HAWAII CORRECTIONAL SYSTEM OVERSIGHT COMMISSION

Correctional Staff Survey, Findings, & Recommendations

A comprehensive overview of Hawaii correctional staff job satisfaction, workplace culture, staff health, facility conditions, and interactions with incarcerated individuals completed by the Hawaii Correctional System Oversight Commission.

January 22, 2025

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Executive Summary

The Hawaii Correctional System Oversight Commission (HCSOC) conducted a comprehensive survey to evaluate job satisfaction, workplace culture, staff health, and facility conditions across Hawaii's correctional facilities. This survey, which gathered responses from over 800 correctional staff, provides a critical assessment of systemic issues impacting staff well-being and facility operations. Key findings revealed significant concerns around leadership support, communication, inadequate resources, and high levels of staff stress and health challenges.

Key Findings:

- **Leadership and Communication**: Staff expressed dissatisfaction with leadership's engagement and transparency. A lack of inclusion in decision-making and perceived disconnect between central leadership ("Downtown") and facility operations contributed to low morale and trust issues.

- **Workplace Conditions**: Many staff cited unsustainable work conditions marked by mandatory overtime, insufficient staff, and inadequate wellness resources. The report noted that such conditions contribute to physical and mental health struggles, including high rates of PTSD, anxiety, and depression.

- **Health and Wellness**: Approximately 60% of staff reported developing serious health conditions due to job stress, with notable impacts on family life and mental well-being. Over 60% of staff cited inadequate wellness support, and 75% felt emotionally drained.

- **Interactions with Incarcerated Individuals**: Despite challenging conditions, most staff expressed a commitment to respectful and supportive interactions with those in custody. However, limited resources hindered efforts to foster rehabilitation and prepare individuals for reintegration.

- **Differentiation Between Jail and Prison Staff**: Jail staff reported more severe work and health challenges than their prison counterparts, with higher incidences of turnover, mandatory overtime, and mental health issues.

Additionally, the HCSOC conducted talk story sessions at each facility by meeting with various groups of staff members to share the survey results and request feedback for recommendations. All recommendations in this report came directly from staff as a result of the talk story sessions. Below are key recommendations.

Key Recommendations:

The HCSOC proposed systemic reforms to improve staff recruitment, retention, and overall workplace conditions. Recommendations included:

1. **Enhanced Training and Support**: Providing standardized, consistent training, especially in crisis intervention and mental health care, for both new hires and leadership.

2. **Improved Communication and Inclusion**: Establishing regular briefings and direct engagement from central leadership to build trust and transparency.

3. **Increased Compensation and Benefits**: Adjusting pay scales, adding bonuses, and increasing uniform allowances to reflect job demands and encourage retention.

4. **Focused Staff Wellness Initiatives**: Expanding mental health resources, reducing mandatory overtime, and promoting work-life balance to support long-term staff health and morale.

This report underscores the urgent need for reform within Hawaii's correctional facilities. The Commission urges stakeholders to prioritize these recommendations to build a more sustainable, safe, and supportive environment for correctional staff and the incarcerated population.

Introduction

The Hawaii Correctional System Oversight Commission (the Commission, HCSOC) was established through Act 179 of 2019 and embedded into law through Hawaii Revised Statute Chapter 353L. Act 179 of 2019 states, "The legislature finds that independent oversight of the State's correctional system **ensures transparency, supports safe conditions for employees**, inmates, and detainees, and **provides positive reform towards a rehabilitative and therapeutic correctional system**." The Commission believes that a crucial starting point to creating a therapeutic and rehabilitative correctional system is improving working conditions for staff in hopes of increasing retention and encouraging recruitment. Facilities cannot operate, much less provide meaningful programming, without staff. The research and recommendations included in this report represent a meaningful opportunity for change.

The HCSOC deliberately undertook this staffing survey and report as the Commission's first system-wide report due to the concerning conditions that staff are expected to work in. For years, the Commission has heard devastating stories from uniform and civilian correctional staff regarding their working conditions whether it be in person during facility tours, or through correctional staff contacting the Commission directly. Corrections staff are desperate to be heard and for meaningful change to occur. This report was intentionally prioritized by the HCSOC to address the critical issues outlined by staff.

The primary objectives of this correctional staff project are to, 1) gain a deeper understanding of the corrections environment and the complexities that staff are facing, 2) enhance data collection to support transparency and accountability, and 3) offer recommendations directly from corrections staff on how best to improve and support safe working conditions in Hawaii's jails and prisons.

The Commission requests and expects that this report will be used as a resource to create a new culture and experience for staff in our correctional facilities in Hawaii. It is not intended to be used as a retributive tool against staff or leadership—many have indicated that the culture of staff punishment is one of the most harmful aspects of the current environment. The Commission hopes this report will contribute to a cultural shift towards a more supportive and constructive environment.

It is important to note that the issues highlighted in this report are not the fault of any one person, the current leadership, or the Wardens. These issues have developed and worsened over many years and have now reached a critical state. The Commission believes that most staff and facility leadership are doing the best they can under challenging circumstances. The HCSOC hopes that the Department of Corrections and Rehabilitation (DCR) and facility leadership will act promptly on the information and recommendations provided in this report.

The Commission is grateful to all staff who show up to work every day, fully aware of the challenges they face on each shift. The Commission will continue to advocate for your safety, well-being, and dignity until it is realized.

Concerns Regarding Staff Health and Wellness

The Commission has consistently reported on concerns regarding unsafe working conditions in the Commission's facility-specific reports. However, the Commission wanted a better understanding of correctional staff health and wellness as a whole. Prior to undertaking this project, the Commission reviewed the research findings of Dr. Sophie Gralapp's dissertation on *Job Stress Experienced by Correctional Officers in Hawaiʻi Related to Working in a Carceral Space*.

The findings from the research align with what the Commission observed and heard from staff, highlighting significant issues faced by adult correctional officers (ACOs) in Hawaii's correctional facilities including job stress, health challenges, and lack of organizational support. The Commission requested Dr. Gralapp present her research during a public Commission meeting so that the public could better understand the hardships that corrections staff face. The presentation occurred on December 21, 2023. It's important to note that Dr. Gralapp's research is limited to the experiences of Oahu Community Correctional Center (OCCC) staff.

Dr. Gralapp's research found that ACOs experience considerable job stress, leading to serious health issues such as PTSD, heart disease, and substance use. This stress is exacerbated by a lack of adequate organizational support and resources, leaving ACOs feeling undervalued and unsupported by the administration. ACOs reported strong camaraderie among their peers but a significant lack of support from the larger organization. This disparity in support affects their job satisfaction and overall well-being.

Dr. Gralapp's research also suggests that the stress experienced by ACOs not only affects their health but also their interpersonal relationships outside of work. Many ACOs struggle with separating their work life from their personal life, leading to strained family relationships and increased divorce rates. This finding highlights the broader implications of job stress beyond the workplace, affecting the overall quality of life for ACOs.

Overall, the research from Dr. Gralapp and the Commission's general observations indicate a critical need for better support systems, including mental health resources, debriefing after traumatic incidents, and a more supportive organizational culture. As a result of this research, the Commission's observations, and concerning communication from staff about working conditions, the HCSOC decided to undertake this staffing survey to address these issues across the state.

Research Methods

Throughout this process, the HCSOC reviewed numerous correctional surveys conducted across the nation and spoke with several groups—researchers, state agencies, and oversight bodies—who have successfully administered correctional staff surveys. After this review process, the Commission chose the correctional staff survey developed under the Urban Institute's Prison Research and Innovation Initiative (PRII), supported by Arnold Ventures. This survey has been successfully distributed in correctional facilities throughout Vermont, Delaware, Iowa, Missouri, and Colorado. It was created using participatory research methods focused on elevating the voices and perspectives of correctional staff.

To finalize the survey, the HCSOC met with leadership from the Department of Corrections and Rehabilitation (DCR) and representatives from both unions, the United Public Workers (UPW) Hawaii and the Hawaii Government Employees Association (HGEA). These discussions were intended to ensure that the survey addressed relevant issues and concerns of the correctional staff here in Hawaii and had the support of all key stakeholders.

This survey was conducted by the HCSOC by administering the surveys both in-person via paper format throughout the facilities, and online to ensure maximum participation. The Criminal Justice Research Institute (CJRI) assisted with creating a secure database for survey submissions. All submissions, regardless of the submission method—paper or online—were completely anonymous and kept confidential by the HCSOC and CJRI. The CJRI and HCSOC manually entered the answers from the paper surveys into a secure computer system.

HCSOC staff administered the surveys in person via paper format at all state correctional facilities by walking post to post and speaking with correctional staff. The following schedule outlines the facilities and the dates of paper survey distribution and collection:
- Oahu Community Correctional Center (OCCC):
  o Wednesday, January 3, 2024
  o Friday, January 5, 2024
  o Tuesday, January 23, 2024
- Waiawa Correctional Facility (WCF):
  o Thursday, January 4, 2024
  o Friday, January 5, 2024
- Kulani Correctional Facility (KCF):
  o Monday, January 8, 2024
  o Thursday, January 25, 2024
- Women's Community Correctional Center (WCCC):
  o Tuesday, January 9, 2024
  o Monday, January 29, 2024
- Maui Community Correctional Center (MCCC):
  o Wednesday, January 10, 2024
  o Wednesday, January 31, 2024
- Kauai Community Correctional Center (KCCC):
  o Friday, January 12, 2024
  o Tuesday, January 30, 2024
- Halawa Correctional Facility (HCF):
  o Tuesday, January 16, 2024
  o Thursday, February 1, 2024
  o Friday, February 1, 2024
- Hawaii Community Correctional Center (HCCC):
  o Thursday, January 25, 2024
  o Friday, January 26, 2024

Once surveys were collected and responses were input and computed, the HCSOC conducted talk stories with staff at each facility to review the results and compile recommendations to improve the health, safety, and environment for corrections staff. This report is a result of all these efforts.

The Survey

The survey, attached to this report in the addendum, consists of 106 questions, divided into eight sections focusing on various aspects of the work environment and staff experiences within the correctional facilities. The survey took between 20 and 45 minutes to complete.

1. **Job Satisfaction, questions 1 through 9**
   This section explores staff feelings towards their job, including their enthusiasm for coming to work, pride in their job, clarity on job success, skill adequacy, appreciation from leadership, supervisory support, fairness in promotions, willingness to change jobs if given the chance, and perceptions of fair compensation.

2. **Consider the Department of Corrections and Rehabilitation Overall ("Downtown"), questions 10 through 14**
   This section assesses staff perceptions of Downtown, focusing on the clarity of communication regarding the vision for corrections, inclusiveness in discussions about corrections and rehabilitation, understanding of the staff's work environment, and the respect and seriousness with which Downtown takes staff input.

3. **Workplace Culture, questions 14 through 46**
   Questions in this section evaluate the general culture within the facility, including trust among staff, teamwork, coordination across departments, effectiveness of communication, inclusion in change processes, comfort in discussing mistakes, support for staff well-being, stress levels, emotional health, staff safety, and turnover issues.

4. **Staff Health, questions 47 through 62**
   This section focuses on the physical and mental health of staff, including the prevalence of health conditions developed since starting work, general health ratings, satisfaction with social activities and relationships, and experiences of feelings such as worthlessness, helplessness, depression, and hopelessness. It also includes questions about traumatic experiences.

5. **Purpose of Incarceration, questions 63 through 72**
   Questions in this section explore staff beliefs about the purpose of incarceration, such as rehabilitation possibilities, the importance of punishment, ensuring public safety, preventing future crimes, and helping people make positive changes. It also asks staff to prioritize these purposes and assess how well the facility achieves them.

6. **Facility Conditions, questions 73 through 81**
   This section examines staff views on the physical conditions within the facility, including adequacy of food and hygiene provisions, sleep quality for incarcerated individuals, accessibility for those with disabilities, availability of natural light, cleanliness, and the overall quality of living spaces.

7. **Staff – Incarcerated People Interactions, questions 82 through 95**
   Questions here assess the quality of interactions between staff and incarcerated individuals, focusing on respect, professional boundaries, empathy, resources available to help,

influence on behavior, encouragement of participation in activities, and fairness in treatment regardless of age, religion, disability, charge type, gender identity, or race.

8. **Correctional Practices and Sanctions, questions 96 through 106**
   This section explores staff perceptions of disciplinary practices within the facility, including the adequacy of alternatives to segregation, fairness and consistency of discipline, effectiveness of holding people accountable, options for rewarding good behavior, availability of activities to keep people busy, and preparation for release. It also examines the manageability of caseloads in supporting incarcerated individuals.

Overall, the survey aims to provide a comprehensive understanding of the work environment, challenges, and experiences of staff in correctional facilities.

Survey Participation Overview

The survey received responses from a total of 771 staff members across the eight Hawaii correctional facilities. Out of these, 694 participants specified their roles, with 463 being uniformed staff and 231 being civilian staff. The survey was conducted both online and in person, with 152 participants completing the online survey and 542 participating in person. Among the online respondents, 71 were uniformed staff, while 81 were civilian staff. For the in-person survey, 392 were uniformed staff, and 150 were non-uniformed staff.

The breakdown of participation by facility follows—

For prisons, Halawa Correctional Facility (HCF) had 118 staff members complete the survey, representing 42% of the facility staff. Of these, 70 were security/custody staff, accounting for 31% of the facility's security staff, and 39 were civilian staff, representing 72% of the civilian workforce. There were 9 individuals who did not indicate what their role within the facility was.

At Kulani Correctional Facility (KCF), 49 staff members participated in the survey, representing 73% of the facility's staff. Of this group, 30 were security/custody staff, accounting for 65% of the total security personnel, and 16 were civilian staff, representing 76% of the civilian workforce. There were 3 individuals who did not indicate what their role within the facility was.

At Waiawa Correctional Facility (WCF), 54 staff members took the survey, representing 47% of the facility's total staff. Of these, 32 were security/custody staff, accounting for 43% of security personnel, and 19 were civilian staff, representing 46% of the civilian workforce. There were 3 individuals who did not indicate what their role within the facility was.

At the Women's Community Correctional Center (WCCC), 83 staff members participated in the survey, accounting for 61% of the total staff. Of this group, 51 were security/custody staff, representing 59% of the security workforce, and 28 were civilian staff, making up 57% of the civilian workforce. There were 4 individuals who did not indicate what their role within the facility was.

For jails, at Oahu Community Correctional Center (OCCC), 205 staff members completed the survey, representing 53% of the total staff. Of this total, 143 were security/custody staff,

accounting for 46% of the security workforce, and 58 were civilian staff, representing 83% of the civilian workforce. There were 4 individuals who did not indicate what their role within the facility was.

At Hawaii Community Correctional Center (HCCC), 76 staff members took the survey, representing 55% of the facility's total staff. This included 48 security/custody staff, making up 41% of the security workforce, and 21 civilian staff, 100% of the total civilian workforce.[1] There were 7 individuals who did not indicate what their role within the facility was.

At Maui Community Correctional Center (MCCC), 78 staff members participated in the survey, representing 59% of the facility's total staff. Of these, 55 were security/custody staff, accounting for 47% of the security workforce, and 17 were civilian staff, making up 100% of the civilian workforce.[2] There were 6 individuals who did not indicate what their role within the facility was.

Finally, at Kauai Community Correctional Center (KCCC), 42 staff members participated in the survey, accounting for 65% of the facility's total staff. Of these, 22 were security/custody staff, representing 49% of the security workforce, and 19 were civilian staff, representing 95% of the civilian workforce. There was 1 individual who did not indicate what their role within the facility was.

Figure 1. Survey Response Rates, by Facility

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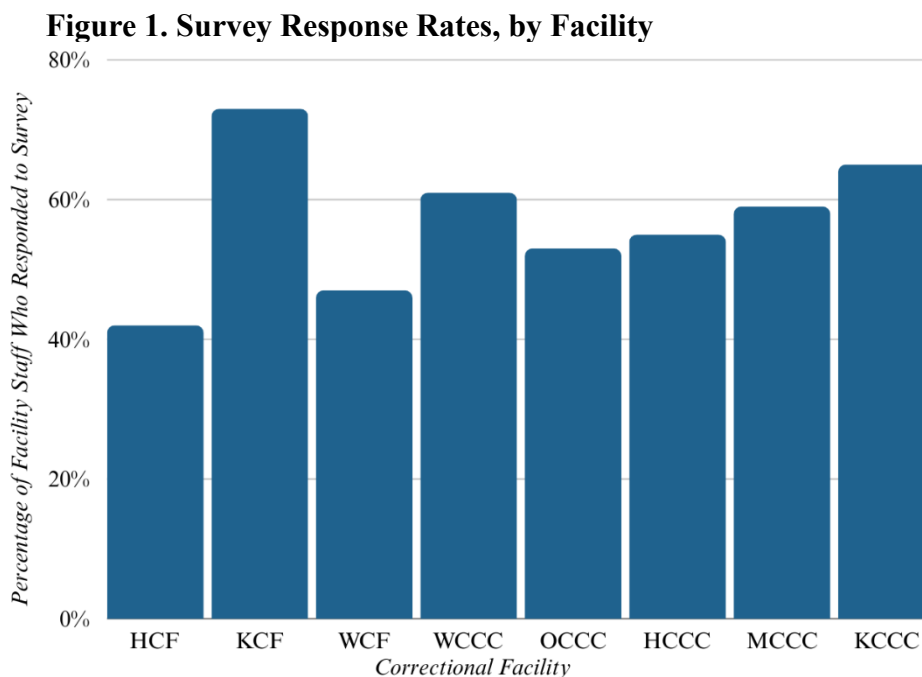
[1] The total number of civilian staff who completed the climate survey was slightly higher than the total number of civilian staff reported at HCCC. There was one more civilian survey submitted from HCCC than the total number reported by the facility. One possible reason for this discrepancy is that facility reports for the total number of civilian staff was received approximately two months after the survey participation period for HCCC. It is possible that there was a slight change in the staffing during the period after survey participation terminated.

[2] The total number of civilian staff who completed the climate survey was slightly higher than the total number of civilian staff reported at MCCC. There were two more civilian surveys submitted from MCCC than the total number reported by the facility. One possible reason for this discrepancy is that facility reports for the total number of civilian staff was received approximately one month after the survey participation period for MCCC. It is possible that there was a slight change in the staffing during the period after survey participation terminated.

Survey Findings

The results of this survey highlight systemic issues within Hawaii correctional facilities that are not the fault of any one person or position, but rather the culmination of years of neglect. It was the Commission's original intent to break up the survey findings by each facility, however, all facilities had similar findings. The survey paints a picture of an unsustainable work environment, marked by difficult and dangerous conditions, a shortage of training opportunities, harmful culture, inadequate facilities, a workforce too small to meet the demands of the jobs, unsustainable expectations of overtime, and significant health concerns among staff.

The correlation between these challenging conditions and the deteriorating health of staff is evident, emphasizing the need for both large-scale reforms and smaller, targeted changes to create a healthier work environment, as well as policies and programs to better the lives of staff and the incarcerated individuals in Hawaii's facilities. However, within these results also lie the positive aspects of dedicated and devoted staff, as well as the opportunity to learn from best and promising practices in other facilities in Hawaii.

Overview of Findings

The survey findings highlight several key issues within the correctional facilities. There are significant concerns about leadership and communication, with many staff members feeling unappreciated and unsupported by their supervisors and leadership. This lack of engagement and understanding from leadership contributes to a disconnect and low morale among staff.

Working conditions are another major area of concern. Staff report inadequate cleanliness, poor living spaces for incarcerated individuals, and challenges related to mandatory overtime and frequent staff turnover. These conditions contribute to a stressful and emotionally draining work environment, with many staff feeling they are not fairly compensated and lacking sufficient wellness and support resources. Health issues among staff are also prevalent, with a notable number experiencing conditions such as high blood pressure, anxiety, and insomnia, and some reporting serious mental health concerns.

Despite these challenges, staff generally believe they treat people in custody with respect and positively influence their lives. However, there are concerns about the adequacy of programs and opportunities for incarcerated individuals to stay busy and prepare for release. Staff feel that more resources are needed to help people in custody with their problems and promote activities that support their health and well-being. Overall, the findings suggest a need for improved leadership engagement, better working conditions, and enhanced support for both staff and incarcerated individuals.

Section One: Job Satisfaction (Questions 1-9)

The *Job Satisfaction* section (questions 1 through 9) of the HCSOC Climate Survey explores how staff feel about their roles within the correctional facilities. The results reveal mixed feelings among staff regarding their work environment. While many staff members take pride in their jobs and feel equipped to perform their duties, there are notable concerns regarding leadership support and fair compensation, and career development.

Over half of respondents report that they sometimes or never look forward to coming to work (Q1). Almost two-thirds of staff feel that leadership in the correctional facilities does not show appreciation in meaningful ways (Q5). Supervisory support is another area of concern, with over half of staff indicating that their supervisors are not invested in their career paths and do not help them achieve their career goals (Q6).

Fair compensation is an issue, as two-thirds of staff feel they are not fairly compensated for the duties and tasks they are required to perform (Q9). Furthermore, just over two-thirds of staff members would leave their current job for another opportunity outside of corrections at the same pay rate if given the chance (Q8).

Despite these challenges, the vast majority of staff take pride in their job (Q2). Additionally, over two-thirds of the staff have clarity on what it means to be successful in their roles (Q3).

Table 1. Job Satisfaction Responses, Overall Results

Survey Question	Response %
	Response: *Sometimes/Never*
1) I look forward to coming to work.	55%
	Response: *Disagree/Strongly Disagree*
5) Leadership in this correctional facility show appreciation for staff in meaningful ways.	63%
6) My supervisors are invested/interested in my career path and help me achieve my career goals.	55%
9) Staff in this facility are fairly compensated for the duties and tasks they are required to perform.	65%
	Response: *Agree/Strongly Agree*
8) If I have a chance, I will change to some other job outside of corrections at the same rate of pay.	64%
2) I take pride in my job.	88%
3) It is clear what it means to be successful in my job.	69%

Section Two: Downtown (Questions 10-13)

The *Consider the Department of Corrections and Rehabilitation Overall* section (questions 10 through 13) results provides insights into staff perceptions of the central management and overall direction of the Department. The results indicate that staff feel disconnected and undervalued by central management.

Three-quarters of staff feel that the administration does not communicate a clear vision for Corrections (Q10). Additionally, the vast majority of staff indicated that there are not enough

discussions involving all staff about the vision for Corrections and rehabilitation and ways to achieve it (Q11). Furthermore, over nine-tenths of staff feel that central management does not have a clear understanding of what it is like for staff to work in their facility (Q12).

Additionally, over four-fifths of staff feel that central management does not take the things they say seriously or treat their ideas with respect (Q13).

Table 2. Downtown Responses, Overall Results

Survey Question	Response %
	Response: *Disagree/Strongly Disagree*
10) Downtown communicates a clear vision (mission) for Corrections.	75%
11) There are discussions involving all staff about the vision for Corrections and Rehabilitation and ways to achieve it.	85%
12) Downtown has a clear understanding of what it's like for staff to work in this facility.	91%
13) Downtown takes the things I say seriously and treats me and my ideas with respect.	82%

Section Three: Workplace Culture (Questions 14-46)

The *Views on Workplace Culture* section (questions 14 through 46) examines various aspects of the work environment, including trust, teamwork, communication, and support within the correctional facilities. Overall, the results indicate significant challenges in these areas, with concerns about trust, communication, and support from leadership, but also some positive and hopeful indicators regarding fairness and teamwork.

In terms of trust and teamwork, almost two-thirds of staff do not feel a strong sense of trust among staff in the facility (Q19), and three-fifths feel that staff do not operate as a real team (Q20). Communication also appears to be a significant issue, with slightly under three-quarters of staff indicating that communication within the facility does not work well and that they do not have the information they need to do their job effectively (Q32). Moreover, almost three-quarters of staff feel excluded from the process when changes are made in the facility that affect them (Q33), and almost two-thirds of staff do not feel comfortable discussing mistakes or problems with their supervisors (Q35).

Staff well-being is another area of concern, with just over two-thirds of staff indicating that the facility's policies and practices do not support staff well-being (Q38), and almost three-quarters expressing that there are not enough employee wellness and support resources available (Q45). Additionally, more than two-thirds of staff feel emotionally drained from their work (Q46), and the vast majority do not believe there are enough staff to meet the current needs of the facility

(Q25). Furthermore, mandatory overtime is reported as a problem by almost three-quarters of staff (Q22), and frequent staff turnover is cited as an issue by just over four-fifths of staff (Q21).

Despite these challenges, there are positive and hopeful results in the section. For example, seven-tenths of staff feel that they can rely on other staff in the facility (Q14), and just over four-fifths feel that they can rely on their coworkers to respond quickly during an emergency (Q16). In terms of fairness, just over four-fifths believe that staff in the facility treat each other the same regardless of age (Q26), the vast majority regarding religion (Q27), almost three-quarters regarding disability (Q28), just over three-quarters regarding gender identity or sexual orientation (Q29), and three-quarters regarding race or ethnicity (Q30). Additionally, over four-fifths appreciate having the option to work overtime as a helpful way to increase their paycheck when needed (Q42).

Table 3. Workplace Culture Responses, Overall Results

Survey Question	Response %
	Response: Disagree/Strongly Disagree
19) There is a strong sense of trust among staff in this facility.	61%
20) Staff in this facility operate as a real team.	60%
32) Communication in this facility works well – I have the information I need, when I need it, to do my job.	68%
33) When changes are made in this facility that affect me, I am included in the process.	71%
35) Staff generally feel comfortable discussing mistakes, errors, or problems with supervisors.	62%
38) This facility's policies and practices support staff well-being.	66%
45) I feel there are enough employee wellness and support resources I can access if I need them.	74%
25) There are enough staff to meet the current needs of this facility.	91%
	Response: Agree/Strongly Agree
46) I feel emotionally drained from my work.	67%
22) Mandatory overtime is a problem at this facility.	72%
21) Frequent staff turnover is a problem at this facility.	81%
14) I feel I can rely on other staff in this facility.	70%
16) I can rely on my coworkers to respond quickly during an emergency.	81%
26) Staff are treated the same in this facility regardless of their age.	71%
27) Staff are treated the same in this facility regardless of their religion.	85%

28) Staff are treated the same in this facility regardless of their disability or ability.	74%
29) Staff are treated the same in this facility regardless of their gender identity or sexual orientation.	78%
30) Staff are treated the same in this facility regardless of their race or ethnicity.	75%
42) I like having the option to work overtime as a helpful way to increase my paycheck when I need it.	84%

Section Four: Staff Health (Questions 47-62)

The *Staff Health* section (questions 47 through 62) provides an overview of the health challenges, including physical and mental health conditions, faced by correctional facility staff. The findings reveal alarming health concerns, mental health challenges, and frequent exposure to traumatic events among staff. *A more detailed analysis and breakdown of staff health is included in the addendum.*

Since starting work in corrections, many staff members have developed various health conditions. Specifically, nearly two-thirds of staff report high blood pressure, over half overweight or obese, over half experience anxiety, almost half suffer from insomnia, almost one-third depression, a little over a quarter Post Traumatic Stress Disorder (PTSD), about a quarter diabetes, almost one-fifth alcohol or substance use disorder, about one-sixth suffer from gout, and just over 1 in 10 heart disease <u>since starting work in corrections</u> (Q47).

In terms of mental health, slightly over one-third of staff rate their mental health as fair or poor (Q50). Within the seven days prior to survey completion, a little over a quarter of staff reported sometimes, often, or always feeling worthless (Q52), one-third felt helpless (Q53), four in ten felt depressed (Q54), and almost one-third felt hopeless (Q55). Furthermore, just under one in ten seriously thought about trying to kill themselves in the last 12 months (Q56).

Traumatic experiences and post-traumatic stress disorder (PTSD) are prevalent for the staff. The survey reveals that over one-quarter of staff have been physically assaulted (Q57), a little over one in ten have been assaulted with a weapon (Q58), about half have experienced the sudden or unexpected death of someone close to them (Q59), and almost 40% have encountered other very stressful events or experiences (Q60). As a result, almost two-thirds of staff report some symptoms associated with PTSD, including physical reactions like heart pounding, trouble breathing, or sweating when reminded of stressful experiences (Q61), while two-thirds report emotional reactions such as feeling numb or distant from people, trouble with sleep, and avoiding thoughts or activities related to the trauma (Q62).

Also, two-thirds of staff do not feel that the facility's policies and practices support their well-being (Q38) and almost three-quarters indicated there is not enough employee wellness and support resources available(Q45).

Table 4. Staff Health Responses, Overall Results

Survey Question	Response %
	Response: *Poor/Fair*
50) In general, how would you rate your mental health, including your mood and your ability to think.	35%
	Response: *Sometimes, Often, Always*
52) In the past 7 days, I felt worthless.	28%
53) In the past 7 days, I felt helpless.	33%
54) In the past 7 days, I felt depressed.	40%
55) In the past 7 days, I felt hopeless.	32%
	Response: *Yes*
56) At any time in the last 12 months, did you think seriously about trying to kill yourself.	7%
	Response: *Happened to me*
57) Traumatic experiences throughout your entire life: physical assault.	27%
58) Traumatic experiences throughout your entire life: assault with a weapon.	13%
59) Traumatic experiences throughout your entire life: sudden or unexpected death of someone close to you.	48%
60) Traumatic experiences throughout your entire life: any other very stressful event or experience.	39%
	Response: *A little bit, moderately, quite a bit, extremely*
61) Problems or complaints people sometimes have in response to stressful life experiences, within the past month: having physical reactions (e.g. heart pounding, trouble breathing, or seating) when something reminded you of a stressful experience from the past.	62%
62) Problems or complaints people sometimes have in response to stressful life experiences, within the past month: having emotional reactions (e.g. feeling numb or distant from people; trouble with sleep; avoiding thoughts, memories, or activities; feeling irritable, jumpy, or "super alert") when something reminded you of a stressful experience from the past.	67%

Section Five: Purpose of Incarceration (Questions 63-72)

The *Purpose of Incarceration* section (questions 63 through 72) provides insights into staff beliefs and perceptions about the goals and effectiveness of the correctional system in Hawaii. Overall, the results indicate that staff have a generally positive view of the goals of incarceration, with many believing in the importance of rehabilitation, public safety, and helping people make positive changes in their lives.

A majority of staff, slightly over two-thirds, believe that rehabilitation is possible for incarcerated individuals (Q63). Over four-fifths of staff view ensuring public safety as a crucial objective of prisons and jails (Q64), virtually all believe punishing people for the crimes they have committed is an important or very important goal (Q65), virtually all believe preventing people from committing future crimes is an important or very important purpose (Q66), and almost all consider helping people make changes for a better life as an important or very important goal of incarceration (Q67).

In terms of overall purpose, 39% of staff believe that the most important purpose of incarceration is to ensure public safety, 36% believe it is to help people make changes for a better life, 16% believe it is to punish people for the crimes they have committed, and 10% believe it is to prevent people from committing future crimes (Q72). These results demonstrate a commitment among staff to rehabilitation and support for incarcerated individuals as they transition back into society. Overall, the survey highlights a constructive perspective among staff regarding the purpose and goals of incarceration.

However, when evaluating how well the facility achieves these goals, the responses are less favorable. Just under one-third of staff feel the facility prevents future crimes (Q70) and close to two-fifths believe the facility helps individuals make positive changes (Q71).

Table 5. Purpose of Incarceration, Overall Results

Survey Question	Response %
	Response: *Agree/Strongly Agree*
63) I believe that rehabilitation is possible for the people incarcerated here.	66%
	Response: *Important/Very Important*
64) It is important that prisons and jails punish people for the crimes they have committed.	84%
65) It is important that prisons and jails ensure public safety.	99%
66) It is important that prisons and jails prevent people from committing future crimes.	98%
67) It is important that prisons and jails help people make changes for a better life.	97%
	Response:

	Well/Very Well
70) How well does this facility prevent people from committing future crimes.	31%
71) How well does this facility help people make changes for a better life.	38%

Section Six: Facility Conditions (Questions 73-81)

The *Facility Conditions* section (question 73 through 81) provides insights into staff perceptions of the living conditions for incarcerated individuals and the environment within the facility. Overall, the results indicate significant concerns regarding cleanliness, the quality of living spaces, and the impact of the facility environment on staff morale.

Regarding cleanliness, four-tenths of staff feel that the facility is clean (Q79). When it comes to the quality of living spaces for incarcerated individuals, a little over two-fifths believe the quality of incarcerated people's living space is good (Q80). Additionally, almost over two-thirds of staff report that working in the facility makes them feel like they are "doing time" as well (Q81). Staff perceptions of living conditions for incarcerated individuals contribute to their work experience, where many staff feel as if they are enduring similar conditions to those in custody.

Table 6. Facility Conditions Responses, Overall Results

Survey Question	Response %
	Response: *Agree/ Strongly Agree*
79) This facility is clean.	40%
80) The quality of incarcerated people's living space is good here.	41%
81) Working in this facility makes me feel like I am doing time too.	65%

Section Seven: Staff – Incarcerated People Interactions (Questions 82-95)

The *Staff-Incarcerated People Interaction* section (question 82 through 95) provides insights into staff perceptions of their interactions with incarcerated individuals and the treatment of those in custody. Overall, the results indicate positive interactions and fair treatment, with staff generally showing respect and empathy towards incarcerated individuals.

A significant percentage of staff, over 80%, report that they treat incarcerated individuals with respect (Q82). Additionally, seven-tenths of staff believe they positively influence the lives of those in custody through their work (Q83). In terms of empathy, two-thirds of staff feel that they have empathy for incarcerated individuals and their problems (Q86). Furthermore, slightly under

nine-tenths of staff agree that their behavior influences the behavior of those incarcerated in their unit (Q88), and slightly under nine-tenths urge incarcerated individuals to take part in activities (Q89).

When it comes to fairness, slightly under nine-tenths of staff believe they treat incarcerated individuals the same regardless of age (Q90), nine out of ten regardless of religion (Q91), a little over four-fifths regardless of disability (Q92), over three-quarters regardless of charge type or classification (Q93), a little over four-fifths regardless of gender identity or sexual orientation (Q94), and a little over four-fifths regardless of race or ethnicity (Q95).

Table 7. Staff-Incarcerated People Interactions Responses, Overall Results

Survey Question	Response %
	Response: *Agree/Strongly Agree*
82) Staff in this facility treat incarcerated people with respect.	82%
83) Most incarcerated people treat staff with respect.	70%
86) Staff in this facility have empathy for incarcerated people and their problems.	66%
88) Staff behavior influences the behavior of those incarcerated in the unit.	85%
89) I try to urge incarcerated people to take part in activities.	86%
90) Staff in this facility treat incarcerated people the same regardless of the incarcerated person's age.	86%
91) Staff in this facility treat incarcerated people the same regardless of the incarcerated person's religion.	91%
92) Staff in this facility treat incarcerated people the same regardless of the incarcerated person's disability or ability.	84%
93) Staff in this facility treat incarcerated people the same regardless of the incarcerated person's charge type or classification.	79%
94) Staff in this facility treat incarcerated people the same regardless of the incarcerated person's gender identity or sexual orientation.	84%
95) Staff in this facility treat incarcerated people the same regardless of the incarcerated person's race or ethnicity.	83%

Section Eight: Correctional Practices and Sanctions (Questions 96-106)

The *Correctional Practices and Sanctions* portion (question 96 through 106) evaluates staff perceptions of incentives, programs and practices, and disciplinary measures. Overall, the results indicate concerns regarding the adequacy of alternatives to segregation, the use of disciplinary measures, and the availability of programs to support rehabilitation and prepare incarcerated individuals for release.

Regarding disciplinary practices, almost over two-thirds of staff feel that the facility does not have adequate alternatives to segregation (Q96), and just over half believe that staff are more likely to use segregation over other disciplinary options (Q97).

With respect to programs and opportunities, almost two-thirds of staff feel that there are not enough options to reward incarcerated individuals for good behavior (Q100), and about two-thirds believe that the facility does not provide enough opportunities for incarcerated individuals to stay busy throughout the day (Q101). Additionally, a little under 40% of staff feel that the facility does not offer sufficient activities promoting health and well-being (Q102).

Preparation for release is another critical area, with almost 60% of staff stating that the facility does not do a good job preparing individuals for release (Q104), and almost two-thirds0 believing that the programs do not give incarcerated individuals the skills they need to be successful in the community (Q105). Furthermore, just over two-thirds of staff feel that caseloads are not manageable enough to adequately support incarcerated individuals as they get ready for release (Q106).

Table 8. Correctional Practices and Sanctions Responses, Overall Results

Survey Question	Response %
	Response: *Disagree/Strongly Disagree*
96) This facility has adequate alternatives to segregation.	65%
100) There are options for staff to reward incarcerated people for good behavior.	63%
101) This facility provides enough opportunities so incarcerated people can stay busy all day.	62%
102) People incarcerated in this facility can participate in activities that promote their health and well-being.	43%
104) This facility does a good job preparing people for release.	59%
105) The programs in this facility give incarcerated people the skills they need to be successful in the community.	60%
106) Caseloads are manageable to adequately support incarcerated people as they get ready for release.	65%
	Response: *Agree/Strongly Agree*
97) Staff in this facility are more likely to use segregation over other disciplinary options.	56%

Jail and Prison Distinctions

This section compares the collective responses of staff in the four Hawaii jails (OCCC, HCCC, MCCC, and KCCC, and HCCC) and four Hawaii prisons (HCF, WCF, KCF, and WCCC). This analysis focuses on notable differences of 10% or more between the jail and prison survey

responses, with prison staff generally reporting more positive results than jail staff throughout all sections of the survey. However, even though these indicate more positive responses from prison staff, it does not mean that the prison or system-wide results are not troubling, because they are. It only indicates varying degrees of concern on specific issues the survey addresses.

Overview of Jail and Prison Distinctions

System-wide and prison results highlight severe issues, and the situation in jails is more hazardous and critical. Both prison and jail staff report problems with safety, mandatory overtime, and frequent turnover, with jail staff indicating notably more severe issues. The insufficiency of staffing, high turnover rates, and mandatory overtime exacerbate these issues, making the work environment unsustainable. Furthermore, many staff report that their work schedules cause significant conflict at home, with jail staff being more affected.

Staff health is another critical concern, with prison staff generally reporting troubling outcomes and their jail counterparts reporting alarming results. Health indicators among jail staff are consistently more severe across various conditions, including higher incidences of depression, insomnia, PTSD, diabetes, high blood pressure, heart disease, gout, obesity, anxiety, and substance use issues. Moreover, jail staff reported serious thoughts about suicide at twice the rate of prison staff, underscoring the severe mental health crisis within these facilities.

Facility conditions in jails are notably more troubling compared to prisons, with significant issues reported in food quality, natural sunlight, sleep, cleanliness, and the quality of living spaces for people in custody. These conditions create hazardous conditions for both staff and incarcerated individuals, making it extremely challenging to manage and maintain a safe environment. The more severe lack of correctional practices and sanctions in jails further exacerbates these challenges—the absence of adequate alternatives to segregation, opportunities to reward good behavior, and sufficient opportunities for incarcerated individuals to stay busy indicate potential for dangerous outcomes. Specifically, the sentiment that working in the facility feels like "doing time" too, was reported more by jail staff, highlights the disheartening working conditions faced by staff, particularly in jails.

Section One: Job Satisfaction (Questions 1-9)

With respect to job satisfaction, prison staff responses were slightly more positive overall compared to jail staff. Key areas with slight differences included leadership appreciation, supervisors' investment in career paths, opportunities for professional growth, and willingness to stay in their job.

Section Two: Downtown (Questions 10-13)

In terms of Downtown communication and involvement, prison staff feel slightly more engaged and informed through discussions and communication from Downtown compared to jail staff.

Section Three: Workplace Culture (Questions 14-46)

Prison staff generally report more favorable workplace culture compared to jail staff throughout this section of the survey. The prison results in the Workplace Culture section indicate significant issues, and the situation in jails is more alarming and precarious. Staff in both prisons and jails

report problems with safety, mandatory overtime, and frequent turnover, and the issues reported from jail staff are notably more severe.

Table 9. Workplace Culture Responses, Jail and Prison Results

Survey Question	Jail Response Percentage	Prison Response Percentage
	Response: Agree/Strongly Agree	
18) Overall, I feel this is a safe facility.	35%	55%
21) Frequent staff turnover is a problem at this facility.	85%	42%
22) Mandatory overtime is a problem at this facility.	82%	60%
25) There are enough staff to meet the current needs of this facility.	5%	17%
31) This facility has a high level of coordination across departments when it comes to delivering services and programs to incarcerated people.	32%	50%
41) My work schedule causes conflict at home.	47%	31%
44) I have healthy coping mechanisms to help me manage the stress of the job.	64%	75%
45) I feel there are enough employee wellness and support resources I can access if I need them.	21%	32%

## Section Four: Staff Health (Questions 47-62)

All of the survey health outcomes are troublesome, and health indicators among jail staff are consistently more concerning compared to their prison counterparts across various health conditions. In each category, jail staff reported higher incidences of health issues.

Table 10. Staff Health Responses, Jail and Prison Results

Survey Question	Jail Response Percentage	Prison Response Percentage
	Response: Good, Very Good, Excellent	
50) In general, how would you rate your mental health, including your mood and your ability to think.	60%	73%
	Response: Sometimes, Often, Always	
53) In the past 7 days, I felt helpless.	39%	27%
54) In the past 7 days, I felt depressed.	48%	28%
55) In the past 7 days, I felt hopeless.	36%	25%
	Response: Moderately, Quite a Bit, Extremely	
61) Problems or complaints people sometimes have in response to stressful life experiences, within the past month: having physical reactions (e.g. heart pounding, trouble breathing, or seating) when something reminded you of a stressful experience from the past.	39%	25%
62) Problems or complaints people sometimes have in response to stressful life experiences, within the past month: having emotional reactions (e.g. feeling numb or distant from people; trouble with sleep; avoiding thoughts, memories, or activities; feeling irritable, jumpy, or "super alert") when something reminded you of a stressful experience from the past.	49%	33%

In terms of staff developing health conditions since starting work in corrections, the systemwide results are concerning with jail results even more so. Conditions surveyed are reported in the figure below.

Figure 3. Since starting work in corrections, I have developed the following health conditions, Jail and Prison Results
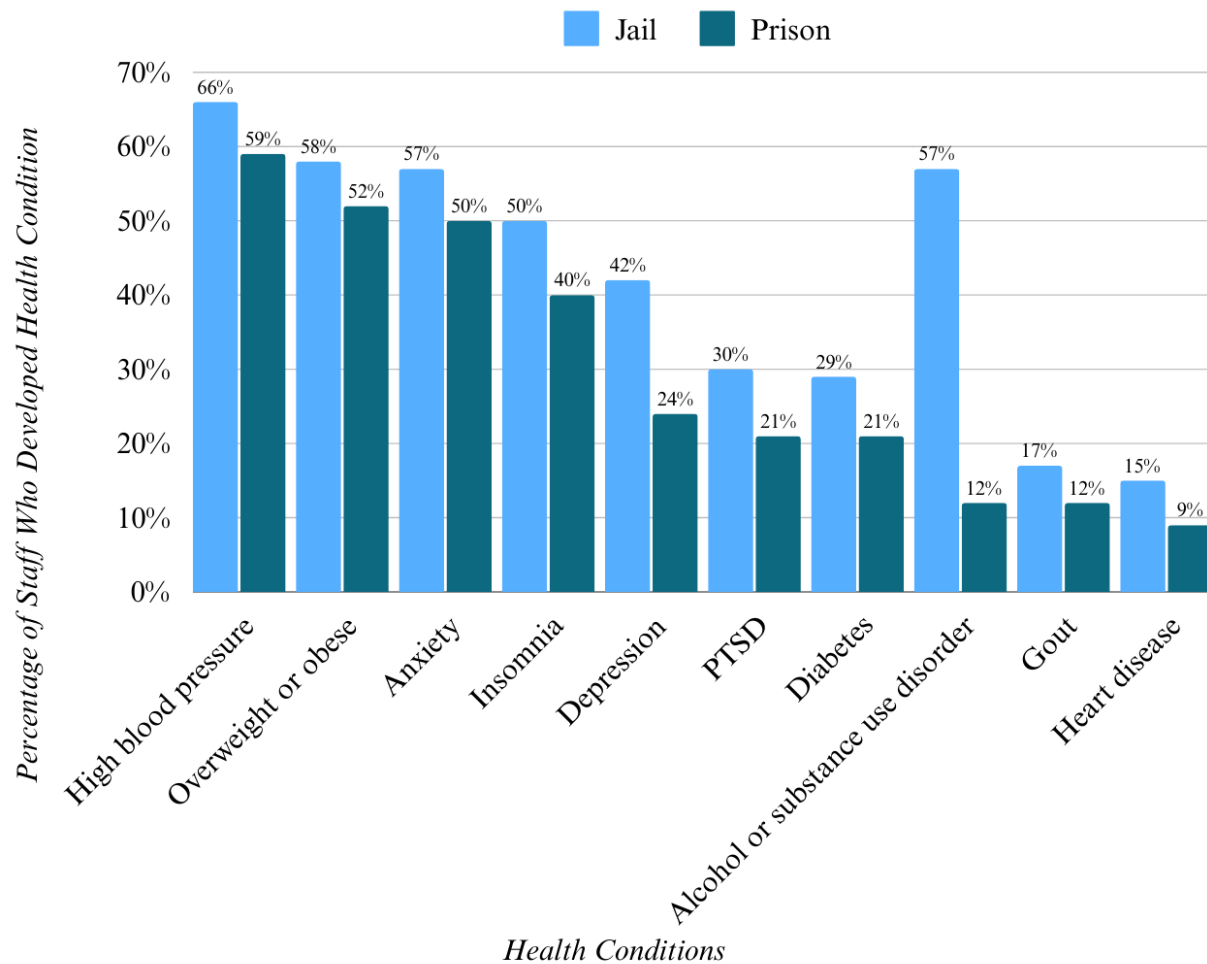
*Some individuals responded that they developed more than one of the above health conditions since starting work in corrections, thereby the above percentages exceed 100%.

Additionally, 8% of jail staff reported seriously thinking about trying to kill themselves in the last 12 months, compared to 4% of prison staff, indicating that jail staff reported serious thoughts about suicide at twice the rate of prison staff (Q56).

See the tables below for facility specific results.

Table 11. Staff Health Responses, Jail Facility Specific Results

Survey Question	OCCC Response Percentage	HCCC Response Percentage	MCCC Response Percentage	KCCC Response Percentage
	Response: Yes			
47) Since starting work in corrections, I have developed the following health conditions:				
— High blood pressure	70%	57%	67%	57%
— Overweight or obese	59%	52%	55%	67%
— Anxiety	57%	59%	57%	50%
— Insomnia	48%	54%	53%	50%
— Depression	43%	43%	37%	40%
— PTSD	30%	38%	27%	20%
— Diabetes	35%	17%	27%	27%
— Alcohol or substance use disorder	18%	22%	23%	23%
— Gout	17%	13%	23%	10%
— Heart disease	14%	14%	15%	17%
	Response: Poor/Fair			
50) In general, how would you rate your mental health, including your mood and ability to think?	39%	53%	34%	32%
51) In general, how would you rate your satisfaction with your social activities and relationships?	41%	47%	33%	39%
	Response: Sometimes, Often, Always			
52) In the past 7 days, I felt worthless.	32%	39%	26%	17%
53) In the past 7 days, I felt helpless.	43%	42%	27%	29%
54) In the past 7 days, I felt depressed.	50%	54%	36%	40%
55) In the past 7 days, I felt hopeless.	38%	42%	30%	27%
	Response: Yes			
56) At any time in the last 12 months, did you seriously think about trying to kill yourself?	7%	11%	9%	0%

	Response: Moderately, Quite a Bit, Extremely			
61) Problems or complaints people sometimes have in response to stressful life experiences, within the past month: having physical reactions (e.g. heart pounding, trouble breathing, or seating) when something reminded you of a stressful experience from the past.	39%	49%	34%	31%
62) Problems or complaints people sometimes have in response to stressful life experiences, within the past month: having emotional reactions (e.g. feeling numb or distant from people; trouble with sleep; avoiding thoughts, memories, or activities; feeling irritable, jumpy, or "super alert") when something reminded you of a stressful experience from the past.	46%	57%	48%	47%

Table 12. Staff Health Responses, Prison Facility Specific Results

Survey Question	HCF Response Percentage	KCF Response Percentage	WCF Response Percentage	WCCC Response Percentage
	Response: Yes			
47) Since starting work in corrections, I have developed the following health conditions:				
— High blood pressure	61%	56%	62%	58%
— Overweight or obese	49%	41%	56%	62%
— Anxiety	56%	56%	47%	39%
— Insomnia	49%	44%	18%	38%
— Depression	29%	26%	12%	23%
— PTSD	28%	31%	12%	12%
— Diabetes	26%	18%	15%	20%
— Alcohol or substance use disorder	18%	13%	9%	5%
— Gout	16%	18%	9%	5%
— Heart disease	14%	5%	6%	6%
	Response: Poor/Fair			
50) In general, how would you rate your mental health, including your mood and ability to think?	30%	30%	17%	25%
51) In general, how would you rate your satisfaction with your social activities and relationships?	36%	30%	19%	29%
	Response: Sometimes, Often, Always			
52) In the past 7 days, I felt worthless.	26%	10%	19%	26%
53) In the past 7 days, I felt helpless.	33%	22%	20%	25%
54) In the past 7 days, I felt depressed.	32%	25%	20%	29%
55) In the past 7 days, I felt hopeless.	29%	22%	17%	25%
	Response: Yes			
56) At any time in the last 12 months, did you seriously think about trying to kill yourself?	8%	2%	4%	1%

	Response: *Moderately, Quite a Bit, Extremely*		
61) Problems or complaints people sometimes have in response to stressful life experiences, within the past month: having physical reactions (e.g. heart pounding, trouble breathing, or seating) when something reminded you of a stressful experience from the past.	35%	18%	19%	19%
62) Problems or complaints people sometimes have in response to stressful life experiences, within the past month: having emotional reactions (e.g. feeling numb or distant from people; trouble with sleep; avoiding thoughts, memories, or activities; feeling irritable, jumpy, or "super alert") when something reminded you of a stressful experience from the past.	40%	34%	22%	28%

Section Five: Purpose of Incarceration (Questions 63-72)

Prison and jail staff generally reported similar responses, however, there were some notable differences.

Table 13. Purpose of Incarceration Responses, Jail and Prison Results

Survey Question	Jail Response Percentage	Prison Response Percentage
	Response: *Agree/Strongly Agree*	
63) I believe rehabilitation is possible for the people incarcerated here.	62%	75%
	Response: *Well/Very Well*	
70) How well does this facility prevent people from committing future crimes.	28%	38%
71) How well does this facility help people make changes for a better life.	30%	51%

Section Six: Facility Conditions (Questions 73-81)

Prison staff generally report more favorable conditions compared to jail staff throughout the *Facility Conditions* section of the survey. Every question in this section shows a notable difference, indicating more problematic conditions in jail and highlighting the impact of facility conditions on both people in custody and staff. Notably, jail staff reported feeling that working in their facility makes them feel like they are "doing time too" more often than their prison counterparts. This highlights the difficult and challenging working conditions faced by staff, but this is particularly disheartening for those who work in the jails.

Table 14. Facility Conditions Responses, Jail and Prison Results

Survey Question	Jail Response Percentage	Prison Response Percentage
	Response: *Agree/Strongly Agree*	
73) Incarcerated people get enough to eat here.	63%	75%
74) The quality of food provided to incarcerated people here supports a healthy lifestyle.	39%	62%
75) This facility gives incarcerated people what they need (e.g. soap, regular showers, sanitary products) for good personal hygiene for free.	77%	87%
76) Incarcerated people are usually able to get a good night's sleep here.	59%	84%
77) Its easy for incarcerated people with physical disabilities to get around in this facility.	54%	67%
78) Incarcerated people get enough natural light in this facility.	51%	91%
79) This facility is clean.	30%	57%
80) The quality of incarcerated people's living space is good here.	27%	64%
81) Working in this facility makes me feel like I am "doing time" too.	70%	58%

Section Seven: Staff – Incarcerated People Interactions (Questions 82-95)

The results of this section are similar among jail and prison staff, with prison staff reporting slightly more favorable interactions. When asked if staff in this facility have the resources to help incarcerated people with their problems, just over half of prison staff agree, compared to just over a third of jail staff, indicating more supportive conditions in prisons (Q87).

Table 15. Staff-Incarcerated People Interactions, Jail and Prison Results

Survey Question	Jail Response Percentage	Prison Response Percentage
	Response: *Agree/Strongly Agree*	
87) Staff in this facility have the resources to help incarcerated people with their problems.	34%	52%

Section Eight: Correctional Practices and Sanctions (Questions 96-106)

The results of this section indicate that prison staff generally report more favorable correctional practices and sanctions compared to jail staff. Most questions in this section have a difference of over 10% when comparing the responses of prison and jail staff. The lack of adequate alternatives to segregation, opportunities to reward good behavior, and sufficient opportunities to stay busy can create institutional management problems and potential for dangerous conditions for all involved. All jail results are even more concerning than the prison results, indicating additional challenges in jails.

Table 16. Correctional Practices and Sanctions Responses, Jail and Prison Results

Survey Question	Jail Response Percentage	Prison Response Percentage
	Response: *Agree/Strongly Agree*	
96) This facility has adequate alternatives to segregation.	25%	50%
99) Incarcerated peoples' discipline procedures are effective at holding them accountable.	45%	57%
100) There are options for staff to reward incarcerated people for good behavior.	33%	43%
101) This facility provides enough opportunities so incarcerated people can stay busy all day.	25%	58%
102) Incarcerated people in this facility can participate in activities that promote their health and well-being.	45%	78%
104) This facility does a good job at preparing	31%	55%
105) The programs in this facility give incarcerated people the skills they need to be successful in the community.	27%	61%
106) Caseloads are manageable to adequately support incarcerated people as they get ready for release.	28%	49%

Uniform and Civilian Staff Distinction

This section compares the survey results of uniform and civilian staff working at Hawaii prisons and jails, highlighting notable differences of more than 10% between the responses of uniform and civilian staff. In some cases, the responses of civilian or uniform staff are noted as more or less favorable; this doesn't imply that the more favorable responses are free from problems, just that they are less severe in comparison.

Overview of Civilian Staff Distinction

The survey results reveal many similarities and several notable differences in responses from uniform and civilian staff. In terms of job satisfaction, civilian staff report higher levels of enthusiasm for coming to work, feeling appreciated by leadership, and receiving support for career goals compared to uniform staff, while uniform staff report a greater willingness to change jobs if given the chance.

Both uniform and civilian staff have concerns about communication and inclusiveness within the DCR. However, uniform staff report greater dissatisfaction with Downtown's communication of a clear vision and the respect shown for their input compared to civilian staff.

Workplace culture shows several areas of contrast, with civilian staff indicating more favorable outcomes in terms of support from leadership, facility safety, and staffing levels. They feel that leadership does more to keep them safe, experience fewer work schedule conflicts, and report better employee wellness resources. On the other hand, uniform staff feel they can rely more on their coworkers during emergencies, have healthier coping mechanisms for managing stress, and see more opportunities for professional growth within the facility.

Health challenges are significant among both uniform and civilian staff, though they are more severe among uniform staff. Uniform staff report higher incidences of physical health issues like high blood pressure and obesity, as well as traumatic experiences and mental health concerns including PTSD and emotional drain. Civilian staff also face considerable health challenges but at generally lower rates compared to their uniform counterparts.

Overall, both civilian and uniform staff share a rehabilitative and safety-focused perspective regarding the purpose of incarceration. However, civilian staff are more likely to believe in the possibility of rehabilitation for people in custody and place a higher importance on helping people make positive changes for a better life.

Facility conditions are perceived similarly by both groups, with some differences. Uniform staff are more likely to believe that incarcerated people are able to get a good night's sleep and more frequently feel like they are "doing time" too compared to non-uniform staff.

Uniform and civilian staff have mixed responses regarding interactions with and treatment of people in custody, with both shared perceptions and notable differences. There are notable differences in areas such as respect, professional boundaries, and equitable treatment regardless of disability, gender identity, or race.

There are no differences to note regarding correctional practices and sanctions.

Section One: Job Satisfaction (Questions 1-9)

In terms of job satisfaction, both uniform and civilian staff show varied levels of satisfaction with their work. Civilian staff generally report slightly higher levels of enthusiasm toward coming to work and feeling appreciated. But both groups express concerns about leadership appreciation and career advancement opportunities.

Table 17. Job Satisfaction Responses, Uniformed and Civilian Staff Results

Survey Question	Uniformed Staff Response Percentage	Civilian Staff Response Percentage
	Response: *Often/Always*	
1) I look forward to coming to work.	40%	52%
	Response: *Agree/Strongly Agree*	
5) Leadership in this correctional facility show appreciation for staff in meaningful ways.	31%	46%
6) My supervisors are invested/interested in my career path and help me achieve my career goals.	39%	53%
8) If I have a chance, I will change to some other job outside of corrections at the same rate of pay.	68%	58%

Section Two: Downtown (Questions 10-13)

When considering the Department of Corrections and Rehabilitation overall, both uniformed and civilian staff share concerns about communication and inclusiveness. Uniformed staff, however, report a higher level of dissatisfaction with Downtown's communication of a clear vision and the respect shown for their input compared to civilian staff.

Table 18. Downtown Responses, Uniformed and Civilian Staff Results

Survey Question	Uniformed Staff Response Percentage	Civilian Staff Response Percentage
	Response: *Agree/Strongly Agree*	
10) Downtown communicates a clear vision (mission) for Corrections.	20%	31%
13) Downtown takes the things I say seriously and treats me and my ideas with respect.	14%	25%

Section Three: Workplace Culture (Questions 14-46)

The workplace culture section of the survey reveals several differences between uniformed and civilian staff, particularly in areas related to safety, coworker reliability, and overall well-being. The survey results highlight that some responses are more positive for uniform staff, while others are more favorable for civilian staff. Civilian staff reported better outcomes in areas such as leadership support, safety, and staffing levels. Civilian staff felt that facility leadership does more to keep them safe and a higher percentage felt the facility is safe. They also reported better (though still insufficient) staffing levels, fewer work schedule conflicts, and better support from employee wellness resources. Additionally, civilian staff were less likely to feel alienated from "normal" society due to their job.

Conversely, uniform staff reported more favorable experiences regarding teamwork, coping mechanisms, and opportunities for professional growth. Uniform staff felt they could rely more on their coworkers to respond quickly during emergencies and reported having healthier coping mechanisms to manage job stress. They also perceived more opportunities for professional growth within the facility.

Table 19. Workplace Culture Responses, Uniformed and Civilian Staff Results

| Survey Question	Uniformed Staff Response Percentage	Civilian Staff Response Percentage
	Response: *Agree/Strongly Agree*	
15) This facility's leadership does everything possible to keep staff safe here.	34%	48%
16) I can rely on my coworkers to respond quickly during an emergency.	86%	74%
18) Overall, I feel safe in this facility.	36%	55%
25) There are enough staff to meet the current needs of this facility.	9%	12%
41) My work schedule causes conflict at home.	51%	23%
42) I like having the option to work overtime as a helpful way to increase my paycheck when I need it.	90%	73%
43) Because of this job, I don't think I fit in "normal" society anymore.	42%	23%
45) I feel there are enough employee wellness and support resources I can access if I need them.	21%	32%
46) I feel emotionally drained from my work.	72%	61%

Section Four: Staff Health (Questions 47-62)

Health challenges are prominent among both uniformed and civilian staff, though are more severe among uniformed staff. Uniformed staff report higher incidences of physical health issues like high blood pressure and obesity, traumatic experiences, as well as mental health concerns including PTSD and feelings of emotional drain. Civilian staff also face significant health challenges but at generally lower rates compared to their uniformed counterparts.

Table 20. Staff Health Responses, Uniformed and Civilian Staff Results

Survey Question	Uniformed Staff Response Percentage	Civilian Staff Response Percentage
	Response: *Poor*	
48) In general, how would you rate your physical health.	17%	8%
	Response: *Happened to me*	
57) Traumatic experiences throughout your entire life: physical assault.	28%	25%
58) Traumatic experiences throughout your entire life: assault with a weapon.	15%	9%
	Response: *Moderately, Quite a Bit, Extremely*	
61) Problems or complaints people sometimes have in response to stressful life experiences, within the past month: having physical reactions (e.g. heart pounding, trouble breathing, or seating) when something reminded you of a stressful experience from the past.	38%	28%
62) Problems or complaints people sometimes have in response to stressful life experiences, within the past month: having emotional reactions (e.g. feeling numb or distant from people; trouble with sleep; avoiding thoughts, memories, or activities; feeling irritable, jumpy, or "super alert") when something reminded you of a stressful experience from the past.	49%	33%

In terms of staff developing health conditions since starting work in corrections, the systemwide results are concerning with uniform staff results even more so. Conditions surveyed are reported in the figure below.

Figure 4. Since starting work in corrections, I have developed the following health conditions, Jail and Prison Results
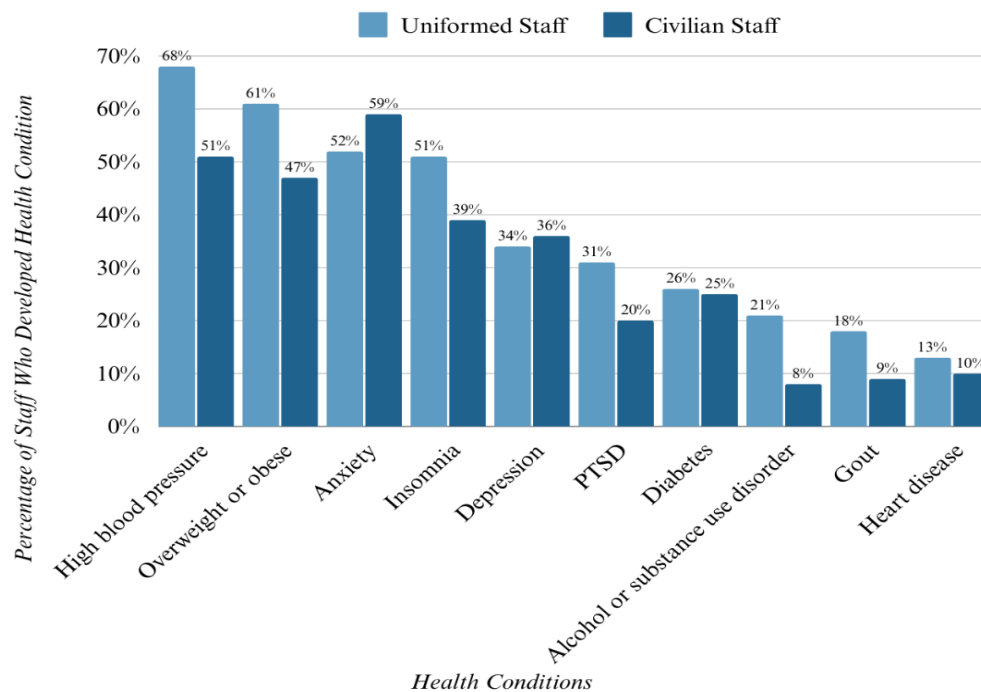
Some individuals responded that they developed more than one of the above health conditions since starting work in corrections, thereby the above percentages exceed 100%.

Additionally, for the question, at any time in the last 12 months, did you seriously think about trying to kill yourself, 8% of uniform staff responded "Yes" compared to 5% of civilian staff (Q56).

Section Five: Purpose of Incarceration (Questions 63-72)

Overall, the survey results indicate that the large majority of staff, both civilian and uniform, share a rehabilitative and safety-focused perspective. There were, however, a few notable differences in the responses between uniform and civilian staff.

Table 21. Purpose of Incarceration Responses, Uniformed and Civilian Staff Results

Survey Question	Uniformed Staff Response Percentage	Civilian Staff Response Percentage
	Response: Agree/Strongly Agree	
63) I believe rehabilitation of possible for the people incarcerated here.	59%	79%
	Response: Well/Very Well	
68) How well does this facility punish people for the crimes they have committed.	40%	57%

Figure 5. What is the most important purpose of incarceration? Uniformed and Civilian Staff Results.

Most Important Purpose of Incarceration
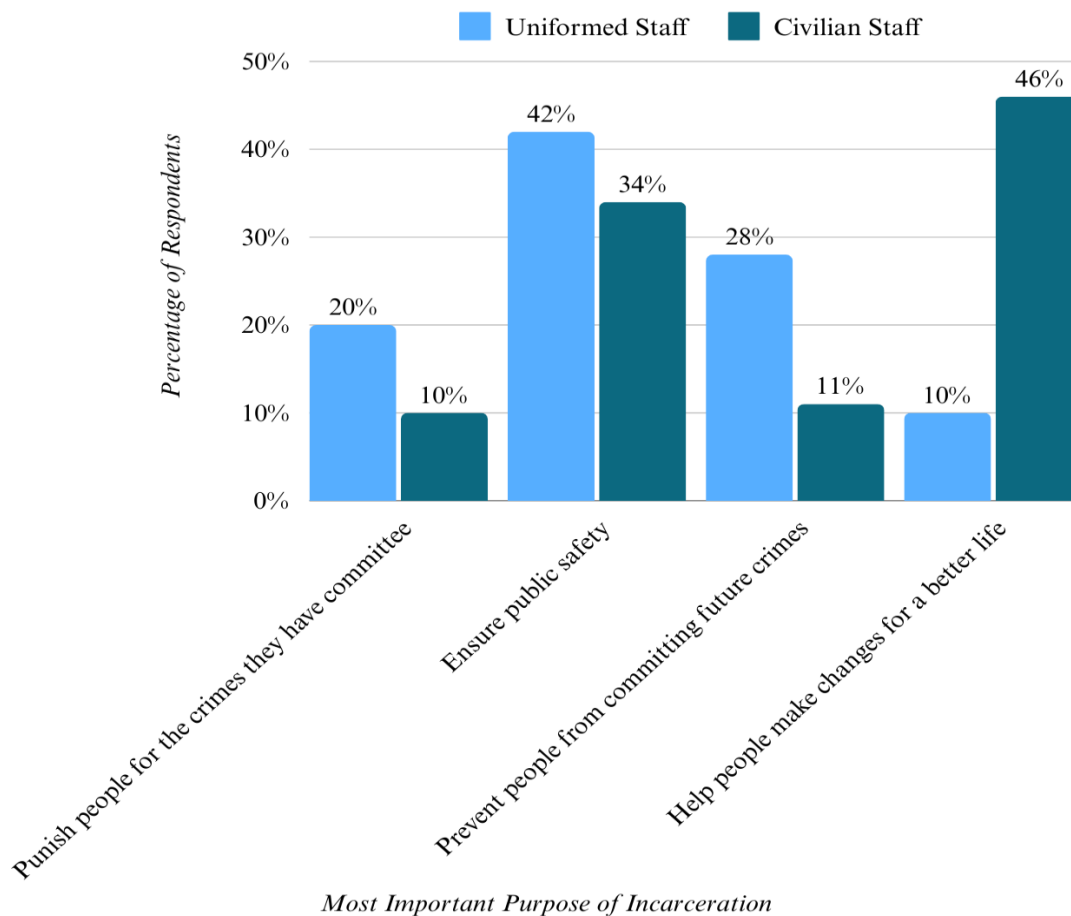
Section Six: Facility Conditions (Questions 73-81)

Civilian staff and uniform staff have similar perceptions of facility conditions, with a notable differences.

Table 22. Conditions Responses, Uniformed and Civilian Staff Results

Survey Question	Uniformed Staff Response Percentage	Civilian Staff Response Percentage
	Response: *Agree/Strongly Agree*	
76) Incarcerated people are usually able to get a good night's sleep here.	73%	60%
81) Working in this facility makes me feel like I am "doing time" too.	74%	52%

Section Seven: Staff – Incarcerated People Interactions (Questions 82-95)

Uniform and civilian staff have different perceptions of interactions with and treatment of people in custody. While the section results are positive overall, civilian staff perceive more disparate treatment of people in custody for several questions.

Table 23. Staff-Incarcerated People Interactions, Uniformed and Civilian Staff Results

Survey Question	Uniformed Staff Response Percentage	Civilian Staff Response Percentage
	Response: *Agree/Strongly Agree*	
82) Staff in this facility treat incarcerated people with respect.	88%	74%
83) Most incarcerated people treat staff with respect.	66%	76%
84) People who work in this facility have appropriate professional boundaries with people incarcerated here.	78%	68%
92) Staff in this facility treat incarcerated people the same regardless of the incarcerated person's disability or ability.	88%	78%
94) Staff in this facility treat incarcerated people the same regardless of the incarcerated person's gender identity or sexual orientation.	88%	77%
95) Staff in this facility treat incarcerated people the same regardless of the incarcerated person's race or ethnicity.	88%	76%

Section Eight: Correctional Practices and Sanctions (Questions 96-106)

There were no notable differences in the responses of uniform and civilian staff noted in this section. Both uniform and civilian staff have concerns about the reliance on segregation, lack of options to reward good behavior, staff caseload sizes, and the availability of activities and programs for people in custody to stay busy and prepare for release.

Facilitation of Talk Stories

After all the surveys were completed by staff and input and calculated with the assistance of the Criminal Justice Research Institute (CJRI), the Commission conducted talk story sessions with both uniform and civilian staff of all ranks and time on the job, ranging from recent hires to those approaching retirement, at all eight Hawaii Correctional facilities. The Commission was intentional about staying at the facility for at least 10 hours to ensure staff members could be grouped in applicable ranks and separate from uniform and civilian staff as each group may have had different experiences and expectations. These sessions were designed to review the results and speak directly with staff about potential solutions.

The Commission visited the facilities on the following dates:
- Tuesday, March 19 – Halawa Correctional Facility (HCF)
- Friday, March 22 – Kulani Correctional Facility (KCF)
- Monday, March 25 – Kauai Community Correctional Center (KCCC)
- Wednesday, March 27 – Oahu Community Correctional Center (OCCC)
- Wednesday, April 3 – Hawaii Community Correctional Center (HCCC)
- Thursday, April 4 – Maui Community Correctional Center (MCCC)
- Tuesday, April 9 – Women's Community Correctional Center (WCCC)
- Wednesday, April 10 – Waiawa Correctional Facility (WCF)

Themes Pulled from Each Facility:

Hawaii Community Correctional Center (HCCC)

Overall, staff talked about the conditions of the facility and lack of resources far more than any other facility. Staff also showed an immense amount of empathy towards the incarcerated population and their living conditions.

Kauai Community Correctional Center (KCCC)

KCCC staff appeared to be, undoubtedly, the most burned-out team within the correctional system. Staff are working consistent 16- and 24-hour shifts. Staff are working in multiple posts at a time. Staff do not get breaks, and the burnout was very clear.

Staff do feel very appreciated by their Warden, Jerry Jona, and mentioned numerous ways in which he has tried very hard to boost morale. Unfortunately, the constant overtime and multiple posts issues overshadow any other efforts towards uplifting morale.

> *Note: Only two uniformed staff chose to speak with us – they felt confident they could cover ACO concerns, and made it clear that, unfortunately, officers are so burned out, they do not believe this report will change anything. Additionally, due to severe staffing shortages, uniformed staff could only talk to us one at a time which most likely deterred ACO's from speaking with us. KCCC was the only facility where this was a problem.*

Maui Community Correctional Center (MCCC)

Training, particularly in communication and leadership, as well as staff wellness were main priorities for staff at MCCC. Staff were very concerned regarding the lack of supportive communication from Lieutenants in particular. Staff continuously noted that they feel very supported by the Warden (some noted this was the first time they had seen a Warden ask staff for feedback and input in 30 years).

Oahu Community Correctional Center (OCCC)

Overall, OCCC staff were concerned about the lack of staff who come to work at the facility. Staff feel burned out from having to do so much more with less, and they do not feel heard or valued by facility leadership or Downtown.

Halawa Correctional Facility (HCF)

HCF staff showed the most frustration regarding individuals not coming to work, and they wanted the strictest forms of accountability to prevent people from gaining the system.

Kulani Correctional Facility (KCF)

Overall, the staff's largest concern is the facility leadership – specifically the Warden. Staff do not feel supported or valued by the Warden. Staff also feel the Warden is unnecessarily restrictive, especially since KCF is a minimum level facility. Staff want more programming and more people in custody at KCF as they see the potential the facility has.

Women's Community Correctional Center (WCCC)

Overall, the staff's largest anxieties seem to stem from the lack of preparation regarding the incoming jail population and feeling unsupported by the Warden.

Waiawa Correctional Facility (WCF)

WCF has great communication between all teams throughout the facility. They have weekly supervisory meetings, so teams know exactly what is to come that week. The facility appreciates the Warden and facility leadership overall. Mandatory overtime is not an issue at the facility – they typically have enough staff to volunteer if needed.

System-wide Recommendations

The talk stories naturally resulted in conversations focused on the following areas: training, communication, trust, compensation and benefits, recruitment and retention, overtime, staff health and wellness, and concerns regarding incarceration.

Although every facility is different and details of the talk stories varied at each facility, the themes from the talk stories were quite similar at every facility. Therefore, the recommendations were focused on system-wide instead of facility by facility.

The recommendations detailed below came *directly* from staff at the eight correctional facilities in Hawaii.

Recommendation Area One: Training

Staff across various correctional facilities in Hawaii have expressed significant concerns regarding the current state of training. A primary issue is the lack of consistency and comprehensiveness in the training programs. Many staff members reported that training is often informal and relies heavily on staff teaching each other, which leads to varied standards and significant knowledge gaps. There is a strong need for continuous, meaningful, and consistent training that covers all necessary areas, including professional development, crisis intervention, suicide prevention, and trauma-informed care.

Another major concern is the inadequate training provided to leadership. Staff feel that supervisors, including Wardens, Chiefs, Captains, and Lieutenants, lack proper training in key areas such as leadership, communication, management, and empathy. There is a call for mandatory training upon promotion (on the topics from the previous sentence) and regular refreshment courses to ensure that leaders are well-equipped to support and manage their teams effectively. Staff emphasized the importance of training that fosters a supportive and empathetic work environment rather than one that is punitive.

Additionally, there are concerns about the preparation and practical skills of new recruits. Many recruits arrive at facilities unprepared for the realities of their roles, lacking essential skills in standardized report-writing, handcuffs, communication, and managing mental health populations. Staff highlighted that the academy's curriculum is not adequately tailored to the specific needs of correctional facilities, focusing too much on police-centric training rather than correctional-specific issues. These concerns underscore the need for a comprehensive overhaul of the training programs to ensure consistency, relevance, and support for all staff levels within the correctional facilities.

Recommendations for Training:

1. *Comprehensive and Consistent Training for All Staff:*
   Provide continuous, meaningful training that includes professional development, rehabilitative training, crisis intervention, suicide prevention, trauma-informed care, and conflict mitigation. This training should be standardized across all facilities to ensure consistency and clarity.

2. *Leadership, Communication, and Empathy Training:*
   Implement specific training for supervisors (Wardens, Chiefs, Captains, Lieutenants) focusing on communication, leadership, management, interpersonal skills, and empathy. This training should be mandatory upon promotion and include annual refreshment courses to ensure leaders are equipped to support their teams effectively.

3. *Mental Health and Crisis Intervention:*
   Establish regular training sessions on trauma-informed care and crisis intervention, particularly for handling mental health populations and suicide prevention. This training should be provided by mental health professionals with a background in corrections and include both theoretical and practical components.

Recommendation Area Two: Communication

Staff across various correctional facilities in Hawaii have highlighted several key concerns regarding communication. One major issue is the lack of effective and consistent communication within the facilities and between Downtown leadership and facility staff. Staff feel excluded from decision-making processes that directly affect their daily duties. They have requested regular

updates and clear communication of changes or new policies to ensure everyone is on the same page and to foster a more inclusive environment.

Additionally, there is a significant need for improved internal communication within facilities. Staff have suggested mandatory paid briefings between shifts to ensure all team members are informed about previous shifts' activities, any serious situations, and any updates to policies. This would help create a more cohesive and informed workforce, reducing misunderstandings and improving overall efficiency.

Furthermore, staff have expressed a desire for more open and direct communication from their supervisors and facility leadership. They feel that current communication practices are often top-down and lack transparency. Staff have called for an open-door policy that allows them to reach out to their supervisors without having to go through multiple levels of hierarchy, which often leads to delays and a lack of discretion in handling personal matters.

Recommendations for Increased Communication:

1. *Include Staff in Decision-Making:*
   Downtown should include staff in decision-making processes that directly affect their work. This involvement enhances appreciation for staff's contributions and ensures that policies and changes reflect their day-to-day realities. Regular in-depth talk stories specific to each department in each facility should be conducted by Downtown leaders.

2. *Regular and Transparent Communication:*
   Establish regular communication channels such as quarterly meetings hosted by Downtown leadership at each facility and recorded Director updates that staff can tune into. These meetings should provide updates, address concerns, and ensure staff are informed about changes within the department. Additionally, Downtown leaders should tour facilities consistently to increase transparency and trust.

3. *Improve Internal Communication Within Facilities:*
   Implement mandatory paid briefings between watches to ensure staff are informed about what happened during previous shifts and any new policies or critical information. Facilities should also encourage open communication from the Warden and Chief's office down to all staff levels, fostering an environment where staff feel heard and respected.

Recommendation Area Three: Trust

Staff across various correctional facilities in Hawaii have voiced significant concerns regarding trust within their work environment. A primary issue is the lack of consistent and fair policies, which has led to perceptions of favoritism and unfair treatment. Staff have called for the consistent application of rules and transparent disciplinary processes to ensure that all staff members are treated equally, regardless of their position.

Additionally, there is a strong desire for regular and meaningful engagement from Downtown leadership. Staff want Downtown leaders to conduct consistent, unannounced tours of facilities to engage directly with staff, listen to their concerns, and show genuine interest in their well-being. They feel that this would help bridge the disconnect between Downtown and facility staff, fostering a sense of support and trust.

Furthermore, staff have emphasized the importance of being included in decision-making processes. They believe that involving staff in decisions that affect their work environment would help them feel valued and respected. This inclusion would also help reduce the sense of being undervalued and unappreciated, which has been a significant concern among staff.

Recommendations for Increased Trust:

1. *Consistent and Fair Policies:*
   Ensure that policies and procedures are applied consistently across all facilities to prevent favoritism and unfair treatment. This includes fair and transparent disciplinary processes, consistent enforcement of rules, and equal accountability for all staff members regardless of their position.

2. *Regular Leadership Engagement:*
   Downtown leadership should conduct regular, unannounced tours of facilities to engage with staff directly, listen to their concerns, and show genuine interest in their well-being. These tours should be conducted without facility administration present to encourage open communication and build trust.

3. *Involvement in Decision-Making:*
   Include staff in the decision-making processes that affect their work environment and duties. This helps staff feel valued and respected, reduces the disconnect between Downtown and facility staff, and fosters a more collaborative and trusting work culture.

Recommendation Area Four: Compensation and Benefits

Staff across various correctional facilities in Hawaii have expressed significant concerns regarding their compensation and benefits. A prevalent issue is the perception that they are not fairly compensated for the demanding nature of their jobs. Many staff feel that their base pay does not reflect the cost of living and the complexity of their duties. They have recommended several measures to address this, including the addition of hazardous pay, retention bonuses, and longevity pay. They also suggested implementing signing bonuses and multi-duty compensation for staff who are assigned multiple roles.

Another major concern is the inadequate uniform allowance. Staff have noted that the current allowance of $135 every six months has not changed for over 20 years, despite significant increases in the cost of living and uniform expenses. They propose increasing the uniform allowance to $250

twice per year and improving the quality of uniform pants due to their rapid wear and tear. Additionally, staff have highlighted the need for better access to compensatory time off (CTO) to ensure a better work-life balance, particularly for those who work excessive hours and are primary caregivers.

There is also a pressing need to re-price positions, especially for civilian staff, as their current pay is not competitive and often lower than entry-level positions in other sectors, such as fast food. Staff have called for step movements to be reinstated and for pay rates to be adjusted to keep up with inflation and economic changes. They emphasized the importance of ensuring correct and timely payment for overtime, addressing payroll errors, and introducing premium pay for holidays and weekends to encourage staff attendance.

Recommendations for Compensation and Benefits:

1. *Increase Base Pay and Bonuses:*
   Add hazardous pay, retention bonuses, longevity pay, and signing bonuses. Adopt practices similar to the Honolulu Police Department (HPD), such as providing significant signing incentives for consistent attendance without using sick leave.

2. *Improve and Expand Uniform Allowance to Support Professionalism:*
   Increase the uniform allowance to $250 twice per year to keep up with rising costs. Provide higher quality uniform pants and jackets to enhance professionalism and self-image, as well as how staff are perceived by others.

3. *Ensure Accurate and Timely Payment:*
   Implement a scan-in system to accurately log work hours and reduce paperwork. Ensure accountability for payroll errors and correct and timely payment for all work, including overtime and premium pay for holidays and weekends.

Recommendation Area Five: Recruitment/Retention

Staff across various correctional facilities in Hawaii have raised several concerns regarding recruitment and retention. They highlighted the lengthy and cumbersome hiring process, which often takes a year or more, causing potential recruits to lose interest or find other employment opportunities. Staff emphasized the need to streamline and shorten the hiring process, reduce redundancy, and improve communication with recruits during the process. They suggested hiring recruits as 89-day emergency hires initially to allow them to start working immediately while completing the necessary background checks and evaluations on the job.

Another significant concern is the psychological evaluation process, which many believe is too stringent and eliminates candidates who could otherwise be good fits for the job. Staff proposed revising this process to involve a board of psychologists rather than a single evaluator and allowing Wardens more input on hiring decisions. They also suggested that recruits who successfully

complete the 89-day hire period should be allowed to bypass the psychological evaluation, as they have already demonstrated their capability to perform the job effectively.

Additionally, staff emphasized the importance of prioritizing staff wellness and creating a supportive work environment to enhance retention. They recommended improving facility conditions, providing better mental health support, and ensuring fair treatment and opportunities for advancement. They also highlighted the need for more seasoned leaders with significant training and experience to guide and support new recruits effectively.

Recommendations for Recruitment/Retention:

1. *Shorten the Hiring Process:*
   Implement emergency hires for the first 89 days to allow recruits to start working immediately while completing background checks and other evaluations. Also work with human resources to shorten the hiring process as to not lose qualified candidates.

2. *Revise the Psychological Evaluation:*
   Revamp the psychological evaluation process, this could involve a board of psychologists in the evaluation process and allow Wardens to have input on hiring decisions to prevent disqualifying good candidates unnecessarily.

3. *Enhance Training and Support:*
   Conduct initial training at the facility where recruits will be working to provide them with practical, hands-on experience and implement mentorship programs pairing new hires with experienced staff.

Recommendation Area Six: Overtime

Staff across various correctional facilities in Hawaii have voiced significant concerns regarding overtime. One major issue is the high frequency of mandatory overtime, which leads to severe burnout and exhaustion among staff. They feel that the current policies do not provide adequate breaks between overtime shifts, making it difficult to maintain a healthy work-life balance. Staff often return home too exhausted to spend quality time with their families or attend to personal errands.

Additionally, staff are frustrated with the inconsistent and often unfair distribution of overtime. Newer staff members frequently find themselves held back for overtime shifts more often than their senior counterparts. This practice not only affects morale but also leads to increased tension among staff members. There is a call for a more equitable system where overtime is distributed fairly, allowing those who have not been recently held back to be considered first.

Finally, staff highlighted the lack of adequate incentives to encourage attendance and reduce the frequency of sick leave abuse. They suggested implementing attendance programs that reward staff for consistent attendance and reduce the reliance on sick leave. These incentives could include

bonuses, compensatory time off, and other benefits that acknowledge and reward the effort staff put into maintaining regular attendance despite the demanding nature of their work.

The salutation to this problem cannot be just to hire more individuals, it must be accompanied by a culture shift to retain and support the wellbeing of staff.

This was one of the largest issues brought to the attention of the Commission.

Recommendations for Overtime:

1. *Limit Burnout:*
   Develop policies that provide adequate breaks between overtime shifts to prevent staff burnout and ensure a healthier work-life balance.

2. *Fair Overtime Distribution:*
   Implement a more equitable system for distributing overtime, ensuring that newer staff are not disproportionately held back and that those who have not been recently held back are considered first.

3. *Incentives for Attendance:*
   Establish attendance programs that reward consistent attendance with bonuses, compensatory time off, and other benefits to reduce reliance on sick leave and encourage regular attendance.

4. *Implement 12-hour Shifts:*
   Consider implementing 12-hour shifts as a pilot program to give staff more time off, reduce burnout, and potentially decrease sick leave usage. Staff believe that longer shifts would provide adequate breaks and improve morale, while also decreasing the frequency of overtime shifts.

5. *Re-evaluate Staffing Plans and Posts:*
   Reassess and reallocate staff positions to ensure that essential posts are adequately staffed. This includes re-evaluating black and red posts to ensure they are categorized correctly and that there are sufficient personnel on each watch to reduce the need for overtime.

6. *Enhance Policies for Time Off and Overtime Distribution:*
   Create policies that allow staff more time off, such as ensuring breaks after consecutive overtime shifts, and offer incentives for consistent attendance. Additionally, develop a more equitable system for distributing overtime, prioritizing staff who have not been recently held back, and allow staff to swap shifts when needed.

7. *Hire More Staff and Streamline Hiring Process:*
   Increase recruitment efforts to hire more staff, reducing the overall workload and the need for overtime. This includes streamlining the hiring process to quickly fill vacant positions and ensuring competitive pay and benefits to attract and retain qualified candidates.

8. *Improve Scheduling Flexibility:*
   Allow more flexible scheduling options, such as part-time or flexible shifts, to accommodate staff needs and reduce the need for mandatory overtime. This can help improve work-life balance and reduce burnout among staff.

9. *Implement a Voluntary Overtime Program:*
   Develop a voluntary overtime program where staff can sign up for overtime shifts in advance, rather than being held back unexpectedly. This approach ensures that those who are willing and able to work extra hours can do so, while reducing the burden on those who need time off.

By incorporating these recommendations, facilities can better manage overtime, reduce staff burnout, and improve overall morale and job satisfaction.

Recommendation Area Seven: Staff Health and Wellness

Staff across various correctional facilities in Hawaii have raised significant concerns about their health and wellness, emphasizing the detrimental effects of chronic understaffing and excessive workloads. They frequently face long shifts and mandatory overtime, often working 16-hour days and sometimes even 24 to 36-hour shifts over weekends, leading to severe burnout and exhaustion. This intense workload has adverse effects on their physical health, contributing to issues like insomnia, reliance on substances for sleep, and the overconsumption of energy drinks, which can impact heart health. The demanding job also strains personal relationships and overall mental health.

Additionally, staff highlighted the need for robust mental health support. They advocated for a mental health program based in Downtown with practitioners trained in trauma-informed care specific to correctional settings. Mandatory trauma-informed training for all leadership levels and the establishment of a Crisis Intervention Team (CIT) to provide debriefings and follow-up support after traumatic incidents were also recommended. Staff emphasized the importance of having a mental health team that can offer immediate and continuous support, including group debriefings and individual follow-ups after critical events.

Furthermore, staff called for better physical wellness resources, such as onsite gyms and improved dining options that are distinct from those provided to inmates. They stressed the need for a supportive environment where staff feel valued and respected by Downtown leadership, including addressing basic facility conditions like adequate restroom facilities and the maintenance of working equipment and infrastructure to prevent additional stress and anxiety related to poor working conditions.

Recommendations for Staff Health and Wellness:

1. *Mental Health Support:*
   Implement a mental health program based in Downtown with practitioners trained in trauma-informed care specific to correctional settings. This includes mandatory trauma-informed training for all leadership levels and the establishment of a Crisis Intervention Team (CIT) to provide debriefings and follow-up support after traumatic incidents (this recommendation is intentionally included in two sections because it was present in staff discussion in this section and the training section).

2. *Physical Wellness Resources:*
   Establish facilities and opportunities for physical health activities, such as onsite gyms, group fitness classes, and better dining options that offer nutritious meals distinct from those provided to inmates. These resources aim to enhance staff well-being and promote a healthier work environment.

3. *Work-Life Balance:*
   Develop policies to address chronic understaffing and excessive workloads by hiring more staff and implementing flexible scheduling options. This approach will help reduce burnout, improve mental health, and allow staff to maintain a healthier work-life balance.

Recommendation Area Eight: Concerns Regarding Incarceration

Staff from eight different facilities expressed a variety of concerns regarding incarceration, highlighting significant issues in the treatment and management of people in custody. A common theme was the need for a consistent process for transferring individuals between facilities to ensure access to necessary programs, especially for those with medical conditions or protective custody status. Staff emphasized the importance of providing educational and rehabilitative services to all individuals to facilitate successful reentry into society.

Another major concern was the lack of support and resources for mental health care. Staff recommended creating dedicated mental health units, increasing the number of mental health professionals, and ensuring that security staff receive appropriate training to work with this population. They also stressed the need for more comprehensive and consistent programming, including vocational training and educational opportunities, to better prepare individuals for life after incarceration.

Staff highlighted the importance of better coordination between security and civilian staff, improved communication, and ensuring that all staff have the necessary tools and support to perform their duties effectively. They called for increased incentives for both staff and people in custody to encourage participation in programs and adherence to facility rules. Overall, staff across these facilities emphasized the need for a more structured and supportive approach to

incarceration, focusing on rehabilitation, proper care, and ensuring that individuals in custody receive the support they need to succeed.

Recommendations for Concerns Regarding Incarceration:

1. *Ensure Consistent Transfers and Access to Programs:*
   Implement a consistent process for transferring individuals between facilities, and guarantee access to educational and vocational programs for all, including those with special statuses.

2. *Enhance Mental Health and Rehabilitative Services:*
   Create dedicated mental health units, increase mental health professionals, and provide appropriate training for staff, ensuring comprehensive mental health care and rehabilitation for all individuals in custody.

3. *Expand Rehabilitative and Therapeutic Programming:*
   Increase the availability of educational and vocational programs, focus on rehabilitative and therapeutic efforts, and strengthen partnerships with community organizations to support reentry and reduce recidivism.

Conclusion

The Hawaii Correctional System Oversight Commission's (HCSOC) survey highlights urgent challenges facing correctional staff across Hawaii's facilities, from health risks and inadequate workplace resources to systemic issues around leadership, communication, and wellness support. This report underscores the importance of addressing these issues to build a more sustainable and positive environment for both staff and the incarcerated population.

Correctional staff play a pivotal role in promoting public safety and supporting rehabilitation efforts, yet they face considerable barriers that undermine their ability to perform their duties effectively. Chronic staffing shortages, mandatory overtime, insufficient health resources, and workplace stress have created an unsustainable environment that threatens staff retention and recruitment, further compounding these issues.

The Commission's recommendations aim to improve the correctional system by focusing on training, equitable compensation, staff wellness, and enhanced leadership communication. If implemented, these reforms could transform Hawaii's correctional facilities, creating a culture that values and supports staff, encourages professional growth, and ultimately fosters a rehabilitative environment for those in custody. The HCSOC remains committed to advocating for these essential changes to uphold the safety, health, and dignity of all individuals within Hawaii's correctional system.

Addendum

Survey and Corresponding Documents

- ❖ Statewide Survey Results
- ❖ Statewide Jail Survey Results
- ❖ Statewide Prison Survey Results
- ❖ Statewide Uniform Staff Survey Results
- ❖ Statewide Civilian Staff Survey Results

Prison Specific Survey Results

- ❖ Halawa Correctional Facility (HCF)
- ❖ Waiawa Correctional Facility (WCF)
- ❖ Kulani Correctional Facility (KCF)
- ❖ Women's Community Correctional Center (WCCC)

Jail Specific Results

- ❖ Hawaii Community Correctional Center (HCCC)
- ❖ Maui Community Correctional Center (MCCC)
- ❖ Oahu Community Correctional Center (OCCC)
- ❖ Kauai Community Correctional Center (KCCC)

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Hawaii Correctional System Oversight Commission (HCSOC)
Information Sheet – Hawaii Correctional Staff Survey 2023/2024

Title of Project: Hawaii Correctional Staff Survey 2023/2024

Project Leads: Christin Johnson, Oversight Coordinator, HCSOC
Cara Compani, Reentry and Diversion Oversight Specialist, HCSOC

Sites Where Survey   Hawaii State Jails:
is Being Conducted: Hawaii Community Correctional Center (HCCC)
Kauai Community Correctional Center (KCCC)
Maui Community Correctional Center (MCCC)
Oahu Community Correctional Center (OCCC)
Hawaii State Prisons:
Women's Community Correctional Center (WCCC)
Halawa Correctional Facility (HCF)
Kulani Correctional Facility (KCF)
Waiawa Correctional Facility (WCF)

Introduction

The Hawaii Correctional System Oversight Commission (HCSOC, the Commission) has prioritized an all-encompassing staff survey to better understand the corrections environment; enhance data collection capacities to promote transparency and accountability; and recommend evidence-based policies to improve conditions for those working in our jails and prisons.

This survey was created under the Urban Institute's Prison Research and Innovation Initiative (PRII), supported by Arnold Ventures. The survey has been distributed in facilities throughout five states (Vermont, Delaware, Iowa, Missouri and Colorado) and was developed using participatory research methods, elevating the voices and perspectives of correctional staff.

Purpose

The purpose of this survey is to get the perspectives of all the staff who work in OCCC, HCCC, KCCC, MCCC, WCCC, HCF, WCF, and KCF to better understand specific work conditions, health

impacts, and the culture and climate within correctional facilities. As surveys are submitted, the HCSOC will be able to separate the survey responses by facility as we recognize every correctional facility is different and responses will vary.

Once surveys are collected and answers are analyzed, the HCSOC will conduct talk stories with staff to review the results and work together to collectively create and finalize recommendations to improve the health, safety, and environment for corrections staff.

With all recorded information, the HCSOC will submit a report of findings and recommendations to the Department of Corrections and Rehabilitation, Hawaii Government Employee's Association (HGEA), United Public Workers (UPW), Governor's Office, Legislature, Judiciary, and post the final report to the HCSOC's website for greater transparency and public accountability. While individual survey results and identifying information will be kept confidential, system-wide results will be made public. It is the HCSOC's goal to guide changes to make correctional facilities better for staff wellbeing.

Study Procedures

This research study is being conducted by the HCSOC with the support of the Criminal Justice Research Institute (CJRI). This study involves a survey about work conditions, health impacts, and the culture and climate within Hawaii's correctional facilities. HCSOC staff will administer the surveys in person via paper format at all state correctional facilities (OCCC, HCCC, KCCC, MCCC, WCCC, HCF, WCF, and KCF). Additionally, the survey will be available to take online. All submissions, regardless of the submission method—paper or online—are to be completely anonymous and will be kept confidential by the HCSOS. Below are a few notes regarding the survey:

- This survey is intended to be completely anonymous. Please do not include your name anywhere on the survey.
- This survey asks questions on things like work conditions, health impact, and prison culture and climate inside your applicable facility.
- This survey is offered as paper or electronic and should take approximately 45 minutes to 1 hour to complete.
- For paper-based surveys, HCSOC staff will hand each staff member a copy of the survey, a copy of this information sheet, and an envelope marked "confidential."
- Because there are some sensitive questions on the survey that address issues like mental health, relationships among staff, relationships between staff and corrections leadership, and traumatic experiences such as physical assaults and other stressful events, we encourage you to take the survey in private.
- We ask that each person complete the survey independently and complete only one survey.

- You may take the survey wherever you feel most comfortable, but ask that you return the survey to HCSOC staff within two weeks of receiving it (sooner is encouraged!).
- Please contact Christin Johnson at christin.m.johnson@hawaii.gov or 808-900-2200 if you do not finish the survey before the HCSOC staff leave the facility. HCSOC staff will return to the facility to pick up the survey at a later date.

You will not be asked for your name or other identifying information in this survey. Please do not include any identifying information in this survey so that your responses will be completely anonymous.

Risks or Discomforts of Participating

Answering questions about working inside a correctional facility may be upsetting. There are questions on the survey about trauma (such as physical assaults and other stressful events), physical and mental health, what you think prisons should be like, and more. Although we hope to have complete surveys from all staff, you can choose not to answer any question you don't want to answer.

If you should become upset during the survey, we encourage you to seek support. When we distribute the survey, we will provide a page of resources for you to access help if you need it.

These resources include:

1) **Office of Wellness and Resilience**
   Call (808) 586-0805
   Email gov.owr@hawaii.gov
   Visit https://governor.hawaii.gov/office-of-wellness-and-resilience/

2) **Hawaii Cares**
   Call/Text 988
   Visit https://hicares.hawaii.gov/

3) **Hawai'i UTelehealth**
   Call/Text 808-375-2745,
   Email utele@hawaii.edu
   Visit hawaiiutelehealth.org

4) **REACH**
   Oahu, Call 808-543-8445
   Neighbor Islands, Call 1-800-994-3571

We will not collect any information that will identify you, to protect your confidentiality.

Benefits of Participating

Information from this study may benefit corrections staff now or in the future. Potential benefits of completing the survey may be:

- Opportunity for correctional staff to be heard by an outside entity.
- Survey results and recommendations from the results will be shared with people who can implement change.
- The changes implemented can be measured over time.

Confidentiality

The surveys are anonymous, which means that even the HCSOC team will not know who responded or which survey is yours. All information collected about you during the course of this study will be stored without any identifiers. No one will be able to match you to your answers.

- Only the HCSOC team and the CJRI data entry team will see the surveys after submission.
- The CJRI researchers will enter the answers from the paper surveys into a secure computer.
- The CJRI researchers will destroy the paper surveys once the information is entered into the computer. The information will be kept on the secure computer system.
- If there are answers that might identify someone (for example, if fewer than 5 people identify as a certain race or ethnicity), that information **will not** be shared as part of the findings from the study in order to protect privacy and confidentiality.
- The HCSOC and CJRI research team will keep your study data as private as possible, except for certain information that we must report for legal or ethical reasons, such as child abuse, elder abuse, or intent to harm yourself or others. However, the HCSOC and CJRI researchers would not be able to report individuals as no names are included in the survey.

Can you Withdraw from the Study?

You may discontinue your participation in this study at any time. If you complete and submit the survey and then wish to withdraw, we won't be able to remove any information you have given us already because it won't be connected to your name, and we won't be able to figure out which information is yours.

The HCSOC may discontinue your participation in this study at any time. For example, we may do this if you are disruptive to the survey process, attempt to complete the survey more than once, *etc*. There would be no other consequences for you.

Contact Information
Below is contact information for the HCSOC staff who are in charge of the study, in addition to the CJRI staff who are assisting with analyzing the survey results.

Christin Johnson
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Hawaii Correctional System Oversight Commission
christin.m.johnson@hawaii.gov
Call/Text 808-900-2200

Cara Compani
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cara.m.compani@hawaii.gov
Call/Text 808.517.2830

Dr. Erin Harbinson
Director, Criminal Justice Research Institute
The Judiciary - State of Hawaiʻi
cjri@hawaii.courts.gov
808-539-4881

By completing and returning a survey, you are giving consent for us to use your answers.
You may keep this research summary for your own records, whether you participate or not.

JOSH GREEN, M.D.
GOVERNOR

MARK PATTERSON
CHAIR

CHRISTIN M. JOHNSON
OVERSIGHT COORDINATOR

COMMISSIONERS
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HAWAII CORRECTIONAL STAFF SURVEY

Thank you for taking the survey! We greatly appreciate your completing the survey in its entirety, but as a reminder you can skip any questions you do not feel comfortable answering.

Please respond to each question or statement by marking one box per row.

Job Satisfaction	Always	Often	Sometime	Never
1. I look forward to coming to work.	☐	☐	☐	☐

	Strongly disagree	Disagree	Agree	Strongly agree
2. I take pride in my job.	☐	☐	☐	☐
3. It is clear what it means to be successful in my job.	☐	☐	☐	☐
4. I have the skills I need to do my job well here.	☐	☐	☐	☐
5. Leadership in this correctional facility show appreciation for staff in meaningful ways.	☐	☐	☐	☐
6. My supervisors are invested/interested in my career path and help me achieve my career goals.	☐	☐	☐	☐
7. Promotions in this facility are done fairly.	☐	☐	☐	☐
8. If I have a chance, I will change to some other job outside of corrections at the same rate of pay.	☐	☐	☐	☐
9. Staff in this facility are fairly compensated for the duties and tasks they are required to perform.	☐	☐	☐	☐

Please respond to each question or statement by marking one box per row.

Consider the Dept of Public Safety/Corrections & Rehabilitation overall ("Downtown")	Strongly disagree	Disagree	Agree	Strongly agree
10 Downtown communicates a clear vision (mission) for Corrections.	☐	☐	☐	☐
11 There are discussions involving all staff about the vision for Corrections and rehabilitation and ways to achieve it.	☐	☐	☐	☐
12 Downtown has a clear understanding of what it's like for staff to work in this facility.	☐	☐	☐	☐
13 Downtown takes the things I say seriously and treats me and my ideas with respect.	☐	☐	☐	☐

Views on Workplace Culture	Strongly disagree	Disagree	Agree	Strongly agree
14 I feel that I can rely on other staff in this facility.	☐	☐	☐	☐
15 This facility's leadership does everything possible to keep staff safe here.	☐	☐	☐	☐
16 I can rely on my coworkers to respond quickly during an emergency.	☐	☐	☐	☐
17 Staff in this facility make newer employees feel welcome.	☐	☐	☐	☐
18 Overall, I feel this is a safe facility.	☐	☐	☐	☐
19 There is a strong sense of trust among staff in this facility.	☐	☐	☐	☐
20 Staff in this facility operate as a real team.	☐	☐	☐	☐
21 Frequent staff turnover is a problem at this facility.	☐	☐	☐	☐
22 Mandatory overtime is a problem at this facility.	☐	☐	☐	☐
23 Staff in this facility enforce the rules consistently.	☐	☐	☐	☐
24 Staff in this facility behave professionally.	☐	☐	☐	☐
25 There are enough staff to meet the current needs of this facility.	☐	☐	☐	☐

Please respond to each question or statement by marking one box per row.

Staff are treated the same in this facility regardless of their:

		Strongly disagree	Disagree	Agree	Strongly agree
26	Age…………………………………	☐	☐	☐	☐
27	Religion.…………………………	☐	☐	☐	☐
28	Disability or ability……………………	☐	☐	☐	☐
29	Gender identity or sexual orientation…	☐	☐	☐	☐
30	Race or ethnicity………………………	☐	☐	☐	☐

	Views on Workplace Culture, cont.	Strongly disagree	Disagree	Agree	Strongly agree
31	This facility has a high level of coordination across departments when it comes to delivering services and programs to incarcerated people.	☐	☐	☐	☐
32	Communication in this facility works well - I have the information I need, when I need it, to do my job.	☐	☐	☐	☐
33	When changes are made in this facility that affect me, I am included in the process.	☐	☐	☐	☐
34	When changes are made in this prison, we assess the impact to see how they worked.	☐	☐	☐	☐
35	Staff generally feel comfortable discussing mistakes, errors, or problems with supervisors.	☐	☐	☐	☐
36	I feel safe speaking up about staff misconduct.	☐	☐	☐	☐
37	Staff investigations are conducted with fairness.	☐	☐	☐	☐
38	This facility's policies and practices support staff well-being.	☐	☐	☐	☐
39	My coworkers show signs of stress.	☐	☐	☐	☐
40	Generally, staff morale is high.	☐	☐	☐	☐
41	My work schedule causes conflict at home.	☐	☐	☐	☐
42	I like having the option to work overtime as a helpful way to increase my paycheck when I need it.	☐	☐	☐	☐

Please respond to each question or statement by marking one box per row.

Views on Workplace Culture, cont.

		Strongly disagree	Disagree	Agree	Strongly agree
43	Because of this job, I don't think I fit in "normal" society anymore.	☐	☐	☐	☐
44	I have healthy coping mechanisms to help me manage the stress of the job.	☐	☐	☐	☐
45	I feel there are enough employee wellness and support resources I can access if I need them.	☐	☐	☐	☐
46	I feel emotionally drained from my work.	☐	☐	☐	☐

Staff Health

47 Since starting work in corrections, I have developed the following health conditions. (check all that apply):

☐ High Blood Pressure	☐ Anxiety
☐ Diabetes	☐ Post-Traumatic Stress Disorder (PTSD)
☐ Heart Disease	☐ Being Overweight or Obese
☐ Depression	☐ Alcohol or Substance Use Disorder
☐ Insomnia	☐ Gout

Staff Physical Health

		Excellent	Very good	Good	Fair	Poor
48	In general, how would you rate your physical health?	☐	☐	☐	☐	☐

		Completely	Mostly	Moderately	A little	Not at all
49	To what extent are you able to carry out your everyday physical activities such as walking, climbing stairs, carrying groceries, or moving a chair?	☐	☐	☐	☐	☐

Staff Mental Health

		Excellent	Very good	Good	Fair	Poor
50	In general, how would you rate your mental health, including your mood and your ability to think?	☐	☐	☐	☐	☐
51	In general, how would you rate your satisfaction with your social activities and relationships?	☐	☐	☐	☐	☐

In the past 7 days…

		Never	Rarely	Sometimes	Often	Always
52	I felt worthless…...	☐	☐	☐	☐	☐
53	I felt helpless…...	☐	☐	☐	☐	☐
54	I felt depressed…...	☐	☐	☐	☐	☐
55	I felt hopeless…...	☐	☐	☐	☐	☐

Please respond to each question or statement by marking one box per row.

		Yes	No
56	At any time in the last 12 months, did you seriously think about trying to kill yourself?	☐	☐

If you are struggling with thoughts of suicide, please consider the below resources:

Hawaii Office of Wellness and Resilience: Call 808-586-0805, Email gov.owr@hawaii.gov

Hawaii Cares: Call/Text 988, Visit https://hicares.hawaii.gov/

Hawai'i UTelehealth: Call/Text 808-375-2745, Email utele@hawaii.edu, Visit hawaiiutelehealth.org

REACH: Oahu Call 808-543-8445, Neighbor Islands Call 1-800-994-3571

Traumatic Experiences

Listed below are a number of difficult or stressful events or experiences. For each event **check one or more of the boxes to the right.** Be sure to consider **your entire life** as you go through this list of events.

		Happened to me	Witnessed it	Happened at work	Not applicable
57	Physical assault.	☐	☐	☐	☐
58	Assault with a weapon.	☐	☐	☐	☐
59	Sudden or unexpected death of someone close to you.	☐	☐	☐	☐
60	Any other very stressful event or experience.	☐	☐	☐	☐

Post-traumatic Stress

Below is a list of problems and complaints that people sometimes have in response to stressful life experiences. Please read each one carefully and **mark one box per row** to indicate how much you have been bothered by that problem **in the past month**.

		Not at all	A little bit	Moderately	Quite a bit	Extremely
61	Having physical reactions (*e.g.* heart pounding, trouble breathing, or sweating) when something reminded you of a stressful experience from the past.	☐	☐	☐	☐	☐
62	Having emotional reactions (e.g. feeling numb or distant from people; trouble with sleep; avoiding thoughts, memories, or activities; feeling irritable, jumpy, or "super alert") when something reminded you of a stressful experience from the past.	☐	☐	☐	☐	☐

Please respond to each question or statement by marking one box per row.

Purpose of Incarceration	Strongly disagree	Disagree	Agree	Strongly agree
63 I believe rehabilitation is possible for the people incarcerated here.	☐	☐	☐	☐

It is important that prisons and jails:	Very important	Important	Not very important	Not at all important
64 Punish people for the crimes they have committed.	☐	☐	☐	☐
65 Ensure public safety.	☐	☐	☐	☐
66 Prevent people from committing future crimes.	☐	☐	☐	☐
67 Help people make changes for a better life.	☐	☐	☐	☐

How well does this facility do these things?	Very well	Well	Not very well	Not at all well
68 Punish people for the crimes they have committed.	☐	☐	☐	☐
69 Ensure public safety.	☐	☐	☐	☐
70 Prevent people from committing future crimes.	☐	☐	☐	☐
71 Help people make changes for a better life.	☐	☐	☐	☐

72   *Which of these things do you think should be <u>the most important</u> purpose of incarceration? (choose one)*

☐   To punish people for the crimes they have committed.

☐   To ensure public safety.

☐   To prevent people from committing future crimes.

☐   To help people make changes for a better life.

Please respond to each question or statement by marking one box per row.

Facility Conditions

		Strongly disagree	Disagree	Agree	Strongly agree
73	Incarcerated people get enough to eat here.	☐	☐	☐	☐
74	The quality of food provided to incarcerated people here supports a healthy lifestyle.	☐	☐	☐	☐
75	This facility gives incarcerated people what they need (e.g. soap, regular showers, sanitary products) for good personal hygiene for free.	☐	☐	☐	☐
76	Incarcerated people are usually able to get a good night's sleep here.	☐	☐	☐	☐
77	It's easy for incarcerated people with physical disabilities to get around in this facility.	☐	☐	☐	☐
78	Incarcerated people get enough natural light in this facility.	☐	☐	☐	☐
79	This facility is clean.	☐	☐	☐	☐
80	The quality of incarcerated people's living space is good here.	☐	☐	☐	☐
81	Working in this facility makes me feel like I am "doing time" too.	☐	☐	☐	☐

Staff – Incarcerated People Interactions

		Strongly disagree	Disagree	Agree	Strongly agree
82	Staff in this facility treat incarcerated people with respect.	☐	☐	☐	☐
83	Most incarcerated people treat staff with respect.	☐	☐	☐	☐
84	People who work in this facility have appropriate professional boundaries with people incarcerated here.	☐	☐	☐	☐
85	I positively influence incarcerated people's lives through my work.	☐	☐	☐	☐
86	Staff in this facility have empathy for incarcerated people and their problems.	☐	☐	☐	☐
87	Staff in this facility have the resources to help incarcerated people with their problems.	☐	☐	☐	☐
88	Staff behavior influences the behavior of those incarcerated in the unit.	☐	☐	☐	☐

Please respond to each question or statement by marking one box per row.

Staff – Incarcerated People Interactions, cont.	Strongly disagree	Disagree	Agree	Strongly agree
89	I try to urge incarcerated people to take part in activities.	☐	☐	☐	☐

Staff in this facility treat incarcerated people the same regardless of the incarcerated person's:	Strongly disagree	Disagree	Agree	Strongly agree
90	Age…..	☐	☐	☐	☐
91	Religion………………………………	☐	☐	☐	☐
92	Disability or ability……………………	☐	☐	☐	☐
93	Charge type or classification………….	☐	☐	☐	☐
94	Gender identity or sexual orientation…	☐	☐	☐	☐
95	Race or ethnicity………… ………….	☐	☐	☐	☐

Correctional Practices and Sanctions	Strongly disagree	Disagree	Agree	Strongly agree
96	This facility has adequate alternatives to segregation.	☐	☐	☐	☐
97	Staff in this facility are more likely to use segregation over other disciplinary options.	☐	☐	☐	☐
98	Incarcerated peoples' discipline procedures are applied fairly and consistently.	☐	☐	☐	☐
99	Incarcerated peoples' discipline procedures are effective at holding them accountable.	☐	☐	☐	☐
100	There are options for staff to reward incarcerated people for good behavior.	☐	☐	☐	☐
101	This facility provides enough opportunities so incarcerated people can stay busy all day.	☐	☐	☐	☐

Correctional Practices and Sanctions	Strongly disagree	Disagree	Agree	Strongly agree
102	People incarcerated in this facility can participate in activities that promote their health and well-being.	☐	☐	☐	☐
103	When incarcerated people do not have enough to do they are more likely to engage in negative behavior.	☐	☐	☐	☐
104	This facility does a good job preparing people for release.	☐	☐	☐	☐

Please respond to each question or statement by marking one box per row.

	Correctional Practices and Sanctions	Strongly disagree	Disagree	Agree	Strongly agree
105	The programs in this facility give incarcerated people the skills they need to be successful in the community.	☐	☐	☐	☐
106	Caseloads are manageable to adequately support incarcerated people as they get ready for release.	☐	☐	☐	☐

Staff Demographics

107   *What year were you born in? (YYYY)_____*

108   *What racial or ethnic group or groups do you consider yourself to be a part of?*

         (check all that apply)

☐ Black or African American

☐ Chinese

☐ Filipino

☐ Guamanian or other Pacific Islander

☐ Hispanic or Latino

☐ Japanese

☐ Korean

☐ Micronesian

☐ Native American/American Indian or Alaskan Native

☐ Native Hawaiian

☐ Samoan

☐ Tongan

☐ Vietnamese

☐ White

☐ Other

☐ Unknown

☐ Prefer to self-describe: _____

109   *What is your gender identity?*

"Gender" is social; it refers to a person's internal identity and how they present themselves to the world.

☐ Man

☐ Woman

☐ Non-Binary/Third Gender

110   *Do you identify as transgender?*

      ☐ Yes   ☐ No

Please respond to each question or statement by marking one box per row.

111   ***Which of the following best describes your sexual orientation?***

☐ Asexual

☐ Bisexual

☐ Gay or Lesbian

☐ Heterosexual or straight

☐ Prefer to self-describe: _____

112   ***What is the highest level of education you have <u>completed</u> to date?***

☐ Less than high school

☐ GED

☐ High school

☐ Some college

☐ 2-year college degree

☐ 4-year college degree

☐ Graduate school/master's degree

☐ Vocational Training/Certification

☐ Prefer to self-describe: _____

113   ***What is your employment status at this facility?***

☐ Employed full-time

☐ Employed part-time

☐ Contractual work

☐ Volunteer

☐ Prefer to self-describe: _____

114   ***What is your annual household income?***

☐ Less than $20,000

☐ $20,000 - $29,999

☐ $30,000 - $39,999

☐ $40,000 - $49,999

☐ $50,000 - $59,999

☐ $60,000 - $69,999

☐ $70,000 - $79,999

☐ $80,000 - $89,999

☐ $90,000 - $99,999

☐ Greater than $100,000

Please respond to each question or statement by marking one box per row.

115   *What is your current living situation?*

☐   Own my own place (apartment/house)

☐   With my family, in a place they own (apartment/house)

☐   Rental (apartment/house)

☐   Subsidized housing

☐   Shelter

☐   Couch surfing

☐   Homelessness

☐   Prefer to self-describe: _____

Staff Employment Information

116   *How long have you been employed by or contracted for the Department of Public Safety?*

☐   Less than 12 months

☐   1 to 5 years

☐   6 to10 years

☐   More than 10 years

117   *How long have you been employed at or contracted in this facility?*

☐   Less than 12 months

☐   1 to 5 years

☐   6 to 10 years

☐   More than 10 years

118   *Which category best describes your current role in this facility? Mark all that apply.*

☐   Administrative

☐   Clergy

☐   Culinary

☐   Educational, vocational, or other programming

☐   Facility maintenance/Grounds keeping

☐   Medical

☐   Mental Health

☐   Security/Custody

☐   Substance abuse treatment/counseling

☐   Prefer to self-describe: _____

Please respond to each question or statement by marking one box per row.

Staff Employment Information, cont.

119 *Are you a contractor?*

☐ Yes

☐ No

120 *If security/custody staff, which best describes your current level?*

☐ Management (*e.g. Warden, Assistant Warden*)

☐ Supervisor (*e.g. Sergeant, Lieutenant, Captain*)

☐ Direct line staff (*e.g. ACO*)

☐ Administration (*e.g. Downtown*)

☐ Not security/custody staff (*e.g.* Administrative, medical or mental health contractor)

☐ Prefer to self-describe: _____

Thank you for completing this survey!
Please place the survey in the envelope marked "confidential" and return it to the
Hawaii Correctional System Oversight Commission by handing it to a Commission staff
member or contacting Christin Johnson at 808-900-2200 or
christin.m.johnson@hawaii.gov.

**Please remember <u>not to put your name or other identifying information
anywhere</u> on the survey or the envelope!**