

Great Wardens Project

The Great Wardens Project Survey

In February 2021, Great Wardens Project put out an anonymous survey to corrections leaders asking for input on key resources they needed to build a healthy facility culture. The survey included questions about the challenges that corrections officials face and what they need to overcome them. The North American Association of Wardens & Superintendents (NAAWS) disseminated the survey to its membership; more than 150 corrections leaders filled it out.

Below is a snapshot of the survey results. For the full data set, visit: www.justdetention.org/gwpsurveydata

Skills Development and Helpful Tools

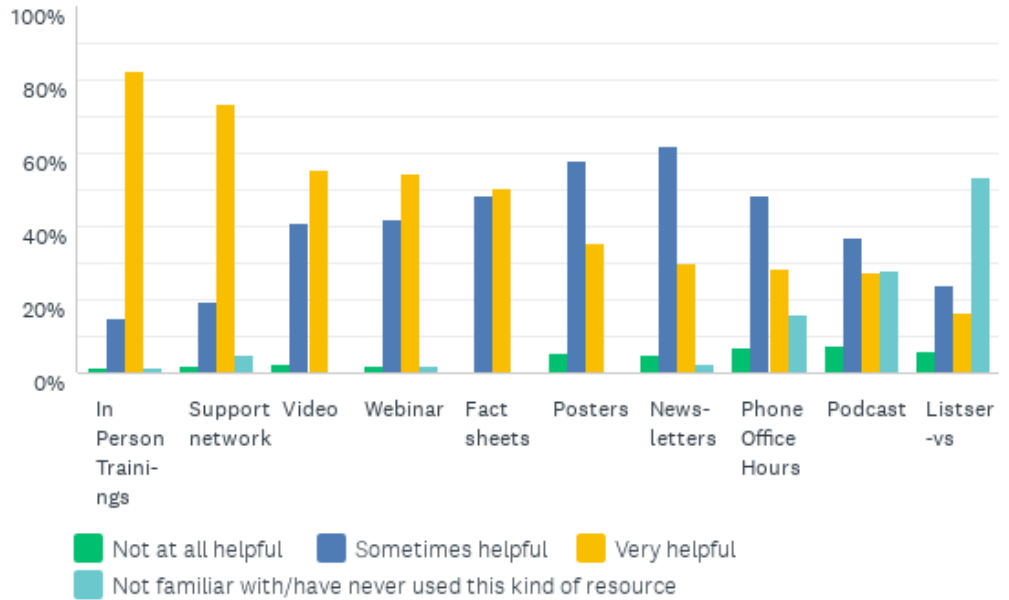
Corrections leaders who took the survey were asked their level of interest in learning more about certain skills. The greatest number of officials said they were *very interested* in learning more about the following:

- **Getting buy-in and support from staff to reach goals**
- **Differences between leading a facility and managing one**
- **Developing a facility vision**

Corrections leaders were asked to write in topics and skills that they wanted to learn about and that were not on the list. Their responses included: **strong relationships across staff, retaining staff, warden training, generational issues, working with transgender people, and building diversity.**

Corrections leaders were also asked about what tools they found to be helpful in building their own knowledge and capacity and/or the knowledge and capacity of staff. Their responses are reflected on the graph below.

How helpful do you find the following tools in building knowledge and capacity?

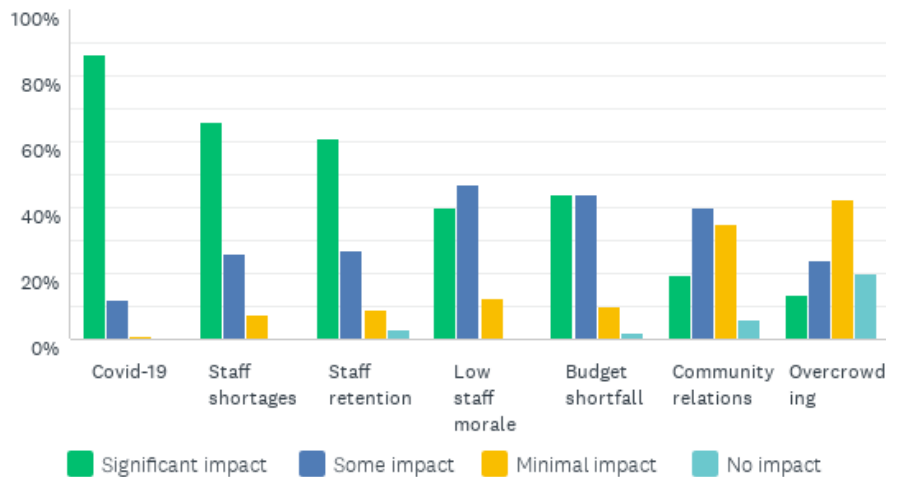


Corrections leaders were invited to write in responses about tools they found helpful that were not on the original list. Their responses included: **Skype meetings, tablets, and Zoom.**

Challenges

Corrections officials were asked the extent to which certain challenges had an impact on their facility. Their responses are reflected on the graph below:

Wardens and Superintendents face a number of day-to-day challenges. To what extent do the following impact your facility?



Job Training

Corrections leaders were asked what they found most helpful in preparing for the job when they first became a warden or superintendent. Their responses included: **mentoring, peer networks, trainings, and support from staff.**

Running a Safe Prison

Corrections leaders were asked if they had what they needed to address certain issues at their facility. The greatest number of officials said that they did NOT have what they needed to address the following:

- **Awareness of domestic violence and interpersonal violence between incarcerated people**
- **Staff confidence in the investigative process**
- **Awareness of trauma and its effects on the behavior of incarcerated people**

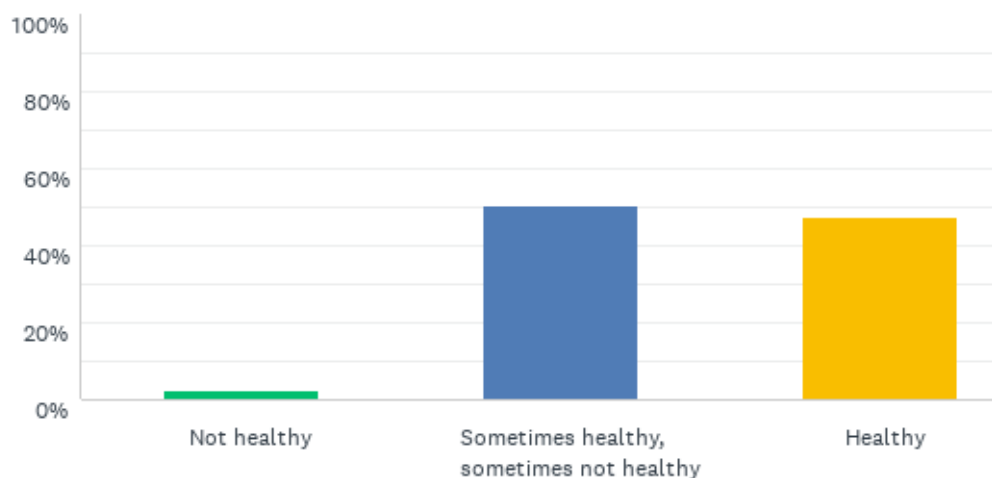
They were asked to write in issues they thought they needed resources to address and that were not on the list. Their responses included: **staff sexual harassment, working with unions, racial bias, and staff retention.**

Corrections leaders were also asked to write in issues they thought that they did have the resources to address. Their responses included: **consistent policies, training protocols, effective communications, and PREA.**

Facility Culture

Corrections leaders were asked to describe the culture of their facility, and specifically whether it is not healthy; sometimes healthy and sometimes not healthy; or healthy. Their responses are reflected on the graph below.

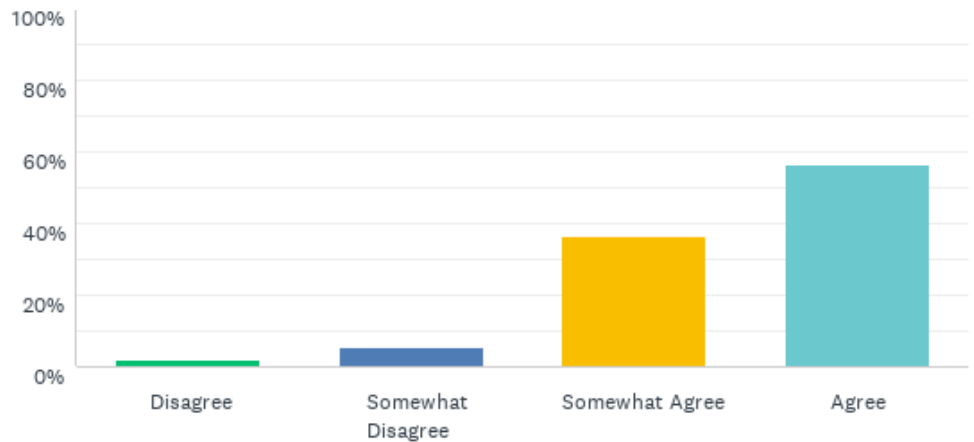
I would describe the culture of my facility as?



Corrections leaders were asked to write in what they needed to improve their facility culture. Their responses included: **training, staff and union buy-in, and diversity awareness.**

Corrections leaders were asked about the extent to which they agreed that they, as a warden or superintendent, feel empowered to make changes necessary to improve facility culture. Their responses are reflected on the graph below.

Please let us know whether you agree or disagree with this statement: As a Warden or Superintendent, I feel empowered to make changes necessary to improve my facility culture.



Corrections leaders were asked to write in what they felt could empower them to create meaningful culture change at their facility. Their responses included: **better staff retention, more funding, training, better technology, and communication.**