

DOC Climate and Engagement Survey - 2020

DOC staff are the Department's most important resource and a critical component of our success. The goal of this survey was to gain a better understanding of employee morale, satisfaction, and engagement within the DOC, and to use the valuable opinions and experiences of our staff to help grow and improve the Department.

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DOC Climate and Engagement Survey – 2020

Table of Contents

Survey Overview	3
Demographics	3
Job-Related Background	4
Survey Items	5
Responses by Topic	5
Job Satisfaction	5
Organizational Commitment.....	6
Supervisory Relations.....	6
Work Environment/Unit	7
Communication.....	7
Training and Development	8
Pay and Benefits.....	8
Knowledge and Experience	9
Appendix A: Tables	10
Table 1. Work Location	10
Table 2. Job Satisfaction.....	12
Table 3. Organizational Commitment.....	13
Table 4. Supervisory Relations	14
Table 5. Work Environment/Unit.....	15
Table 6. Communication	16
Table 7. Training and Development.....	17
Table 8. Pay and Benefits.....	18
Table 9. Knowledge and Experience	19

Survey Overview

In November 2020, the WI DOC conducted the agency-wide *Climate and Engagement Survey* in order to gain a better understanding of employee morale, satisfaction, and engagement within the DOC. The survey collected the opinions of staff members on a variety of topics, including Job Satisfaction, Supervisory Relations, and Pay and Benefits, as well as allowed respondents to provide additional comments on any other relevant topics they wanted to address.

This report summarizes the 6,219 total responses that were submitted by staff across all divisions and locations within the DOC. Please note that not all respondents answered all items, and blank answers were included in all percentage calculations.

Demographics

Over half of the respondents (51.3%) identified their gender as Woman, while 46.7% identified as Man. The remainder identified as Transgender, Non-Binary, or did not identify a gender.

Gender		
	Count	%
Woman	3,191	51.3%
Man	2,904	46.7%
Transgender	17	0.3%
Non-Binary	4	0.1%
Did Not Report	103	1.7%

Race		
	Count	%
White	5,419	87.1%
Black	336	5.4%
Multiracial or Biracial	116	1.9%
Asian/Pacific Islander	82	1.3%
American Indian/ Alaskan Native	34	0.5%
Other	38	0.6%
Did Not Report	194	3.1%

The proportion of respondents who reported their race as White (87.1%) was considerably greater than all other race categories combined. Only 3.4% of respondents reported Hispanic or Latino ethnicity¹.

The majority of respondents were between the ages of 30 and 59 years old, with the largest proportion of respondents (30.3%) being 40-49 years old.

Age Category		
	Count	%
18-25	306	4.9%
26-29	502	8.1%
30-39	1,422	22.9%
40-49	1,883	30.3%
50-59	1,523	24.5%
60-69	490	7.9%
70+	26	0.4%
Did Not Report	67	1.1%

¹ Respondents of all races could identify as Hispanic or Latino.

Job-Related Background

The majority of respondents (3,982) were from the Division of Adult Institutions (DAI), and of those, most were located at Dodge Correctional Institution (239), centers in the Wisconsin Correctional Center System (223), or facilities in the Wisconsin Women’s Correctional System (212)². The Division of Community Corrections (DCC) was the second highest represented division (1,472 respondents), with 168 of the DCC respondents being located in Region 3. Respondents from the Division of Management Services (DMS), Division of Juvenile Corrections (DJC), Department of Administration (DOA), Office of the Secretary (OOS), and Parole Commission (PC) made up considerably smaller proportions of the total response population, and a total of 321 respondents did not report any level of work location.

Work Location - Level 1	
DAI	3,982
DCC	1,474
DJC	171
DMS	181
DOA	35
OOS	51
PC	4
Did Not Report	321

Job Category	
Budget, Policy, Research, etc.	40
Correctional Administration	181
Correctional Officers	1,383
Correctional Sergeants	889
Educational Services	234
Executive Staff	64
Facilities Maintenance, Repair, Support, etc.	127
Financial	112
Food	107
Health Care	351
Human Resources, Training, and Payroll/Benefits	84
Industries-Related	32
Information Technology	116
Legal	10
Office Operations	359
Parole Commission	3
Probation and Parole	1,154
Psychological Services	154
Purchasing and Procurement	25
Records	89
Security Supervisors	142
Social Services	335
Youth Counselor	38
Youth Counselor-Adv.	14
Did Not Report	176

Correctional Officers and Probation and Parole agents comprised the highest proportion of respondents with regards to job category (1,383 and 1,154 respondents, respectively). Most respondents (1,572) had been with the DOC for more than 20 years, while only 453 had been with the DOC for less than a year.

Time at DOC	
0 to less than 1 year	453
1 year to less than 2.5 years	694
2.5 to less than 5 years	943
5 to less than 10 years	1,047
10 to less than 15 years	655
15 to less than 20 years	806
20 or more years	1,572
Did Not Report	49

² See [Appendix A](#) for a table of specific work locations/facilities by division.

Survey Items

The *Staff Climate and Engagement Survey* inquired about staff opinions in seven topic areas: 1) Job Satisfaction, 2) Organizational Commitment, 3) Supervisory Relations, 4) Work Environment/Unit, 5) Communication, 6) Training and Development, and 7) Pay and Benefits. All survey items in these topic areas utilized a six-point response scale with the response options of “Strongly Agree”, “Agree”, “Somewhat Agree”, “Somewhat Disagree”, “Disagree”, and “Strongly Disagree.” For all items (except one³), responses of the “Agree” variety indicate a positive opinion, while responses of the “Disagree” variety indicate a negative opinion and suggest there is a concern regarding that subject. The survey also inquired about staff knowledge and experience regarding resources and information available to them. All items in the Knowledge and Experience section (except one⁴) also used the six-point “Strongly Agree” – “Strongly Disagree” response scale.

Responses by Topic⁵

Job Satisfaction

The Job Satisfaction topic included 8 items, and the majority of respondents somewhat agreed to 7 out of the 8 items. While “Agree” was the most popular response (21.7%) when respondents were asked if “[they] would recommend employment at the DOC to others,” 13.4% of respondents strongly disagreed to this same item. Additionally, relative to other items in this topic, responses of the “Agree” variety and responses of the “Disagree” variety were fairly even, suggesting that the subject of recommending employment at the DOC to others may be an area of concern. A noticeable proportion (16.3%) strongly disagreed that “[their] job allows [them] adequate flexibility to meet personal and family needs,” suggesting that job flexibility may be another area for improvement.



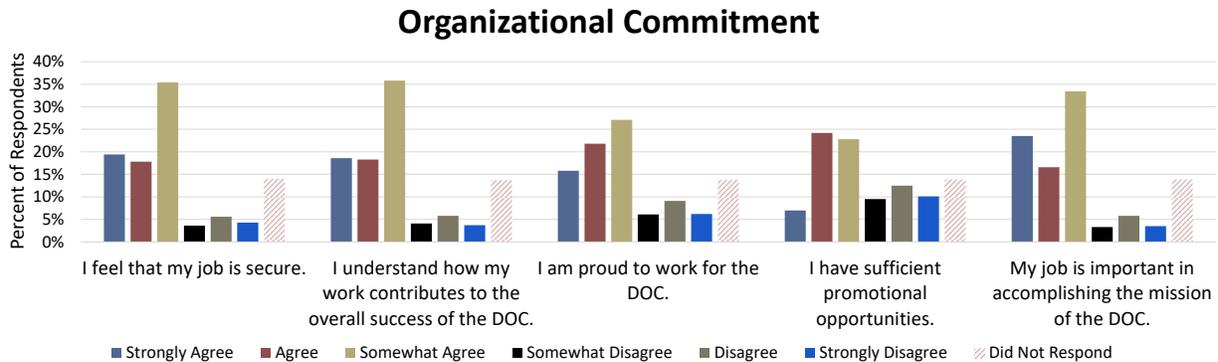
³ A response of the “Agree” variety for the item of “If I left the DOC, it would be because of my salary and/or benefits” in the Pay and Benefits topic indicates a negative opinion and suggests a concern regarding this subject.

⁴ The item of “My work unit currently has a communication and collaboration committee” in the Knowledge and Experience section had the response options of “Yes”, “No”, and “I don’t know”.

⁵ See [Appendix A](#) for tables of responses to all survey items by topic.

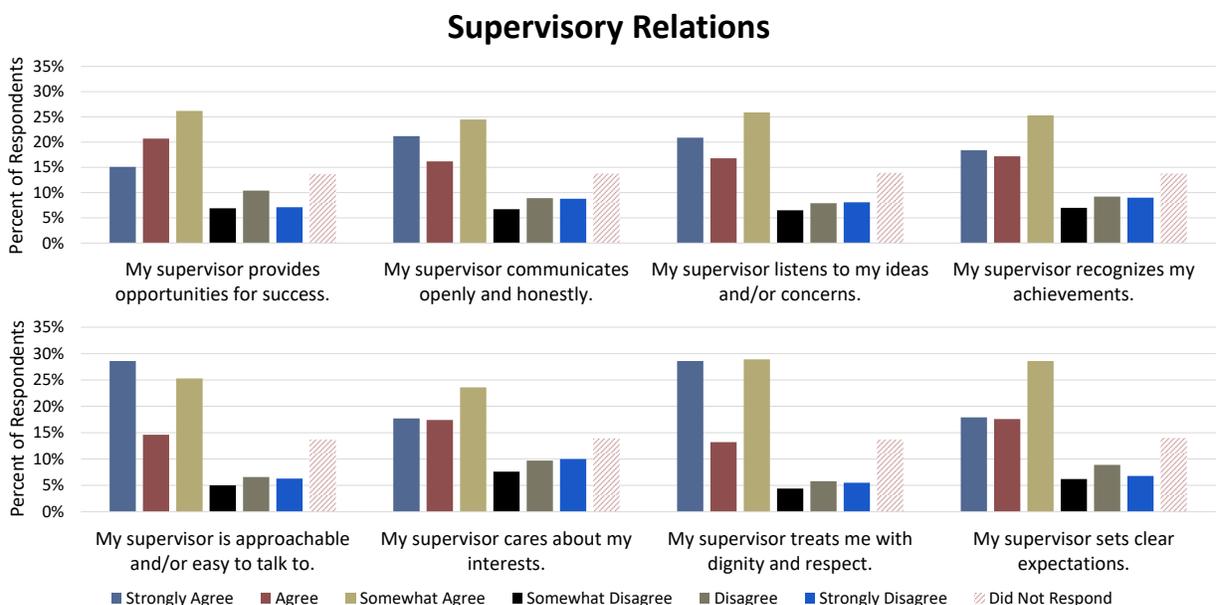
Organizational Commitment

The Organizational Commitment topic included 5 items, and the majority of respondents somewhat agreed to 4 out of the 5 items. While “Agree” was the most popular response (24.2%) when respondents were asked if “[they] have sufficient promotional opportunities,” 12.5% disagreed. Furthermore, there was a stark contrast between responses of the “Agree” variety and responses of the “Disagree” variety for all items except the item pertaining to promotional opportunities, where responses were more evenly split between the two sides of the response scale. This suggests that promotional opportunities may be an area of concern.



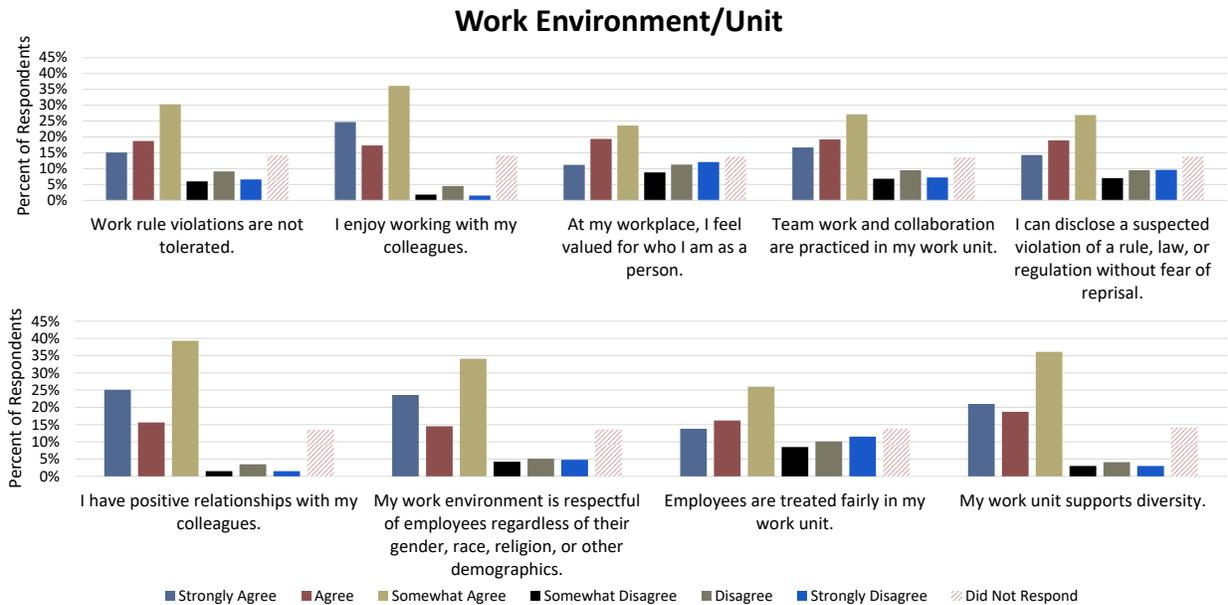
Supervisory Relations

The Supervisory Relations topic included 8 items. The majority of respondents somewhat agreed to 7 out of the 8 items, but “Strongly Agree” was the most popular response (28.6%) when asked if “[their] supervisor is approachable and/or easy to talk to.” A large proportion of respondents strongly agreed (28.6%) that “[their] supervisor treats [them] with dignity and respect,” while a noticeable proportion (10.0%) strongly disagreed that “[their] supervisor cares about [their] interests.”



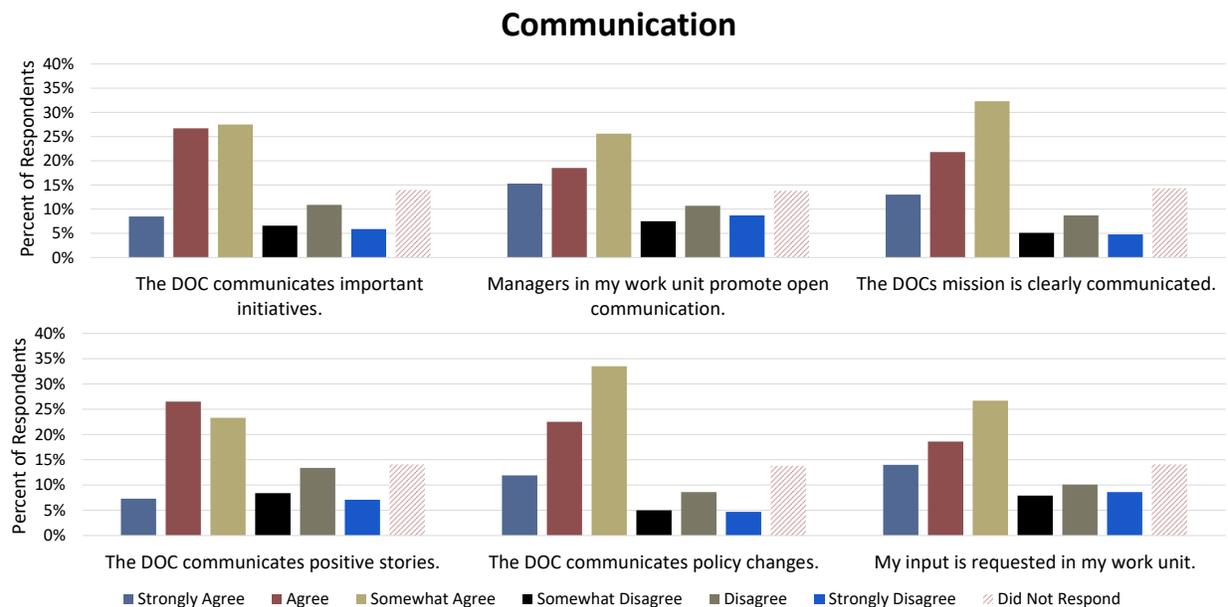
Work Environment/Unit

The Work Environment/Unit topic included 9 items. The majority of respondents somewhat agreed to all 9 items, and the largest difference between the “Agree” and “Disagree” response varieties was seen in the items pertaining to having positive relationships with colleagues, enjoying working with colleagues, and the work unit supporting diversity. However, feeling valued in the workplace and being treated fairly in the work unit may be areas to address in this topic, as noticeable proportions of respondents strongly disagreed with the items on these two subjects (12.1% and 11.5%, respectively.)



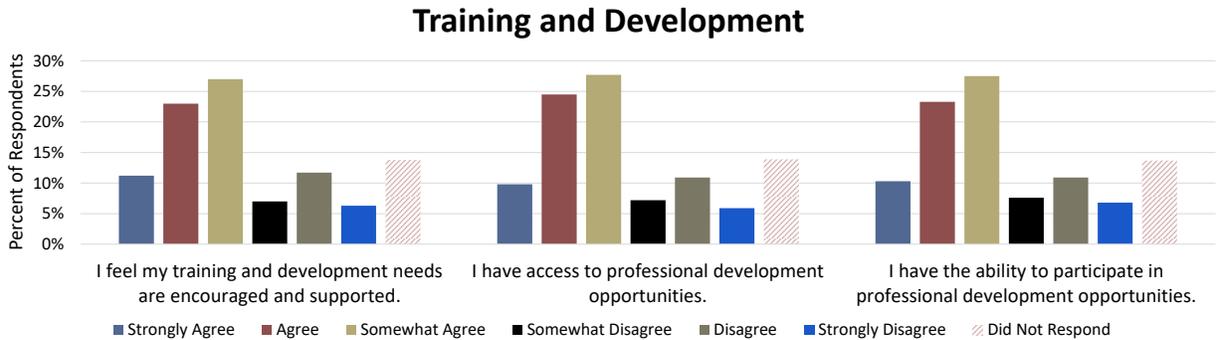
Communication

The Communication topic included 6 items. The majority of respondents somewhat agreed to 5 out of the 6 items, but “Agree” was the most popular response (26.5%) when asked if “the DOC communicates positive stories.” A noticeable proportion of respondents (13.4%) disagreed with this same item.



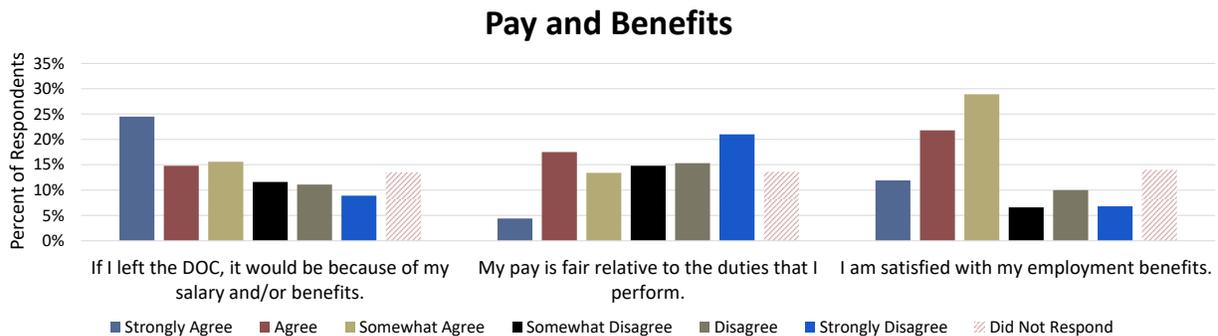
Training and Development

The Training and Development topic included 3 items. The proportion of those who somewhat agreed was highest for all three items, and was between 27-28%. However, a noticeable proportion of respondents (10-12%) disagreed with all three items, as well.



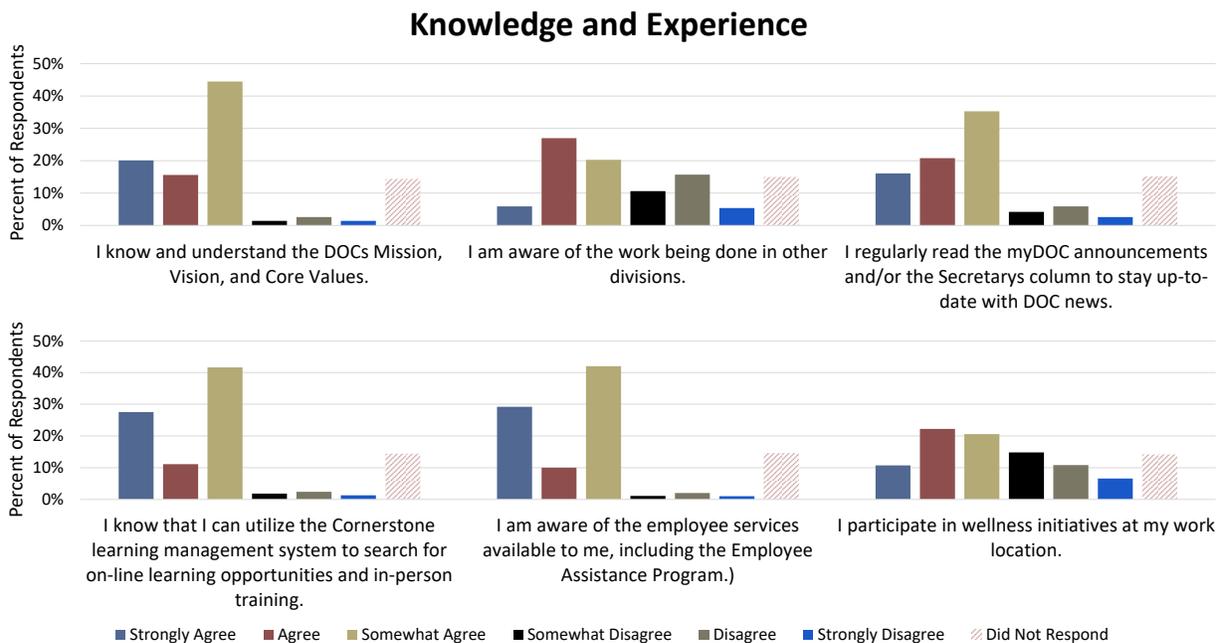
Pay and Benefits

The Pay and Benefits topic included 3 items. Responses to the pay-related items in this topic clearly showed that pay is an area of concern for staff. The majority of respondents (24.5%) strongly agreed that “if [they] left the DOC, it would be because of [their] salary and/or benefits.” Unlike the other items in this survey, agreement to this item indicates a negative opinion, so the high level of strong agreement with this item indicates that pay is a large concern for staff. To further highlight pay as an area for improvement, 21.0% of respondents also strongly disagreed that “[their] pay is fair relative to the duties that [they] perform.” There appears not to be as much of a concern specifically regarding employment benefits.



Knowledge and Experience

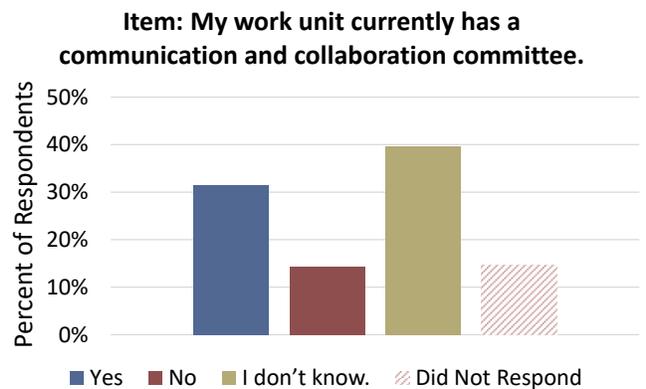
Unlike the previous topics, the items in the Knowledge and Experience section were not opinion based. Instead, they pertained more directly to whether the respondent was aware of, understood, and/or accessed or utilized certain resources and information available to them. This topic included 7 items. For 4 of the 6 items that utilized the “Strongly Agree” – “Strongly Disagree” response scale⁶, the majority of respondents somewhat agreed, and there was a large difference between responses of the “Agree” variety and responses of the “Disagree” variety. However, while the majority of respondents agreed to the items on being aware of work done in other divisions (27.0%) and participating in wellness initiatives (22.2%), responses of the “Agree” variety and responses of the “Disagree” variety were relatively more even for these two items, suggesting that there is room for improvement in these areas.



Knowledge of Communication and Collaboration Committees

Thirty-nine point six percent of respondents did not know if their unit had a communication and collaboration committee.

Response		
	Count	%
Yes	1,959	31.5%
No	891	14.3%
I don't know.	2,463	39.6%
Did Not Respond	906	14.6%



⁶ See [Appendix A](#) for a table of responses to all the items in the Knowledge and Experience topic that used the “Strongly Agree” – “Strongly Disagree” response scale.

Appendix A: Tables

Table 1. Work Location

Work Location – Level 1 by Level 2		
Level 1	Level 2	Count
DAI	BCE - Bureau of Correctional Enterprises	30
	BHS - Bureau of Health Services	39
	BOCM - Bureau of Offender Classification and Movement	19
	CCI - Columbia Correctional Institution	117
	Central Office	30
	CVCTF - Chippewa Valley Correctional Treatment Facility	78
	DCI - Dodge Correctional Institution	239
	FLCI - Fox Lake Correctional Institution	143
	GBCI - Green Bay Correctional Institution	125
	JCI - Jackson Correctional Institution	132
	KMCI - Kettle Moraine Correctional Institution	145
	MSDF - Milwaukee Secure Detention Facility	146
	NLCI - New Lisbon Correctional Institution	124
	OCI - Oakhill Correctional Institution	118
	OSCI - Oshkosh Correctional Institution	190
	PDCI - Prairie du Chien Correctional Institution	83
	RCI - Racine Correctional Institution	187
	RGCI - Red Granite Correctional Institution	88
	RYCOF - Racine Youthful Offender Correctional Facility	64
	SCI - Stanley Correctional Institution	122
	STF - Sturtevant Transitional Facility	8
	WCCS - Wisconsin Correctional Center System	223
	WCI - Waupun Correctional Institution	159
	WRC - Wisconsin Resource Center	27
	WSPF - Wisconsin Secure Program Facility	114
	WWCS - Wisconsin Women's Correctional System	212
	Did not report	1,020
	DAI Total	3,982

Table 1. Work Location *continued*

Work Location – Level 1 by Level 2		
Level 1	Level 2	Count
DCC	Central Office	40
	CR - Central Records / MC - Monitoring Center	28
	Region 1	131
	Region 2	95
	Region 3	168
	Region 4	110
	Region 5	85
	Region 6	86
	Region 7	92
	Region 8	112
	Did not report	527
	DCC Total	1,474
DJC	Central Office	8
	CLS - Copper Lake / LHS - Lincoln Hills / Mendota / Grow Academy	93
	NWRO - Northwest Regional Office / SERO - Southeast Regional Office	11
	Did not report	59
	DJC Total	171
DMS	Central Office	135
	Did not report	46
	DMS Total	181
DOA	BHR	17
	Did not report	18
	DOA Total	35
OOS	Office of the Secretary	25
	Did not report	26
	OOS Total	51
PC	Parole Commission	1
	Did not report	3
	PC Total	4

Table 2. Job Satisfaction

Job Satisfaction														
Item	Strongly Agree		Agree		Somewhat Agree		Somewhat Disagree		Disagree		Strongly Disagree		Did Not Respond	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
I would recommend employment at the DOC to others.	596	9.6%	1,348	21.7%	1,284	20.6%	588	9.5%	723	11.6%	831	13.4%	849	13.7%
My job allows me adequate flexibility to meet personal and family needs.	1,177	18.9%	801	12.9%	1,441	23.2%	506	8.1%	445	7.2%	1,013	16.3%	836	13.4%
I have the necessary skills to perform my job well.	1,966	31.6%	717	11.5%	2,344	37.7%	82	1.3%	180	2.9%	82	1.3%	848	13.6%
My job is challenging, and thus rewarding.	800	12.9%	1,447	23.3%	1,782	28.7%	392	6.3%	563	9.1%	375	6.0%	860	13.8%
I like my job.	1,115	17.9%	1,266	20.4%	1,901	30.6%	297	4.8%	415	6.7%	319	5.1%	906	14.6%
What I do makes a difference.	1,085	17.4%	1,336	21.5%	1,658	26.7%	365	5.9%	492	7.9%	399	6.4%	884	14.2%
I have been provided adequate training to perform my job well.	778	12.5%	1,387	22.3%	2,132	34.3%	304	4.9%	522	8.4%	247	4.0%	849	13.7%
My current role allows me to use my skills and abilities to their fullest potential.	735	11.8%	1,383	22.2%	1,757	28.3%	465	7.5%	626	10.1%	396	6.4%	857	13.8%

Table 3. Organizational Commitment

Organizational Commitment														
Item	Strongly Agree		Agree		Somewhat Agree		Somewhat Disagree		Disagree		Strongly Disagree		Did Not Respond	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
I feel that my job is secure.	1,208	19.4%	1,107	17.8%	2,200	35.4%	222	3.6%	349	5.6%	265	4.3%	868	14.0%
I understand how my work contributes to the overall success of the DOC.	1,156	18.6%	1,136	18.3%	2,224	35.8%	255	4.1%	361	5.8%	232	3.7%	855	13.7%
I am proud to work for the DOC.	984	15.8%	1,358	21.8%	1,683	27.1%	382	6.1%	563	9.1%	388	6.2%	861	13.8%
I have sufficient promotional opportunities.	433	7.0%	1,508	24.2%	1,419	22.8%	589	9.5%	777	12.5%	631	10.1%	862	13.9%
My job is important in accomplishing the mission of the DOC.	1,460	23.5%	1,034	16.6%	2,075	33.4%	207	3.3%	361	5.8%	215	3.5%	867	13.9%

Table 4. Supervisory Relations

Supervisory Relations														
Item	Strongly Agree		Agree		Somewhat Agree		Somewhat Disagree		Disagree		Strongly Disagree		Did Not Respond	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
My supervisor provides opportunities for success.	936	15.1%	1,286	20.7%	1,627	26.2%	427	6.9%	647	10.4%	443	7.1%	853	13.7%
My supervisor communicates openly and honestly.	1,321	21.2%	1,006	16.2%	1,522	24.5%	414	6.7%	551	8.9%	547	8.8%	858	13.8%
My supervisor listens to my ideas and/or concerns.	1,302	20.9%	1,044	16.8%	1,609	25.9%	406	6.5%	490	7.9%	501	8.1%	867	13.9%
My supervisor recognizes my achievements.	1,147	18.4%	1,071	17.2%	1,573	25.3%	435	7.0%	575	9.2%	558	9.0%	860	13.8%
My supervisor is approachable and/or easy to talk to.	1,777	28.6%	906	14.6%	1,571	25.3%	313	5.0%	408	6.6%	391	6.3%	853	13.7%
My supervisor cares about my interests.	1,098	17.7%	1,085	17.4%	1,468	23.6%	475	7.6%	602	9.7%	625	10.0%	866	13.9%
My supervisor treats me with dignity and respect.	1,778	28.6%	820	13.2%	1,796	28.9%	272	4.4%	358	5.8%	344	5.5%	851	13.7%
My supervisor sets clear expectations.	1,115	17.9%	1,092	17.6%	1,778	28.6%	387	6.2%	553	8.9%	421	6.8%	873	14.0%

Table 5. Work Environment/Unit

Work Environment/Unit														
Item	Strongly Agree		Agree		Somewhat Agree		Somewhat Disagree		Disagree		Strongly Disagree		Did Not Respond	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Work rule violations are not tolerated.	940	15.1%	1,165	18.7%	1,883	30.3%	373	6.0%	567	9.1%	411	6.6%	880	14.2%
I enjoy working with my colleagues.	1,539	24.7%	1,074	17.3%	2,243	36.1%	112	1.8%	279	4.5%	96	1.5%	876	14.1%
At my workplace, I feel valued for who I am as a person.	695	11.2%	1,206	19.4%	1,467	23.6%	545	8.8%	703	11.3%	754	12.1%	849	13.7%
Team work and collaboration are practiced in my work unit.	1,036	16.7%	1,195	19.2%	1,688	27.1%	424	6.8%	590	9.5%	446	7.2%	840	13.5%
I can disclose a suspected violation of a rule, law, or regulation without fear of reprisal.	891	14.3%	1,178	18.9%	1,672	26.9%	434	7.0%	589	9.5%	596	9.6%	859	13.8%
I have positive relationships with my colleagues.	1,562	25.1%	970	15.6%	2,445	39.3%	92	1.5%	215	3.5%	93	1.5%	842	13.5%
My work environment is respectful of employees regardless of their gender, race, religion, or other demographics.	1,469	23.6%	901	14.5%	2,123	34.1%	261	4.2%	319	5.1%	299	4.8%	847	13.6%
Employees are treated fairly in my work unit.	859	13.8%	1,006	16.2%	1,620	26.0%	529	8.5%	631	10.1%	715	11.5%	859	13.8%
My work unit supports diversity.	1,307	21.0%	1,163	18.7%	2,247	36.1%	187	3.0%	255	4.1%	186	3.0%	874	14.1%

Table 6. Communication

Communication														
Item	Strongly Agree		Agree		Somewhat Agree		Somewhat Disagree		Disagree		Strongly Disagree		Did Not Respond	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
The DOC communicates important initiatives.	529	8.5%	1,658	26.7%	1,709	27.5%	408	6.6%	675	10.9%	370	5.9%	870	14.0%
Managers in my work unit promote open communication.	949	15.3%	1,148	18.5%	1,591	25.6%	464	7.5%	665	10.7%	544	8.7%	858	13.8%
The DOCs mission is clearly communicated.	809	13.0%	1,358	21.8%	2,007	32.3%	319	5.1%	541	8.7%	296	4.8%	889	14.3%
The DOC communicates positive stories.	454	7.3%	1,648	26.5%	1,447	23.3%	522	8.4%	831	13.4%	443	7.1%	874	14.1%
The DOC communicates policy changes.	741	11.9%	1,401	22.5%	2,084	33.5%	309	5.0%	532	8.6%	293	4.7%	859	13.8%
My input is requested in my work unit.	869	14.0%	1,159	18.6%	1,658	26.7%	493	7.9%	629	10.1%	536	8.6%	875	14.1%

Table 7. Training and Development

Training and Development														
Item	Strongly Agree		Agree		Somewhat Agree		Somewhat Disagree		Disagree		Strongly Disagree		Did Not Respond	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
I feel my training and development needs are encouraged and supported.	695	11.2%	1,429	23.0%	1,678	27.0%	438	7.0%	726	11.7%	392	6.3%	861	13.8%
I have access to professional development opportunities.	612	9.8%	1,526	24.5%	1,725	27.7%	448	7.2%	679	10.9%	365	5.9%	864	13.9%
I have the ability to participate in professional development opportunities.	641	10.3%	1,447	23.3%	1,710	27.5%	471	7.6%	675	10.9%	423	6.8%	852	13.7%

Table 8. Pay and Benefits

Pay and Benefits														
Item	Strongly Agree		Agree		Somewhat Agree		Somewhat Disagree		Disagree		Strongly Disagree		Did Not Respond	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
If I left the DOC, it would be because of my salary and/or benefits.	1,521	24.5%	919	14.8%	973	15.6%	724	11.6%	692	11.1%	553	8.9%	837	13.5%
My pay is fair relative to the duties that I perform.	271	4.4%	1,091	17.5%	831	13.4%	920	14.8%	954	15.3%	1,304	21.0%	848	13.6%
I am satisfied with my employment benefits.	740	11.9%	1,358	21.8%	1,799	28.9%	412	6.6%	622	10.0%	420	6.8%	868	14.0%

Table 9. Knowledge and Experience

Knowledge and Experience														
Item	Strongly Agree		Agree		Somewhat Agree		Somewhat Disagree		Disagree		Strongly Disagree		Did Not Respond	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
I know and understand the DOCs Mission, Vision, and Core Values.	1,248	20.1%	968	15.6%	2,765	44.5%	90	1.4%	161	2.6%	90	1.4%	897	14.4%
I am aware of the work being done in other divisions.	370	5.9%	1,681	27.0%	1,262	20.3%	660	10.6%	977	15.7%	335	5.4%	934	15.0%
I regularly read the myDOC announcements and/or the Secretary's column to stay up-to-date with DOC news.	1,004	16.1%	1,291	20.8%	2,194	35.3%	262	4.2%	365	5.9%	159	2.6%	944	15.2%
I know that I can utilize the Cornerstone learning management system to search for on-line learning opportunities and in-person training.	1,708	27.5%	692	11.1%	2,584	41.6%	112	1.8%	147	2.4%	83	1.3%	893	14.4%
I am aware of the employee services available to me, including the Employee Assistance Program.)	1,816	29.2%	624	10.0%	2,613	42.0%	71	1.1%	125	2.0%	61	1.0%	909	14.6%
I participate in wellness initiatives at my work location.	666	10.7%	1,379	22.2%	1,284	20.6%	923	14.8%	673	10.8%	410	6.6%	884	14.2%