally authorized department of the State of Michigan. Ridding the Department of the plant "assembly line - production" mentality would be the greatest step to the achievement of quality service and investigation. The Department should be neutral in its relationship to all community organizations, but ever mindful of the "inherent American value" of a government of, for, and by the people. The Department should be as free (as humanly possible) of partisan political, interest-group ideologies. It should not be a "fiefdom" for political ideology "group-think" (left of right) - including a "Progression" to oppression of rights via so-called 'intellectual' idiocy.	4/3/2020 3:12 PM
8	Civil Rights icon Dorothy I. Height said in part "we should not only be concerned but that we should use whatever talent we have to be of some service in the community." I ask the question Are we as an agency using our talents to be of service to the communities full throttle? I say NO for \$1000 Alex (double jeopardy answer of the day). It is my belief that this agency under the watchful eye of the commission and the Executive Director has a RESPONSIBILITY to the public to provide a true meaningful service to uncover, dispel, hold accountable and educate any, and everyone on allegations of unlawful acts of discrimination and disparate treatment on all fronts both internally and externally. As an employee I believe we have much work to do. How is it that we as an agency are housed in a building with approximately 14 floors and the vast majority of people don't even know we are even in the building? The Community should know where we are located sorta like if I say where are the following located: The SPIRIT of Detroit, Belle Isle, or Cobo Hall (TCF Center). Everyone knows where these places are. We SHOULD BE A HOUSEHOLD NAME in the City of Detroit! While you ask me to write anything else I'd like to share with the Commission not covered in this survey I'd like the Commission to answer this question for me, and focus on what matters most... PEOPLE! Your people produce the work and the profit but yet we don't show up on your P&L, however, we do show up in the communities, on your surveys, we show up in attitude, some good, some bad, we show up in office morale, poor motivation, and no hope for change of a better tomorrow. So I ask you the commission, What is your plan? I would implore you to make the change.	4/3/2020 2:44 PM
9	There is a lack of communication and trust within the department. Many enforcement staff feel as though they are the only part of the department in which policies, timelines/deadlines, and discipline affects. There is constant fear of retaliation for speaking up or standing for what one believes in. The new director should have at least a basic grasp of what it is we do as a department and should be willing to learn more extensively what we do and why each division is important and necessary to the success of the mission. The new director should have an open door policy and engage with staff often since we are such a small agency. Staff should not fear talking to the director about thoughts, ideas, etc. Also, enforcement staff needs to feel supported and not targeted or bullied. It is no secret that enforcement investigators generate federal dollars for the department but sometimes it feels as though that is all the department cares about, the money, and not the staff, due to harsh disciplinary practices and threats of discipline. There are ways to encourage and motivate staff that the current leadership oftentimes does not do. Instead, leadership has a tendency to run people into the ground, make them feel less than, expendable and worthless, hence the issue with retention.	4/3/2020 1:59 PM
10	I would like a process and or protocol that would uplift employees to a progressive pay level and position who have shown proficient skills who work hard consistently for years an go unnoticed unless it's verbal. promised unilateral moves but to no avail.	4/3/2020 11:43 AM

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11	It is imperative that the next Director not bring negative baggage with them. They must also make significant changes to the very top of the organization.	4/3/2020 8:40 AM
12	RE: #4, The Executive Director should be held to HIGHER standards of conduct as classified state employees. While prior Civil Rights experience would be nice, Civil Rights law can be taught. What the new director needs to have immediately is vision, integrity, and experience working in public service that would allow them to completely reassess the department's processes and operation. Management frequently engages in retaliation when people bring up issues, does not appropriately integrate the various branches of our department, and creates policies that do not benefit the department. Morale is low and employee retention is worse. The department's public profile is low. People do not know we're here as a resource. Management fails to create an environment where employees can focus on the work and this mission, which in turn hinders our ability to serve the public. The executive director needs to be able to look at the environment, the policies, and the way we do work and create something new and effective. Doing something because "that's how we've always done it" is a 20th century approach to 21st century problems.	4/2/2020 5:08 PM
13	CRIs cannot go to commission meetings unless invited. There is a fear of retaliation whenever you attempt to speak up. In fact, there is a fear of retaliation for even completing this survey. Although it is anonymous, we will all bear the brunt of these words because they will know people are unhappy. The leadership within enforcement wants loyalty and if you are not loyal to them it is known. The discipline is all arbitrary and done "because they can." They reduced the number of cases each month but took telecommute days because they cannot make it seem that workers won. Cases should not be counted on a monthly standard, if CRIs are not doing their job you'd know. We rely on so many other factors to get cases done, but those things do not matter to management. They make it feel as though CRIs are entitled. Managers cannot make decisions without going to their manager because they are micromanaged and don't trust the CRIs. CRIs appear to be the only ones under fire, if intake makes mistakes CRIs are made to fix them because you don't want to upset that director. Turnover is horrible, but management states people leave because they use the department as a steppingstone, this is not true, they leave because of the management style. Workers no longer feel they need to stay in poor work environments. Other division know of these issues and concerns and shrug and say they can't do anything about it but say they feel bad. Some blame the union. In reality the job is great and should be a job you could retire from, but a few bad apples makes that seem impossible. There are so many other things that could be said. I think a lot of problems would be solved if management did not like CRIs were entitled and listened to solutions presented.	4/2/2020 3:22 PM
14	Yes trust is an issue, but the Commission is big part of the problem. Last directors all chosen for reasons of friendship not the departments interest, certainly not staffs. Commission pretends to be transparent, but only after having one of least trusted members of department personally screen everyone in secret and pretending not to have been consulting with some commissioners more than others. She tells you one thing about the process, but tells us the candidates were weak and process not good. Her trust level is also why many colleagues are not trusting they will not be identified in this survey and not taking it. We need leadership that stands for something, and says the same thing to everyone rather than what they want to hear. We need to focus on our mission not good publicity. These are desperate times and you are letting us down again. There are better choices in and out of department to get us through a 6-12 month transition while you look for the right leader. we are desperate and you only now are asking us what we need. I hope you are listening.	4/2/2020 3:02 PM
15	Although not an option, I believe the Executive Director should be held to a higher standard than classified employees. In addition to civil rights knowledge, I believe the ED should also understand the difference between equity and equality. Lastly, if staff express other concerns to the Commission I would hope the Commission would have follow-up with discussion with others who may have additional information on the concerns prior to informing an opinion or taking action (change in organization structure, etc.)	4/2/2020 2:27 PM
16	I think the Director should not have been involved in a crisis that harmed its customers. For e.g. the water crisis in Flint.	4/2/2020 1:39 PM
17	The Department should move toward a EEOC Model in investigator expected annual case closure expectations. The investigators should be able to triage complaints, utilizing partnerships within the communities. Investigators should act similar to Attorney Firms where a team is utilized in various stages of the investigatory process to either mediate, resolve or close the case. The investigator notarizes, reviews final works before submitted to Manager for normal case closer proceedings. Investigators time should be best spent on Delegating the	4/2/2020 1:04 PM

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process, relationships, while being free to attend meetings, conferences, committee work, volunteering. I have models discuss. "Trust" is not lacking at the Michigan Department of Civil Rights, Equity in leadership and Budget Funding is lacking: The Department has many individuals who's life work and mission has been to make a difference. Over the years, many have invested in themselves by attending conferences, completing additional education; even prior experiential supervisory, equity and fund development experience. These individuals are under-utilized and should be considered in expanding other areas for our departments mission. The Executive Director should be given a set of objectives and expectations by which to measure performance: The leader of our department should be a thought-leader in Civil Rights. The Executive Director should be protected and expected to navigate bureaucracy. The objectives the Executive Director should have are the objectives the leader and entire department and commission should come up with together, a-- 3, 5, 10, 20 year plan; which will also help with envisioning setting a Multi-Billion Dollar department budget that can be visualized. It is vital that the new Director have a "vision" to work with entire MDCR staff and Commissioners for shared, promises kept, forward thinking equitable solutions. MDCR is more effective when it develops and maintains partnerships with other organizations, the department has to seek other organizations or create other internal sub-departments to triage and help our department become more efficient and smarter in processes. We must be able to seek funding sources that do not marginalize our talent force, but increase, re-enforce and respects their knowledge resource--in earning potential and hierarchical delegating abilities for the advancing edification of the departments mission. The Executive Director should be held to the same standards of conduct as classified state employees: No. The Executive Director should be held to the standard of their Hierarchical rank in State Government. This is the only way for their enforcement powers to really be recognized, respected and effective (Extending those respected powers to the enforcement department). Respondent leaders and MDCR Directors enforceable Civil Rights laws and powers should be considerably understood between the parties relationship. The Executive Director must also be able to cross and transcend the various generational gaps in the department and develop a synergistic equities approach. Character trait for the next Director: Courageous and Bold. Too much ducking and hiding from our department on important State issues because we have not been progressive, prepared and bold enough to say we need to be involved. When challenges arise we believe the same or past methods will cure and mend old and new wounds, but it is only a band-aid solution. We have to be courageous enough to think contemporary and be pro-active instead of reactive. That is true vision, seeing and preparing for what's to come. Making sure we are at the right tables and having the conversations and interpretation of the law we need to have to effect real equitable solutions in Michigan. Operating the MDCR like a "business" is an effective strategy: Only a person with all of the competencies listed in survey to move the department forward can truly do this effectively. This is simply the difference between different businesses who succeed and who fail. Think big and think someone who will focus on creating solutions to the most moving matters within our works for the State of Michigan. IE: Steve Jobs(Apple), Elon Musk(Tesla), Sundar Pichai(Google). Visionary like mind in Civil Rights and real tangible solutions being created. Action not talk. Fun, innovative solution based works that is not micromanaged-- 1) Increasing the budget in the Multi-Billion Dollars--we need the best tools, state of the art technologies and resources--we have to be considered a value added resource to State Government (Data Aggregation and Equitable Civil Rights Law Enforcement), 2) growing/ re-"visioning" our department and and 3) creating public awareness of the services provided by MDCR must be a priority for the new Director. The new Executive Director should do a department-wide analysis and change the organizational structure if needed: No current staff should be let go, or underpaid. Instead, current individuals should be sought to grow and expand into new roles that match MDCR vision. If the current selection process does not result in the Commission hiring an Executive Director, the Commission should contract/initiate a new nationwide search. This will allow our department to move forward with current leadership until a permanent hire has been selected. Have and develop new timelines for selection process and provide the outside entities information for candidate inquiries. Before a new Executive Director is selected, Enforcement expectations and policies need to be re-designed immediately for maximum effectiveness and efficiency. This needs to be similar to that of the EEOC counterpart.

18	I had concerns about the former Director of the Governor's Office of Urban Initiatives being a candidate, especially since his former subordinate employee is our current Commission Chair. The process looks tainted. Also concerned about the ongoing investigation regarding the Flint Water Crisis. Anyone under investigation for that disaster should not be considered for this position.	4/2/2020 12:41 PM
19	The enforcement division is a wreck. Management is consumed with case closure quotas and	4/2/2020 8:01 AM

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are generally not competent with anything else. [REDACTED] has individually lowered the morale of the entire division with her petty and vindictive personality. [REDACTED] allows this and lacks the leadership to reel her in. HR is weak and ineffective in dealing with labor relations. This creates space for managers to treat employees with no dignity. Anyone who complains will be retaliated against. There is a race and sex discrimination. Specifically black males are treated in a condescending paternalistic way. Over scrutinized and over disciplined. We need someone that will confront the culture here and not join it. [REDACTED] is also a total joke. No one takes her serious. People are just nice to her because of her title. She is a dishonest low integrity individual willing to look the other way in order to advance. [REDACTED] wouldn't know racism if it stepped on his foot. Total lack of credibility on race matters. Overall if the department isn't even credible to its own employees, how can it be credible to the public?

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There is no way to assess who is or is not currently in the applicant pool for qualities and qualifications MDCR needs; these individuals have not been openly screened and established criteria were not openly established. MDCR can train a new director on the law - both what it is and what it should be; we can't make up for a former supervisor seeking to LEAD - leaderships knowledge, skills, and ability, not position, should be the prerequisite; businesses fail all the time for ethical, moral, financial, mission related reasons; VISION is important; Strategic Planning is essential; organization change management is essential; controlling a (divisive) board and protecting the institution from outside political pressures is essential. The interview questions should be established and vetted by staff who understand these principles. Giving objectives and expectations to measure performance is poorly worded - meaning is that for the Director's evaluation or the Department's. Case in point - former director was very proficient working the field, engaging community, nurturing new ideas - but very ineffective, and out right damaging, in leading the agency. He did not understand where his job ended and that of the trained and highly professional and experienced staff began. Strength of will can be an incredible asset - browbeating staff to show important you are not so much. There are probably, really, only 2 or 3 perfect candidates in the US who possess the ideal skills and background and they are not going to come here to take this job. Find a mid-level C-suite professional from a Fortune 500 who knows the importance of collaboration, trust, collective impact, the difference between causation and correlation, and who has high emotional intelligence and a clear definition of servant leadership and you are well on your way. They must accept accountability for themselves and those they lead. They also have to come in to MDCR understanding how openly deep and passionate staff are in sharing their life truths, wanting to see real change, internal and external, and work every day to make a real difference in the world. Clearly defined vision and strategy will go a long way in rebuilding trust. They don't have to be perfect, personally or professionally - just have sufficient humility to know they too can change, grow and transform. And finally, they can't have a connection to prior catastrophes - like Flint, MSU/Nassar, or legislative or litigation outcomes that undermine the life-force of MDCR.

4/2/2020 7:12 AM

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The Commission should hire someone, who will bring in at least 1 or 2 people who that Director can trust. A new Executive Director, should be allowed to bring in new upper management with a new view, who respect employees, doesn't micro-manage, always tell the truth, and be experienced in their duties. Start at the top, re-interview, if not satisfied, bring in new management. Just don't settle for anyone. Let's start anew. Let's get Civil Rights on the right track, with the right people to lead the department in the right direction. If nothing at the top is changed, then we're right back where we started.

4/1/2020 5:36 PM

22

Trust at the executive level is sorely lacking. Some of the exec team are not acquainted with the day to day operations of the various units within MDCR, or they have forgotten. There is no oversight concerning telecommuting. Most employees are doing whatever they want, and are calling it "working from home", including supervisors. There is overall no accountability. There are positions within MDCR where employees are literally doing nothing all day, except surfing the internet. A unit has been created "SEU" to allegedly investigate high profile issues, however most employees believe this unit was created to elevate or promote those who are friends of the members of the executive team. The investigators on this SEU team are not doing anything significantly different than the investigators on other teams except for occasionally assisting in internal training. This has resulted in promotions (more money) for employees that are not doing anything uniquely different. How was this allowed to happen? Can we afford to be fiscally (financially irresponsible) in this manner? Disrespectable behavior is allowed to take place, with no remedial action taken. With all of this being said, 50% of the employees in this department are really good at what they do and are highly responsible. Fifty percent is just not good enough though. We have a responsibility to the citizens of Michigan, and we have got to do much, much better than that! Please select someone of high integrity

4/1/2020 10:16 AM

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who is not afraid to make difficult decisions that will result in making MDCR what it should be. Things will not get any better if we don't take the proper action this time. It will continue to get worse, until we are no longer valued in the community. Previous director's have initially come in and shown interest in creating a better atmosphere, but then have stepped back and allowed the legacy to continue. Employees have resigned themselves to believe "nothing will really change"!

23	MDCR is like a rudderless ship. The current upper management is untruthful, vengeful and cruel. Upper management is so concerned with retaining and maintaining fiefdoms, that the people MDCR represents, the people of the State of Michigan and its employees, are overlooked/dismissed. The [REDACTED] is unqualified. The Heads of [REDACTED] and [REDACTED] lack sympathy and empathy for the public and employees of the Department. The [REDACTED] is focused on kowtowing to the media and not doing the work of the Department, if the person is even aware of what the Department does. There is endless mismanagement. A prime example: A case management system has been implemented which is geared toward one aspect of the work MDCR performs, while other circular jobs are being forced into the same square. The Department was "shutdown" to train everyone on the new system for a week. Everyone received the same training, ignoring the fact that everyone doesn't have the same work. There was no consideration given to HOW people learn. Or what laws may be impacted by "shutdown" of a Department for what amounted to over a week. It culminated with employees being gathered into large training groups during the outbreak of COVID 19 in this State.	4/1/2020 10:02 AM
24	The current process in selecting a new Executive Director has completely left out MDCR employees. This survey should have been done before the 4 interviewees were announced the day of the interviews. If done before the Commission narrowed down their preferred candidates, then I feel none of the selected candidates would have not been chosen. Doing this survey after they selected the final two shows the Commission is not really willing to listen to MDCR input and pretty much feels like a token thing to do just to say you got input from us.	4/1/2020 8:03 AM
25	#4 answered disagree because I feel the ED should be held to at least the same standard/expectation if not MORE	3/31/2020 4:41 PM
26	The fractious nature of the relationships on the Commission and the negative attitudes displayed toward MDCR staff and each other is a grave concern.	3/31/2020 4:10 PM
27	We need a true leader who can transform our vision from words on paper into palpable actions. Someone who understands that civil rights is not a business with quotas to meet and a tag price on it.	3/31/2020 2:20 PM
28	I do not believe the survey is fair to the candidates that were chosen for the final interview. Either candidate based on their credentials, knowledge and community experience qualify to be this agency's next Executive Director. Would I choose one over the other if the choice was mine? Yes, because of the candidates responses to the Commissions questions and how I felt a sense of trust from one more than the other. But the choice belongs to the Commission. Here is what I see: We have not had trustworthy leadership (beginning at the Commission) in so many years, I cannot count them. The current Commission has been brought up to speed on how the agency's employees feel about the lack of leadership, the low morale of the employees and that there is a trust issue. The Commission is showing that they get it now. What I am struggling with is that now that we are down to the two candidates that were chosen from hundreds, they want employee feedback. Most of my enforcement colleagues have rarely come to a Commission meeting in the past five years. Whether they feared retaliation or not, they do not attend these meetings. I have watched this agency go from a place you wanted to work at, to becoming a terrible agency to work for. Many employees have left because of the way they were treated by executive management. They do not value their employees; they do not know their employees' worth. They do not know that their employees have a lot to offer the agency because of past experiences. They do not ask for their input with major decisions that affect their work. Instead, they choose to make decisions based on "when they were investigators." Times have changed. They do not have their finger on the pulse of what it takes to do the job the employees do. This is sad. We need an Executive Director. We need that person now. One of the survey questions was based on the new ED conducting a department-wide analysis and changing the organizational structure (if needed). IT IS NEEDED. The survey also asked a question about transparency and integrity. Transparency and integrity are a MUST HAVE not only for the next Executive Director, but for the Commission as well. If what the Commission is seeking to do is to not choose either candidate that THEY chose as finalists, I will have to question if the reason was because they wanted the employees' input or because of some	3/31/2020 1:22 PM

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other influence. The decisions the Commission make directly affect the agency's employees. You chose two candidates out of several. One of them should be our next Executive Director. Having us go through this process all over again would be detrimental to the MDCR. We need an ED. Choose from the two chosen candidates and let's begin healing, growing and moving forward with transparency and integrity.

- 29 There is a great need for organizational change within MDCR. The culture of the organization needs to shift from one that is punitive in nature (with regard to internal stakeholders) to one that is supportive and that truly embodies all the ideals that we are tasked with enforcing for other business entities. MDCR has a high level of employee turnover, which hinders productivity and diminishes the quality of service provided to the public. Additionally, several employees have considered filing complaints against MDCR with the EEOC for various issues. Therefore, MDCR needs an Executive Director who will be able to effectively address the toxic management structure that has been in place for many years and has led to an erosion of employee morale and public mistrust. The transformation at MDCR has to start from the inside. Several policy changes have been made over the last few years, but the culture has remained the same. Thus, the problems will likely continue unless appropriately addressed. The department started to learn about and began to implement results-based accountability (RBA) through the racial equity initiative, which was a step in the right direction. However, with the transition of the former director, we have been unable to follow through on this. While increasing awareness is very important, there is no need to increase our awareness with the public, if we don't have our things in order on the inside. It is understood that changes in organizational culture do not happen over night, but there are small actions that can be taken, which can have a large impact. They are as follows: 1. Transparency (Some things have to be confidential, but not everything. For example, we should be privy to things like results from surveys that we have participated in. We are all adults. Generally, when employees understand the reason behind things, they are more likely to get on board. Provide us information about what is going on. If the info. must remain confidential, tell us that. We practice confidentiality every day with our cases. Transparency is particularly important, given that we currently have low trust.) 2. Participatory leadership. (There are employees on staff with many different talents and perspectives not being utilized to their full potential. Their input should be solicited and valued prior to making critical decisions or policy changes, especially if they are the ones actually on the front line.) 3. Support. (Give us a clear, actionable mission and assist us in being able to achieve it. If employees struggle, offer resources and support. The goal should be to achieve the mission, not to discipline or discharge.) Thanks so much for taking this time to hear our voices!
- 30 [REDACTED] have driven this department into the ground. It's all about micromanaging and the number of open and closed cases for money. Morale is below zero. [REDACTED] recently sent an email telling staff to go out in a worldwide pandemic to check the mail. MDCR Management has no care for staff health or family. [REDACTED] created this horrible Cris system that makes data entry ridiculously time consuming and difficult. The mission of MDCR has been lost. MDCR has a high turnover rate and low morale among staff due to [REDACTED]. Staff will continue to leave until the issues with management are addressed. Management believes and acts as if everyone is replaceable. Who wants to work for a department that treats employees that way? Complete organizational changes in leadership are necessary. The way MDCR investigates needs to change, proper training, do away with production requirements so that thorough investigations can be completed without the threat of discipline and/or termination. Use a model approach similar to the EEOC. There is no care, empathy or compassion within the MDCR. Investigators are doing the best they can, only to be sacked with more cases because staff leave and no one cares as long as you are closing cases. MDCR needs a drastic and dramatic change.
- 31 The new director MUST HAVE a real and true heart for civil rights mindedness. Our next director needs to quickly and meaningfully study the persistent problems and inefficiencies in our agency in order to create new structure that truly and sensibly serves civil rights. People in key positions of power at MDCR [REDACTED] not only lack vision, but also a true, meaningful, and evidence-based understanding of "how" things are actually working at the employee/customer level. These questions need to be asked: What are the traits of a meaningful investigation? What services must we be providing to customers outside of hastily-closed cases? What things should be achieved when we attend or hold community meetings? How do we measure meaningful things instead of losing efficiency and credibility by paying too much attention to meaningLESS things? What is the product that we want to give our customers and how do we measure the quality and value of our product? How do problems with integrity exhibit themselves at MDCR? What is the plan for understanding and

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remedying these problems? Why is there such a pervasive belief of employees that MDCR leadership is out of touch and inequitable in how they behave? What qualitative, fact- and evidence-based practices do managers follow to ensure they have a true understanding about how things are working at MDCR? Are there examples of our communication and documentation not matching how we act and/or how things are done? What are ideas to genuinely understand and remedy those problems? Why has there been so much turnover in the last 10 years when we are such a small agency with such a history of having long-term employees? Why does lack of trust and fear of retaliation persist, even when directors change? How do we measure whether we are acting in civil rights minded ways? Without answers to these questions, how can we truly behave as a civil rights minded agency? We need a director who has a genuine, true, and intelligent enough vision to get more members of executive leadership to do things in meaningful ways instead of in empty, check-the-box kind of ways. There is no prescribed set of job experience that can tell you whether a person has a heart for civil rights. Finding this kind of candidate would require that the Commission and its members have a personal vision of what it means to have a heart for civil rights. It would require an earnest, honest, and in-depth exploration of each candidate's qualities, past actions, insights, ideas, and abilities. If we are not absolutely certain that we have a candidate who will have the vision, commitment, and leadership ability to make meaningful and lasting change at the agency, please go back to the drawing board. If you have a civil rights minded heart and an understanding of our agency (its current problems and its great potential) you will know that the selection of this director is crucial. I hope these comments are helpful and that the Commission continues to involve MDCR employees in meaningful ways. I would be glad to participate further.

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| 32 | <p>-You moved too fast in removing the only Director who cared about the workers. -Now you're looking for the wrong things in a new director. -The front line employees who work tirelessly meeting at times unrealistic requirements are not valued. -If upper management doesn't like you, you will feel it as they pressure your manager to make your life harder. -Upper management is known to hire and promote based on race in some cases. -Upper management is untouchable that is where you should've been making moves. -We've been under a strong fist too often, don't make that mistake please. - We someone who knows the culture and will work to fix it! - We are literally making decisions in MDCR on topics we are living in the workplace. It's laughable!</p> | 3/31/2020 12:12 PM |
| 33 | <p>It is truly incredible to me that the two candidates that have been selected as the top two are even being considered. Have we learned nothing as an organization about how important our public image is? We are just coming off our own embarrassing and chaotic internal scandal. We certainly do not need anyone associated with perception of impropriety to be the next leader of our department. [REDACTED] had his own issue with towing scandal which resulted in his resignation. And are we to believe he is going to give up his lucrative paid board positions to take a pay cut of this significance? The fact that he tried to negotiate the clearly stated salary at the interview would be enough for me to pass on him. Does he not understand that he will be a public servant? If the commission agrees to increase the salary outside of what was states, I will lose all hope and confidence in them as leaders. As far [REDACTED] again do we need someone associated with another horrific scandal? I've heard people say [REDACTED] is to be cheered as a whistleblower, however all one needs to do is read some of the court documents to see he admitted he did not brief Governor Snyder on the growing Legionnaires' outbreak in Flint until January 2016 despite him learning of this problem in March 2015. He professed he should not be held responsible to the lack of action. Doesn't instill much confidence as a leader. Please reconsider other applicants. You will have a great deal of unhappy people if you do not.</p> | 3/31/2020 11:34 AM |
| 34 | <p>The current top executive leadership of MDCR is wholly lacking. Lacking in integrity, lacking in leadership ability, lacking in the ability to lead and gain staff trust. A new executive director will not be successful unless and until she/he remedies the issues with the top executive staff. They hide information, use bullying tactics and fail to be mentors. We have not succession plan for key positions in MDCR and where there were, top management made a mess of those. I have never seen such incompetence. Morale will remain low until [REDACTED] are removed, reigned in and made to do their jobs. I have no faith that any of them are equipped to be leaders; yet they have been placed in that role. Such a sad state of affairs . . .</p> | 3/31/2020 11:30 AM |
| 35 | <p>I am surprised that [REDACTED] was a finalist given his involvement with the Flint Water Crisis response. The water crises was nothing more than a catastrophe in which the citizens of Flint were lied to by the state government. People died and many will deal with complications from the crisis for the rest of their lives. While under the employment of the Snyder Administration, with access to crucial information, [REDACTED] never disclosed any of the</p> | 3/31/2020 11:01 AM |

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information that could have helped save lives and deter people from drinking the water. The Snyder Administration does not have any credibility regarding the handling of the crisis and to appoint the person who oversaw the state's response in Flint to MDCR director would instantly contribute to a furthered loss of credibility for the department.

36	Seems to me the relationship of [REDACTED] & finalist for this position presents for her a conflict of interest, plus candidate's questionable role with Flint water crisis & public health emergency. It appears [REDACTED] is biased in many regards, offering advice that is counterproductive to rebooting MDCR.	3/31/2020 10:55 AM
37	The commission she look for a candidate that has a know of the department and willing to advance Civil Rights in Michigan under the law. The new director should be willing to listen and should have knowledge of where the department is and have a vision on how to improve the department. The new director should be someone willing to address the internal issues of the department so that our goals align with the mission of the department. The commission should not choose a director strictly from their resume but based on their life's example. The department have hired many executives in recent years that are learning on the job and have not lived a life that demonstrates their commitment tot his work. The Honorable Damon Keith lived the type of life that demonstrated his commitment to the work, his life is an example of the type of director we need.	3/31/2020 10:51 AM
38	MDCR staff were promised by the commission that our input would be sought on qualified ED candidates prior to a decision being made. It was not. Instead, comments that were obtained during a small internal hearing/listening session about the turbulent departure of our prior ED were passed off as feedback on what staff want to see in a new ED. This was not the advertised purpose of the session and these comments therefore do not accurately depict what staff are looking for in a new ED. In addition, it is insulting to staff that the commission would assume that MDCR employees would simply contact them personally to share their thoughts on candidates when 1.) the list of qualified candidates was not shared with staff until the final interviews were already scheduled, and 2.) MDCR staff have repeatedly stated that there is an internal lack of trust and fear of retaliation which hinders the open sharing of opinions. In addition, direct contact with commissioners seems like it creates opportunities for favoritism between the commissioners and certain MDCR staff. It also allows commissioners to highlight opinions that they agree with and ignore those they do not agree with. If staff are going to be asked for our opinion, it needs to be done anonymously and the comments need to be prepared and organized by a third party before they are shared openly at a commission meeting. Due to a lack of staff input and transparency, the current candidates do not accurately reflect what MDCR staff would like to see in a new ED. At best, individuals are being forced to choose between what they see as the lesser of two evils. At worst, colleagues have stated that they will not support or provide feedback on a process which they see as political, secretive, and an insult to what MDCR should embody. It is not enough to get comments from staff. We need to see our comments having an impact on the process and chosen candidates, or at the very least, obtain an explanation from the commission when they do not. "Being heard" is a waste of time unless action follows.	3/31/2020 10:32 AM
39	I believe successful leadership experience is the most crucial characteristic needed in the next executive director. In some organizations, there is a really good structure to build on and for a while the organization can operate on "automatic pilot" when necessary. MDCR is not that organization. Our leadership has been lacking for so long that MDCR needs an Executive Director who is able to "hit the ground running." We need an Executive Director who will listen to both Management and Employees but will have the experience and expertise to always do what is best for the organization and the image of MDCR, as the Civil Rights leader that it is. I am not proud of MDCR right now but I respect what we stand for and can be. My fear is that an inexperienced leader will come in and feel that MDCR is running on automatic pilot therefore he or she can sit back and not strive to move us forward or will look to satisfy everyone with a gripe to be well received and "liked" rather than respected for expert leadership. Hire a director with exceptional, proven leadership skills. Civil Rights law can be learned given time. MDCR is not in a place where we can wait for our leader to learn the pace of leadership, in my opinion.	3/31/2020 10:31 AM
40	It is quite disheartening to see that one of the final candidates had a role in the State's interest for the Flint Water Crisis that has yet to be adequately addressed today. In addition to that, how does he have a background or experience in civil rights? That is the LAST person that should be the new face of the MDCR's leadership. In addition, it is quite disappointing that out of the large pool of candidates, the Commission interviewed only four? This is a serious task that needs the time and commitment of the Commission. Lastly, there appeared to be a lack of inclusion of the entire or majority of the MDCR staff's input regarding its needs and challenges.	3/31/2020 10:24 AM

MDCR Employee Opinion Survey Regarding the MCRC Selecting a New Executive Director

The input of a handful of staff is not enough due to the various perceptions and experiences that staff have in various units and office locations. It would be beneficial for the Commission to begin again and really do its job of finding at least 7-8 candidates to interview and then interview 2-3 finalists. Please do NOT move forward with the current final candidate.

41	In my opinion, and I don't know if this is even possible, but the commission should look into possibly having [REDACTED] as our next Executive Director. Her leadership, attitude and experience has helped us get through so much these past 4-5 months. It's because of her leadership and support that we've been moving forward in everything with our work, as well as continuing to trust and learn from each other more than before. She knows our department better than anyone and she has solid relationships with the legislatures and the governor. I really do believe that [REDACTED] should get consideration to be our next Executive Director. In the end this is about us, MDCR, and what's best for its employees. It's not about hiring somebody's friends to run our department, it should be about who can continue to lead us forward and do what's best for our department as director. And that person who can do all of this is [REDACTED]. Thank you	3/31/2020 10:11 AM
42	Mallett	3/31/2020 10:09 AM
43	There is a lack of trust internally and folks have formed in and out groups based on their areas of work and those they know. The integrity of the work is often compromised by these "us vs. them" mindsets and practices. In some sectors there is little accountability for those who do not follow through and there is increased supervision and micromanagement in other sectors. The new director must gain an understanding of the internal work to create an environment that supports our mission, moves us away from hierarchy principles and helps internal units thrive for the benefit of all citizens in Michigan. Folks also need to feel included in the process. I believe this survey, although a bit late in the selection process, is a step in the right direction.	3/31/2020 10:03 AM
44	The new Executive Director should value change, innovation, and be open to utilizing modern technology. In addition, the new Executive Director should have a vision for what MDCR could be open to implementing suggestions from staff. There is always room for improvement.	3/31/2020 9:55 AM
45	I would like to see the Commission re-open the Executive Director position. The final two candidates are not a good choice for MDCR. One has conflict on Flint water crisis, after what our department put in through this, and another only wants to work for 3 years and wants more money. That shows me not integrity, not loyal to service workers. I say, re-open the position. I have faith that we can have a better candidate.	3/31/2020 9:53 AM
46	We have lost the public trust in our ability to serve them. Our next steps should consider stability and not someone who is trying to improve their legacy at our expense.	3/31/2020 9:49 AM
47	The commission needs to do a better job of connecting with the employees of the department. Work together, not independently.	3/31/2020 9:46 AM
48	You should've made that lady from the ACLU the final 2. Michigan ties is irrelevant to the job -- knowledge of the law and management experience is far more important than Michigan ties.	3/31/2020 9:39 AM