



DEUEL VOCATIONAL INSTITUTION
WARDEN SOCORRO SALINAS
ONE-YEAR AUDIT

**OFFICE OF THE
INSPECTOR GENERAL**

STATE OF CALIFORNIA

MAY 2011



May 26, 2011

Matthew L. Cate, Secretary
California Department of Corrections and Rehabilitation
1515 S Street, Room 502 South
Sacramento, California 95814

Dear Mr. Cate:

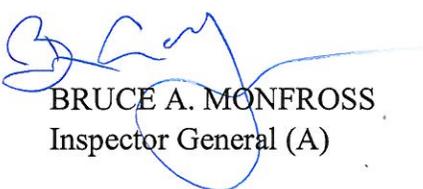
Enclosed is the Office of the Inspector General's audit report concerning Socorro Salinas' performance as Warden at Deuel Vocational Institution (DVI). The purpose of the audit was to satisfy our statutory requirement to audit each warden one year after appointment.

The report concludes that, since her appointment in September 2009, Socorro Salinas has satisfactorily performed her job as warden of DVI. Employees we interviewed who work closest with Warden Salinas almost unanimously indicated she is a good leader. In addition, employees told us that the warden has recruited a good management team that works well together.

Many surveyed employees expressed negative opinions about the warden's overall performance and voiced complaints about low employee morale or excessive employee investigations. However, during our on-site interviews employees attributed the low morale to the poor economy and the state's furlough program, which are issues outside of the warden's control.

If you have any questions concerning this report, please contact Bill Shepherd, Deputy Inspector General, In-Charge, Bureau of Audits, at (916) 830-3600.

Sincerely,


BRUCE A. MONFROSS
Inspector General (A)

cc: Socorro Salinas, Warden, DVI
Lee Seale, Deputy Chief of Staff, CDCR
Scott Kernan, Undersecretary, Operations
Kim Holt, External Audits Manager, CDCR

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Results in Brief

Warden Socorro Salinas

The Office of the Inspector General (OIG) found that Warden Socorro Salinas has satisfactorily performed her job as warden at Deuel Vocational Institution (DVI) since her arrival over two years ago. Those who work closest with Salinas almost unanimously indicated she is a good leader. In addition, nearly every interviewed person who occasionally works with the management team indicated that the warden recruited a good team that works well together.

Prior to our November 2010 site visit, we surveyed a broad range of DVI employees, key stakeholders, and CDCR executives. We then analyzed all the collected data and categorized it into four areas: safety and security, inmate programming, business operations, and employee-management relations. Based on our survey results, a majority of responding employees expressed negative opinions about the warden's overall performance. Also, many respondents gave her low ratings in specific warden-related performance questions, and also voiced complaints about low employee morale or excessive employee investigations. However, when we conducted follow-up interviews, we heard little direct evidence to support the low scores. Some employees cited low morale resulting from the poor economy and the state's furlough program as possible reasons for the low ratings—neither of which were within the warden's control.

Overall, the warden received favorable ratings in the area of safety and security. The concerns that employees raised were directly impacted by the state's fiscal crisis and related costs of making physical plant improvements. We found that employees are confident in their ability to effectively respond to emergencies. We also found that while funding for formal inmate programming was drastically reduced in fiscal year 2009-2010, the prison has implemented other programs to keep inmates busy. Further, management team members told us that the prison's business service and plant operation programs are both doing an acceptable job given the state's poor economic condition and the prison's aging infrastructure.

DEUEL VOCATIONAL INSTITUTION FACTS AT A GLANCE

Location: Tracy, CA

Opened: 1953

Mission: Reception Center

Inmate Population: 3,856

Designed Capacity: 1,681 inmates

Employees: 1,219

Budget: \$168 million, FY 2010-2011



**Deuel Vocational Institution
Warden Socorro Salinas.
Photo: CDCR.**

One-Year Evaluation of Warden Socorro Salinas

California Penal Code section 6126(a)(2) requires the Office of the Inspector General (OIG) to audit each warden of an institution one year after his or her appointment. To satisfy this requirement, we evaluated Warden Socorro Salinas' performance at Deuel Vocational Institution (DVI) since her appointment in September 2009.

Background of Warden Socorro Salinas

Warden Socorro Salinas has worked for the California Department of Corrections and Rehabilitation (CDCR) for over 30 years, beginning her employment in 1980 as a correctional officer at the San Quentin State Prison. In 1984 she was promoted to correctional sergeant. From 1987 to 2007, Salinas rose through the ranks at various prisons, including the positions of correctional lieutenant, facility captain, correctional captain, correctional counselor III, and correctional administrator. In 2007, she transferred to Sierra Conservation Center and served as the Chief Deputy Warden. In 2008, she was named acting warden at DVI and in September 2009, Governor Arnold Schwarzenegger appointed her as warden of DVI.

Institution Overview

Located in Tracy, California, DVI is one of 33 adult prisons operated by CDCR and serves as the reception center for Northern and Central California counties. Newly committed inmates are transferred from county jails to DVI, where employees compile and evaluate inmates' criminal, medical, and social histories. Correctional personnel then use the information to assign a risk level to each inmate and to identify any placement needs. After a few months in the reception center, inmates are generally transferred to a long-term housing facility.



Aerial view of Deuel Vocational Institution. Photo: CDCR.

DVI houses over 3,200 reception center inmates. In addition, it houses over 650 general population inmates who work in maintenance, food service, janitorial, and other support jobs. Although DVI was designed to hold less than 1,700 inmates, as of September 1, 2010, the prison housed over 3,850 inmates.

Rehabilitation Programs

Since the prison is primarily a reception center, it only has two vocational training programs, a dairy farm and a furniture fabrication plant. The majority of vocation training programs were closed in 2003 due to an inmate riot. Through 2009, the prison offered bridging¹ classes, designed to teach life skills to newly received reception center inmates. However, in response to the state's fiscal crisis, CDCR implemented a new education model in early 2010 that resulted in DVI eliminating its reception center bridging program in lieu of providing traditional academic education to general population inmates. Currently, DVI only offers one general education development (GED) course to its general population inmates.

Budget and Staffing

DVI's projected fiscal year 2010-11 budget for prison and education operations is approximately \$120 million, plus \$48 million for medical, dental, and mental health services. The prison has 1,307 budgeted positions, of which 751 (or 57 percent) are custody positions. The table below compares DVI's budgeted and filled positions as of August 31, 2010. Overall, the prison filled 93 percent of its total budgeted positions.

Table 1: Staffing Levels at Deuel Vocational Institution

Position	Filled Positions	Budgeted Positions	Percent Filled
Custody	707	751	94%
Education	8	11	73%
Medical	203	209	97%
Support	194	220	88%
Trades	94	103	91%
Management	13	13	100%
Total	1,219	1,307	93%

Source: California Department of Corrections and Rehabilitation, CompStat ending August 31, 2010, Deuel Vocational Institution. Unaudited data.

Objectives, Scope, and Methodology

To fulfill our objective of assessing the warden's performance, we employed a three-part approach. First, we used surveys to elicit opinions and comments from employees, CDCR management team members, and other stakeholders. Next, we analyzed operational data maintained by CDCR by comparing it with the averages for like prisons² and for all prisons statewide. In addition, we reviewed relevant reports prepared by the CDCR or by other external agencies. Finally, we visited the prison, interviewed various employees, representatives from the Inmate Advisory Council and Inmate Family Council, and followed up on noteworthy concerns identified from the surveys, operational data, or reports.

¹ The Bridging Program was originally offered to inmates in most institutions but is concentrated in the reception centers and some general population institutions. This non-academic program includes educational and motivational materials for the students to complete as independent study or in small-to medium-sized groups.

² Institutions with a similar mission include: California Institution for Men, North Kern State Prison, R J Donovan Correctional Facility, San Quentin State Prison, Wasco State Prison, and California State Prison – Los Angeles County.

To understand how the employees and other stakeholders view the warden's performance, we sent surveys to three distinct groups: CDCR and DVI managers, DVI employees, and key stakeholders outside of the CDCR. For the employee survey, we sent questionnaires to 223 randomly selected prison employees and requested an anonymous response. The survey provides information about employees' perceptions of the warden's overall performance as well as information about specific operational areas at the prison: Safety and Security, Inmate Programming, Business Operations, and Employee-Management Relations.

To simplify the analysis of the survey results, we requested respondents to broadly classify their job positions. From this information, we grouped survey respondents into three employment categories: Custody, Health Care, and Other (which includes employees in education, plant operations, administration, and clerical positions.) Then, to identify strong trends or patterns, we classified responses to our questions as either positive or negative. For example, if the respondent 'agreed' or 'strongly agreed' with a question, we classified it as positive, and if the respondent 'disagreed' or 'strongly disagreed,' we classified it as negative.

Our inspectors analyzed the responses to the surveys as well operational data from CompStat (comparative statistics) maintained by CDCR. We also reviewed relevant reports related to the prison's operations prepared by CDCR or by external agencies. In analyzing these sources, we looked for strong trends or patterns, either negative or positive, or other issues that would help us identify topics for further review and evaluation during our on-site visit to DVI.

During our visit to DVI, we gained insight into the warden's work environment. We used information gathered from our analysis of statistical information and from employee surveys to identify potential issues for review. Then we interviewed certain key employees and other employees selected at random. Our interviews involved employees in various operational areas throughout the prison, including:

- Business services
- Educational programs
- Employee/labor relations
- Food services
- Health care
- Housing units
- Human resources
- Information technology
- Inmate assignments
- Inmate case records
- In-service training
- Investigative services
- Litigation
- Personnel assignment
- Plant operations
- Use-of-force review
- Warehouse management

We performed a site visit during the weeks of November 15 and 29, 2010, and interviewed 60 individuals throughout the prison and asked them to describe and rate the warden's performance. These individuals included custody and administrative employees, executive managers, health care professionals, two representatives from the Inmate Advisory Council, and the Inmate Family Council chairperson.

Review Results

We found that surveyed stakeholders, including CDCR executive management, DVI institutional management and employees, on average, rated the warden’s overall job performance as “satisfactory” to “very good”.

Employee survey responses were analyzed in the four categories of safety and security, inmate programming, business operations, and employee-management relations. In the category of safety and security respondents provided mostly positive answers. In contrast, the three categories of inmate programming, business operations, and employee-management relations yielded slightly more negative than positive survey responses. But during our subsequent on-site interviews, employees and other stakeholders provided more neutral to positive responses about inmate programming and business operations, indicating that the warden was doing a good job given the state’s poor economy. Interviewed employees addressed various concerns about employee-management relations that involved factors both within and outside of the warden’s control.

Category 1: Safety and Security

CDCR’s primary mission is to enhance public safety through safe and secure incarceration of offenders. The importance of safety and security is epitomized in CDCR’s requirement that custodial security and the safety of employees, inmates, and the public must take precedence over all other considerations in the operation of CDCR programs and activities. As shown in Table 2 above, 73 percent of the surveyed employees’ responses were positive regarding safety and security of the prison. We also heard mostly favorable opinions from the employees we interviewed during our field visit.

Table 2: Safety and Security – Employee Survey Results

Respondents	Positive	Negative
Custody	68%	32%
Health Care	67%	33%
Admin, Plant Operations, and Other	85%	15%
Weighted Average	73%	27%

Source: OIG survey of DVI employees. See Appendix for details.

After considering the interviews in conjunction with comments from the warden, results from our employee survey, and CDCR data, we noted three areas for discussion: Survey and Interview Results, Use of Force, and Administrative Segregation Unit.

Survey and Interview Results

The responses to our safety and security survey questions scored more positively than any other category. For example, 93 percent of the respondents indicated that employees effectively respond to emergencies, 86 percent responded that the CDC-602 inmate appeal process provides inmates with an effective method for airing grievances, and 80 percent indicated that they had received all required training. In addition, 80 percent of the employees responded that they had been issued or have access to all of the safety equipment they need. In contrast to these very positive scores, only 41 percent of the

employees surveyed felt that safety and security had improved since the warden's appointment.

When we conducted our on-site interviews, we asked interviewees to identify their biggest concerns related to safety and security. Over 42 percent of those people told us that they had no safety and security concerns and many further commented that the warden was very safety conscious. Twenty-five percent of employees did express some safety concerns, but their concerns varied and did not appear to be of a systemic nature. However, the remaining 33 percent of interviewed employees expressed safety concerns related to custody employee redirections, the facility age or design weaknesses, or administrative segregation unit deficiencies. These areas are primarily outside of the warden's control.

In early 2010, CDCR executive management implemented cost savings measures that required institutional custody staffing levels be reduced by three percent. To accomplish this staffing reduction mandate, DVI management took actions such as implementing yard closures and redirecting custody officers to other positions. A small number of custody employees were re-designated as alarm responders to maintain the same response levels. Several interviewed staff members still expressed safety concerns related to a lower custody presence in the institution due to the employee redirections. Yet in contrast to interview comments, 93 percent of surveyed custody staff members indicated employees effectively respond to emergencies. In fact, this was the most positive question response in our survey. The warden told the OIG that facility managers held extensive discussions on how to best implement the three percent employee reduction plan, which included input from a custody union representative. The warden conceded the plan is still a work in progress.



**Figure 1 – Cell with pane windows.
Photo: OIG, November 2010.**



**Figure 2 – Weapon made from glass.
Photo: OIG, November 2010.**

Many employees we interviewed cited the prison's age or facility design as a safety concern. The 57-year old prison has an aging infrastructure and some design safety features that inmates have learned to defeat. For example, many prison housing unit cells have small glass window panes (Figure 1) that inmates can easily remove and use to make weapons (Figure 2). The prison reportedly replaces thousands of broken or missing window panes every year. The prison's public information officer told us that it has been difficult finding a financially feasible or easily correctable solution to this design flaw.

Another concern we heard relates to the prison's layout that requires inmates to traverse down long narrow corridors (Figure 3) in order to get to such places as medical areas, dining halls, exercise yards, and work locations. Because the narrow indoor corridors are the primary routes to these places for most inmates, custody employees must constantly maintain a well-orchestrated movement plan to prevent rival inmate groups from passing each other in the hallways.



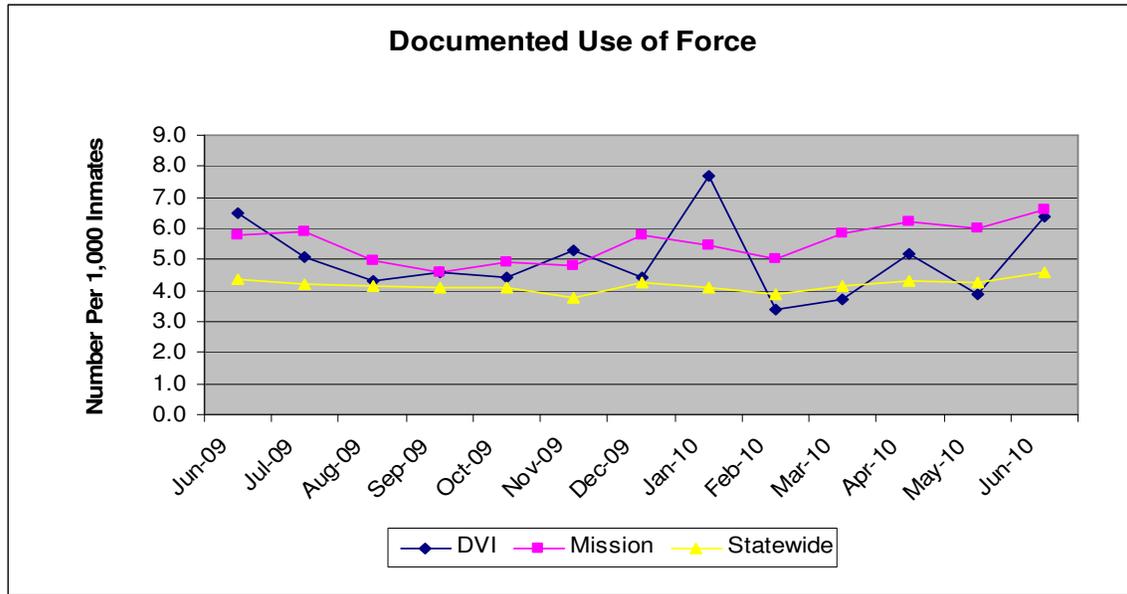
Figure 3 – Narrow corridor used for inmate movement. Photo: OIG, November 2010.

Finally, interviewed employees raised two different physical security concerns with administrative segregation units (ASU) that house maximum custody inmates. First, we found that some ASU cell doors lack food access ports, which are also used to place handcuffs on inmates prior to opening their cells. Without access ports, officers have to open cell doors to handcuff ASU inmates, exposing the officers to uncuffed inmates. Second, we were told that, in the past, inmates had found a way to defeat aging ASU cell door locking mechanisms to escape from cells or jam the door shut, making it difficult for custody staff members to enter the cells. However, a custody captain indicated that DVI has addressed these problems. Plant operations employees installed a second locking device to the cell doors and employees also built a portable device that custody officers use to forcibly open jammed doors. The warden told the OIG that the most immediate safety issues are always addressed; however, long term solutions to many of the prison's design problems, such as the cell doors, are subject to the availability of funding.

Use of Force

The number of incidents in which force is necessary to subdue an attacker, overcome resistance, effect custody, or gain compliance with a lawful order is a measure of inmate behavior and of the prison's ability to safely incarcerate inmates. To assess DVI's use of force, we reviewed CDCR's use-of-force (UOF) data during the 13-month period from June 1, 2009, through June 30, 2010. As shown in Chart 1 below, DVI's rates of documented UOF incidents were approximately the same or lower than the mission average with the exception of a spike in January 2010. The prison's UOF coordinator told us that the January 2010 spike was caused by one mass cell extraction that involved eleven inmates in different cells, all of whom simultaneously refused to exit their cells. Each inmate's extraction was treated as a separate incident, but the incidents all related to a single event.

Chart 1:



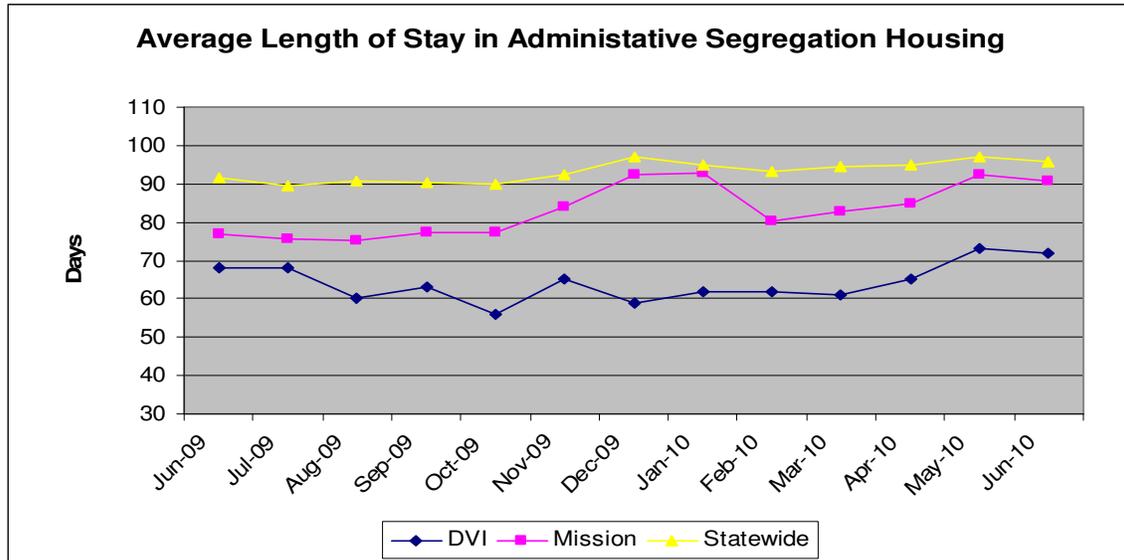
Source: California Department of Corrections and Rehabilitation, CompStat ending June 30, 2010, Deuel Vocational Institution. Unaudited data.

Administrative Segregation Unit

Inmates who are disruptive to other inmates or are victimized by other inmates are temporarily placed in segregated housing areas known as Administrative Segregation Units (ASU) while employees investigate the level of threat to the prison or inmate. ASU housing areas are more expensive to operate than general population housing units because of increased security requirements. Effectively managing the time it takes to investigate the threat level can significantly reduce the average length of stay, and in turn, reduce the cost of housing inmates in ASU. As a result, the average length of stay in ASU is both an indicator of how well a prison manages its resources and of how well it protects inmates' due process rights.

Our review of CDCR's data in Chart 2 (below) revealed that the average ASU length of stay at DVI was significantly lower than both the statewide and mission averages. When we asked the warden why the institution's average ASU length of stay was low, she credited her chief deputy warden and counselors with efficiently processing inmate disciplinary cases. We also learned that the prison's original facility design included an insufficient number of ASU cells to correspond with the current population levels. As a result, DVI has been forced to designate other less desirable cells as ASU overflow units. These overflow units are more dangerous to correctional officers because they have glass windows accessible to inmates, no food ports, and no pneumatically controlled system that limits how much of the door is opened prior to placing restraints on an inmate. All of these factors place officers' safety at risk, so by maintaining a low average length of stay in ASU, DVI reduces its use of the less desirable overflow cells.

Chart 2:



Source: California Department of Corrections and Rehabilitation, CompStat ending June 30, 2010, Deuel Vocational Institution. Unaudited data.

Not only has DVI reduced the average length of stay in ASU, but it has reduced the number of inmates housed there for long periods. Shortly after Salinas assumed the role of warden, she directed her management team to reduce the number of inmates with ASU stays over 400 days. Further, the warden implemented a program where she monitors her managers’ performance by holding monthly CompStat meetings. Chart 3 below demonstrates DVI’s success rate over the last two years in reducing the number of costly long-term ASU stays. As discussed above, reducing ASU bed space demand eliminates the need for the undesirable ASU overflow cells, saves money, and helps protect inmates’ due process rights.

Chart 3:



Source: California Department of Corrections and Rehabilitation, CompStat ending November 30, 2010, Deuel Vocational Institution DVI. Unaudited data.

Category 2: Inmate Programming

Research shows that rehabilitative programming can reduce the likelihood that offenders will commit new crimes and return to prison. In fact, a 2006 Washington State Institute for Public Policy

Table 3: Inmate Programming – Employee Survey Results

Respondents	Positive	Negative
Custody	48%	52%
Health Care	38%	62%
Admin, Plant Operations, and Other	59%	41%
Weighted Average	49%	51%

Source: OIG survey of DVI employees. See Appendix for details.

study of adult basic and vocational education programs found that such programs reduce inmate recidivism by an average of 5.1 percent and 12.6 percent, respectively.³ CDCR recognizes these benefits and provides academic programming, some vocational training, and a number of self-help and self-improvement services to inmates, including substance abuse programs. An added benefit is that programming provides inmates with a more structured day and less idle time. Generally, inmates with a structured day tend to be easier to manage. As a result, the prison's safety and security can be affected by the amount of available inmate programming.

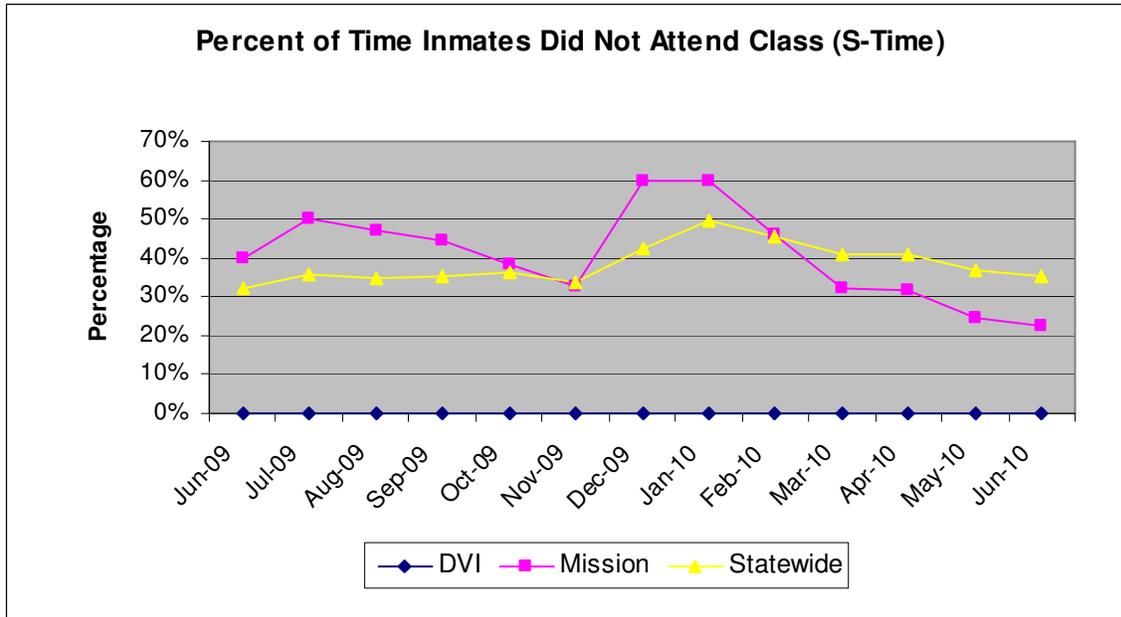
Overall, as shown in Table 3 above, only 49 percent of employee survey responses were favorable regarding inmate programming. While 69 percent of the surveyed respondents indicated that the institution is meeting its inmate programming mission, only 28 percent believe that programming has improved since the warden's appointment. These responses most likely are explained by state budget cuts and the resulting reduction in programming opportunities available to DVI's reception center inmates. According to a DVI academic administrator, the institution has not had any formal vocational training classes since about 2003. Further, in early 2010 DVI lost 37 of its 48 budgeted education positions. These education cuts eliminated all of DVI's 32 bridging program instructors. Currently, DVI only has one active program that teaches general education development (GED) to inmates. Further, due to a state hiring freeze, DVI is unable to fill two vacant literacy coordinator positions. As a result, there are no formal programs to teach inmates who read below a sixth grade reading level. Our review of inmate programming identified three areas for further discussion: Classroom Attendance, Inmate Work Assignments, and Other Informal Programming.

Classroom Attendance

CDCR establishes the amount of time that assigned inmates must attend academic and vocational training classes each day. Since administrators must track inmate class absences, each prison can be evaluated on how effectively it complies with school-day attendance requirements. CDCR refers to absences caused by circumstances beyond the inmate's control as "S-time." Such absences may result from security-related needs such as lockdowns, modified programming, investigations, and inmate medical appointments. Education-related absences, such as teachers calling in sick, also contribute to S-time. Prisons with high or increasing patterns of S-time indicate that prison management may be using their academic and vocational programs ineffectively.

³ Washington State Institute for Public Policy, "Evidence-Based Adult Corrections Programs: What Works and What Does Not," January 2006.

Chart 4:



Source: California Department of Corrections and Rehabilitation, CompStat ending June 30, 2010, Deuel Vocational Institution. Unaudited data.

As depicted in Chart 4 above, DVI reported no S-time during the review period. However, since DVI's GED program is primarily voluntary, S-time is not tracked for CompStat statistical purposes.

Inmate Work Assignments

Almost three quarters of the surveyed employees responded that inmate programming has not improved since the warden was appointed. In addition to the severe cuts to the academic courses offered, another possible explanation for the lack of programming improvements may be the pending closure of a large Prison Industry Authority (PIA) inmate work program—a decision beyond the warden's control. The PIA independently operates both a dairy and a furniture fabrication plant that employs nearly 200 DVI inmates. However, a PIA administrator told the OIG that the fabrication plant, which previously employed up to 135 inmates, is currently slated for closure. The closure is primarily due to product sales being down by 50 percent and the program's inability to make a profit. The administrator projects the program to be fully closed in early 2011. We spoke with DVI's chief deputy warden on the impact of losing 135 inmate jobs and the threat of having too many idle inmates. He indicated that the lost jobs will have little impact on general population inmates because DVI management can reactivate other job positions, in areas such as culinary and plant operations, to replace the eliminated PIA jobs. These positions previously existed, but were eliminated because DVI did not have enough general population inmates to fill them.

Other Informal Programming

Since DVI is primarily a reception center, losing all 32 of its bridging program instructors significantly impacted the amount of programming available to reception center inmates. According to CDCR population reports, 83 percent of the DVI's population is reception center inmates. The loss of the bridging instructors is another factor that may explain why 72 percent of surveyed employees responded that inmate programming has not improved under the current warden. However, many managers we interviewed told us that DVI tries to maximize its ability to provide inmate programming opportunities. For example, DVI currently has 24 different self-help programs available to general population or reception center inmates. The institution's community partnership manager stated that the warden has been very supportive in starting many new self-help programs. In fact, the OIG found that 15 of the 24 self-help programs were started after the warden arrived at DVI in late 2008. Further, nearly all of these programs rely in part on community volunteers, which helps reduce the state's program cost.

Category 3: Business Operations

A prison's business operations include budget planning and control; personnel administration; accounting and procurement services; employee training and development; and facility maintenance and operations. It is important for the warden to be knowledgeable in these areas to effectively perform her duties.

Table 4: Business Operations – Employee Survey Results

Respondents	Positive	Negative
Custody	44%	56%
Health Care	53%	47%
Admin, Plant Operations, and Other	55%	45%
Weighted Average	49%	51%

Source: OIG survey of DVI employees. See Appendix for details.

As shown in Table 4, only 49 percent of the prison employees had positive responses about the prison's business operations and 51 percent of the overall survey responses were negative. Our analysis of the information gathered from CDCR's data, employee survey responses, and employee interviews uncovered three specific areas that we discuss further: Day-to-Day Operations, Overtime Usage, and Plant Operations and Maintenance.

Day-to-Day Operations

Based on our initial employee survey results, we found that 65 percent of the employees believe business operations have not improved since the warden's appointment. To determine the basis of employee's concerns, we interviewed thirty employees who work frequently with the warden and obtained their opinion as to whether the prison's overall operations have gotten better or worse since the warden's appointment. In contrast to the survey results, almost two-thirds of the employees we interviewed indicated that overall operations have gotten better, rather than worse, under the current warden. All but one of the remaining employees said that operations are about the same as under the prior warden.

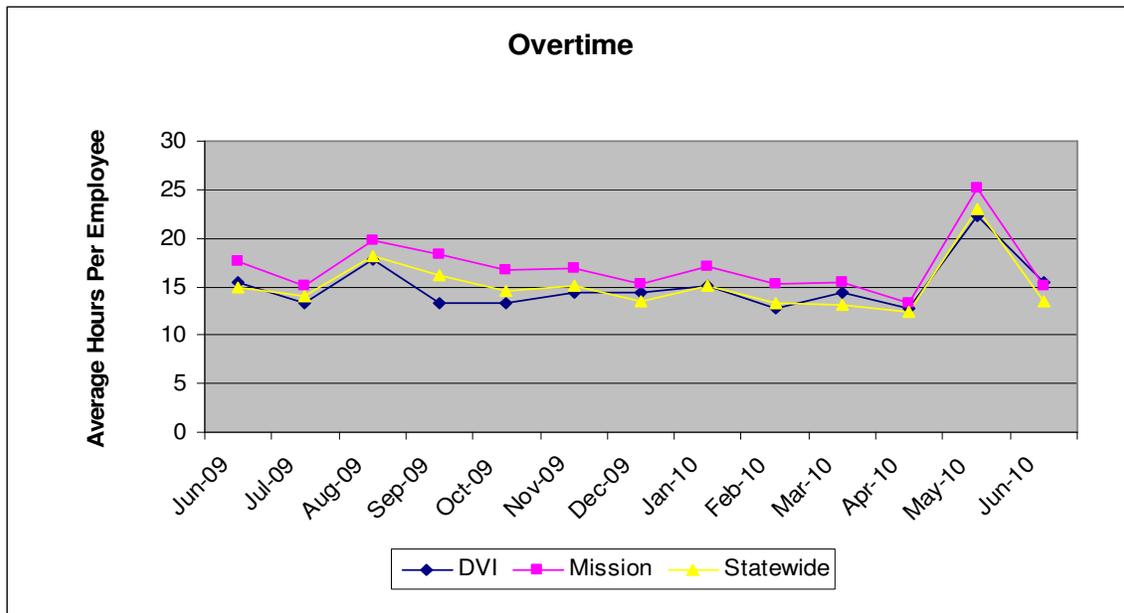
The OIG speculates that the surveyed employees' negative perceptions may be attributable to the disciplinary actions the warden has taken against employees, as well as the low employee morale. Both of these issues are discussed under the Employee-Management Relations section below.

Overtime Usage

The control of overtime is one indicator of a warden's ability to manage a prison's overall operations because it requires the warden to ensure that good budgeting, planning, and personnel administration practices are in place. To assess DVI's overtime usage, we compared its overtime to both the average for similar prisons, as well as to the statewide average for all prisons.

As displayed in Chart 5, DVI's overtime usage is below the average for similar mission prisons and in line with the average statewide overtime usage rates. Based on discussions with the warden, overtime usage is monitored by a committee that reviews usage three times a week. The committee's goals are to ensure that overtime usage is correctly reported and to determine if there is a better way of doing business to reduce future overtime needs. In addition, DVI management also regularly reviews employee sick leave use justifications. The review program, mandated by CDCR's executive management, is important in controlling sick leave because when officers call in sick the prison must have other officers cover their shifts, which usually results in overtime compensation.

Chart 5:



Source: California Department of Corrections and Rehabilitation, CompStat ending June 30, 2010, Deuel Vocational Institution. Unaudited data.

Plant Operations and Maintenance

Only 48 percent of surveyed employees had favorable responses about plant operations and its ability to meet their repair needs. Therefore, we assessed plant operations and maintenance issues during our site visit. In contrast to the survey respondents, many prison employees we interviewed gave positive responses about plant operations' ability to provide needed services. Of 43 employees asked, 28 (65 percent) stated that plant operations was doing an acceptable job based on the age of the prison and the lack of resources available to maintain the aging infrastructure. Sixteen percent of those interviewed said they noticed no difference in plant operations' services under the current warden's tenure, while 19 percent complained that maintenance service is slow. As discussed below, DVI is an old prison with a long list of maintenance issues.



Figure 4 – Example of leaking pipes under prison. Photo: DVI, date unknown.

We asked several management employees about the challenges of maintaining DVI's infrastructure. Many people cited the prison's age or need for upgrades as primary factors that consume plant operation's time. Some of the problems affecting the aging facility include substructure broken pipes, water seepage in the main culinary area, dorm shower problems, and deteriorating electrical wire (Figures 4 and 5).



Figure 5 – Example of decaying electrical casing under the prison. Photo: DVI, date unknown.

Recently, DVI completed construction on a \$36 million dollar waste water treatment plant and a \$32 million dollar reverse osmosis water treatment plant installation (Figure 6). In addition, it recently completed \$765,000 in roof repairs and \$78,000 for a fire alarm system repair. Some major improvements the prison currently needs include a \$2.6 million infirmary earthquake retrofit, as well as an \$800,000 electrical switchgear component vital in maintaining continuous electrical power to the prison. A schedule of DVI's major physical plant issues identified over 27 repair and improvement projects recently completed or needed. The projects totaled \$161 million, of which \$71 million had been completed.



Figure 6 – \$32 million non-functioning reverse osmosis water treatment plant. Photo: OIG, November 2010.

According to the prison's correctional business manager, DVI has difficulty filling water and sewer plant positions with qualified employees because the pay level is inadequate and the state has a hiring freeze. Currently, DVI has eight vacant plant operations positions including an electrician, plumber, stationary engineer, electronic technician, two maintenance mechanics, and two water and sewage plant supervisors. Although the plant operations program is short-staffed, all of the correctional captains we interviewed said that plant operations employees are very responsive to their needs. In addition, one captain told us that the warden is proactive in identifying priority repair jobs, and that plant operations representatives are visible in meetings and the warden seeks their opinions. To help speed up identifying needed repairs, the warden also implemented a new process for watch commanders who identify needed facility repairs to directly notify plant operations management. As a result, plant operations employees can more quickly identify and implement needed priority repairs.

During our interviews, we asked employees to identify the warden's biggest accomplishment since being appointed warden. The most common answer we received was related to the cleanliness of the prison. People commented that the facility was being painted and debris picked up. We also heard from the warden that she was holding reception center inmates accountable by suspending their yard exercise privileges if they threw trash and debris out of their exterior cell windows. OIG inspectors toured some of the exterior yards adjacent to inmate living units and found them very clean (Figure 7). While the OIG heard many positive



Figure 7 – Example of clean area under exterior inmate windows. Photo: OIG, November 2010.

comments related to the prison’s cleanliness, we also heard a few negative comments that the warden’s focus on cleanliness was at the expense of not performing other more needed infrastructure repairs such as replacing decaying pipes under housing units and broken locks on cell doors.

Category 4: Employee-Management Relations

According to the U.S. Department of Justice, successful leaders “invite communication, listen well, and prove themselves trustworthy by exhibiting

rational, caring, and predictable behavior in their interpersonal relationships.”⁴ The warden’s ability to communicate plays an important role in employee relations and is vital in implementing CDCR's vision and mission at each prison. Not only must the warden interact with employees at all levels and communicate instructions and directions clearly and effectively, but the warden must also communicate effectively with CDCR headquarters and the surrounding community.

Table 5: Employee-Management Relations – Employee Survey Results

Respondents	Positive	Negative
Custody	37%	63%
Health Care	39%	61%
Admin, Plant Operations, and Other	65%	35%
Weighted Average	46%	54%

Source: OIG survey of DVI employees. See Appendix for details.

As shown in Table 5 above, when we analyzed employees’ survey responses to questions regarding employee-management relations, only 46 percent of the responses were positive. Although the opinions of employees and other stakeholders provide one measure of the warden’s employee-management relations, another measure can be found in the number of grievances filed by the prison's employees. Our analysis of employees’ responses to our surveys and statistics on employee grievances, as well as our interviews with the warden’s management team and other employees, identified six main topics for further consideration: Work Environment, Warden’s Management Team, Warden’s Leadership Style, Institutional Communication, Warden and Healthcare Services, and Interview and Survey Comments.

Work Environment

The survey questions in the employee-management relations category dealt with such areas as the warden’s knowledge, use of authority, professionalism, communication, employee discipline, and overall employee-management relations. As detailed in the Appendix, 71 percent of the survey respondents indicated the warden is in control of the prison and 64 percent believe she is ethical, professional, and motivated. However, only 18 percent of the respondents believe that employee-management relations have improved since the warden’s appointment. Further, only 33 percent believe the grievance process is responsive, fair, and does not result in retaliation; and, only 30 percent feel that the investigation/disciplinary process is fair, effective, and timely.

⁴ *Correctional Leadership Competencies for the 21st Century*, U.S. Department of Justice, National Institute of Corrections (December 2006).

Based on our interviews with DVI staff and some of the survey responses, we concluded that the lower scores are attributable to factors both within and outside of the warden's control. Specifically, some employees believe that Warden Salinas is too aggressive in pursuing adverse action terminations and others are dissatisfied with statewide mandated furloughs and CDCR's mandated "Operation Disconnect" program. As a result, these issues have had a negative impact on employee morale. As discussed below, we considered the areas of employee investigations, employee grievances, and employee morale to draw this conclusion.

- Employee Investigations - One concern we commonly heard regarding the warden's performance related to the large number of dismissals that resulted from employee investigations. Some employees believe the warden is too aggressive at enforcing discipline or too harsh in applying punishment. According to the prison's employee relations officer, sixteen employees have been dismissed since June 2009. Three of these employees have since been re-instated while most of the other cases are pending a State Personnel Board hearing.

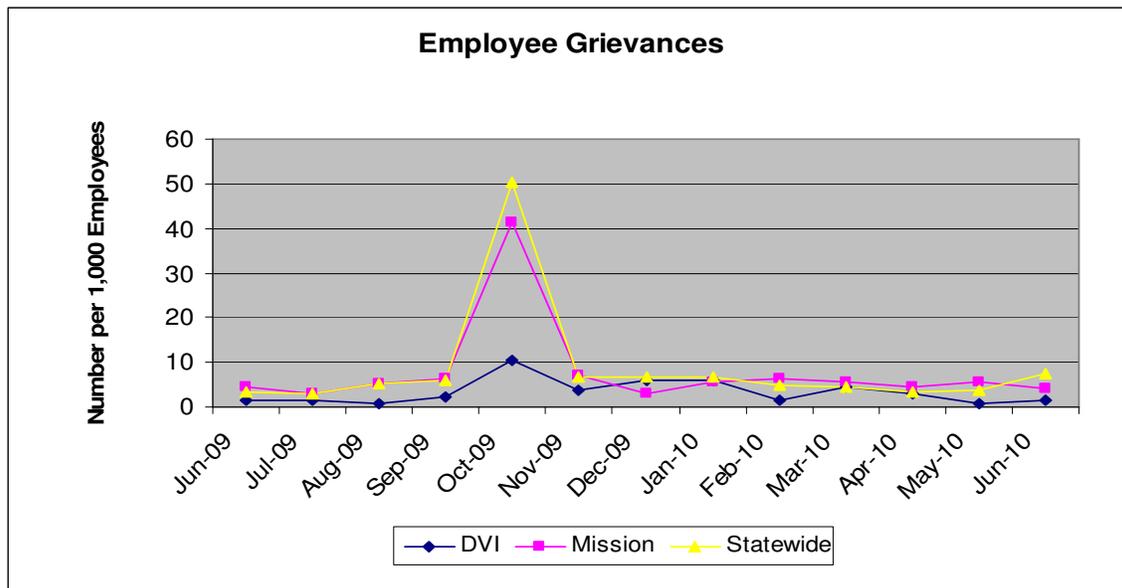
We did not assess the appropriateness of the warden's employee disciplinary actions because CDCR has established policies and procedures for conducting employee investigations and has designated its Office of Internal Affairs (OIA) as the central authority to oversee investigations of employee misconduct. If an employee is found guilty of misconduct, CDCR policy requires the warden, as the hiring authority, to follow a disciplinary matrix and apply a penalty after considering mitigating and aggregating factors. All of the dismissal cases were monitored by either the CDCR's vertical advocate or the OIG's Bureau of Independent Review. The OIG understands that the established employee discipline process is not always favorably viewed, yet it is necessary to ensure that established policies and procedures are followed. Employees who disagree with their discipline outcomes generally have a right to appeal those decisions to the State Personnel Board.

To determine if the warden was overly aggressive in these types of personnel matters, we compared DVI's volume of employee investigations to the other 32 prisons. Specifically, we reviewed CompStat statistics for the period of September 2009 through August 2010 for several key statistics that relate to employee misconduct investigations. Our analysis found that DVI had the second lowest number of OIA investigation referrals requested and referrals accepted during this time period. Also, DVI averaged less than six open investigations per month, which was tied for the eighth lowest average among the state's 33 prisons. Based on this data, Warden Salinas does not appear to be overly aggressive in pursuing employee disciplinary actions.

- Employee Grievances - All employees have the right to express their grievances through an established CDCR procedure. The employee grievance process is the way employees file complaints regarding general work place disputes and disciplinary matters. As depicted in Chart 6 below, the grievance levels during the period of

June 1, 2009 to June 30, 2010 were typically lower than both the statewide average and mission-specific prisons. According to the employee relations officer, a slight spike in October 2009 was due to employees' disagreement with the state's elimination of the Columbus Day holiday.

Chart 6:



Source: California Department of Corrections and Rehabilitation, CompStat ending June 30, 2010, Deuel Vocational Institution. Unaudited data.

- Employee Morale** – From the surveys and interviews, we received many comments that DVI’s employees had low morale. Based on survey responses, it appears that the low morale is due in no small part to employees’ lack of satisfaction with Warden Salinas’ performance. Several employees believe that employee terminations initiated by the warden have been excessive. As previously discussed, however, the actual facts do not support this perception. In addition, some employees we interviewed said that the state’s furlough program has hurt morale and others stated that operational changes enforced by the warden have hurt morale simply because people, by nature, do not like change. For example, soon after the warden’s arrival, DVI began implementing a CDCR mandated “Operation Disconnect” program designed to prevent the introduction of contraband by employees into prisons. Many employees received discipline as a result of contraband detected during Operation Disconnect. The OIG believes that, for some employees, the warden’s enforcement of this department-wide program negatively affected her popularity, thereby contributing to employees’ low morale. Such matters are, however, beyond the warden’s control.

In addition, several employees we either surveyed or interviewed indicated that a correlation exists between employee’s low morale and their fear of making an incorrect or hesitated decision, which could result in an investigation for failure to follow correct policies and procedures. In short, it appears that some employees are afraid of making a critical mistake and being held accountable for that mistake.

While this appears to be a reasonable fear that is closely associated with delegated responsibility, none of the employees we interviewed or surveyed raised a concern that they were inadequately trained to make critical decisions. More surprising is that the survey question with the most favorable response rate, at 93 percent, related to employees effectively responding to emergencies. Moreover, two correctional captains we interviewed believe that morale is a personal decision that employees make and one captain said employees will still effectively respond to emergencies regardless of the their morale level.

Warden's Management Team

Since a cohesive management team is an important factor in achieving the shared goals of operating a prison, we interviewed nearly every member of the warden's management team to obtain their opinions on how well the team interacts with one another. We interviewed 32 employees who either regularly work with the management team or are team members themselves and found that 31 (97 percent) agreed that DVI's management team worked well together. We heard several positive comments about various team members' abilities. One respondent referred to the correctional captains as the best crew in the state and another stated that DVI was the best operationally run prison in the state. The chief deputy warden credited the warden with assembling a competent and effective management team.

During our interviews, a few individuals told the OIG that heated moments of frustration arise periodically between the warden and other management team members. However, since 97 percent of those interviewed said the management team works well together, the OIG concluded that these are isolated moments in the everyday business of trying to find workable solutions to complex institutional problems. The OIG interviewed the chief deputy warden who concurred that DVI has a good management team. He further stated that while the team is not perfect, members share common issues and added that team meetings are a safe environment where managers can put their issues on the table and discuss them.

Warden's Leadership Style

We interviewed DVI's top managers consisting of the chief deputy warden, associate wardens, and correctional captains and asked them if the warden is a good leader. Ten of eleven respondents said she was a good leader. One respondent, while still agreeing that Warden Salinas is a good leader, indicated that sometimes the warden's personal feelings negatively affect her performance. Another respondent further stated that they would like to see the warden have more of a command presence to be a good leader but qualified the comment by stating "DVI is still the best prison I ever worked at and is a factory for upwardly mobile managers."

We asked employees who regularly work with the warden about various aspects of her personality traits that relate to being a good leader, such as communication skills, interpersonal skills, and the ability to ask for and receive feedback. The vast majority of

employees agreed that the warden possessed these skills. The one weakness which several employees cited was that the warden sometimes delivers unclear verbal messages and has to refer to her chief deputy warden for clarification. Other interviewed employees said they would like to see the warden be more approachable and talk more to employees. We questioned the warden on these comments and she agreed that she does not have a “silver tongue.” If she senses employees do not understand her message, she will have other team members elaborate on the subject. In the end, she believes that employees always know her expectations, and the OIG found no evidence to the contrary.

During our interviews and from surveys we received, several people suggested that the warden was vindictive towards employees who disagreed with her opinion. In fact, various employees told the OIG of two specific instances that they believe resulted in unfair employee treatment. In one instance, an employee was reassigned after a disagreement with the warden and in another instance an employee was evicted from an on-grounds rental house. While we did not perform a formal investigation into the two matters, we learned enough to conclude that employees making the assertions probably did not know all of the facts surrounding the events or the manner in which the issues were ultimately resolved. We did interview 36 employees who regularly interact with the warden and asked if they believe she is vindictive. Twenty-seven of the employees said, “No”, and nine said, “Yes”. Of the nine, several referenced one or both of the stories noted above as a partial basis for their opinions.

Institutional Communication

Based on OIG’s survey, 44 percent of employees believe that the management team does not keep them informed about relevant issues. In addition, 63 percent of respondents indicated that the warden does not work effectively with the local bargaining unit representatives. This percentage increases to 76 percent when only custody officers’ opinions are considered.

We interviewed over fifty employees and asked them to describe how the warden disseminates information to line employees. We found that the warden uses a variety of methods to communicate information. For example, she disseminates information to her department heads with an expectation that the information is passed through the chain of command. Many employees also indicated that it was common for the warden to use memorandums, e-mails, and phone calls to pass along information. Employees added that the warden was very visible in the institution and often leaves her office to talk to personnel and inspect operations, or to follow-up on issues. During our interviews we did find one small group of employees who worked in the prison’s detached minimum support facility and who told us they did not receive adequate levels of information.

Our review identified an additional warden communication method that was the subject of both positive and negative complaints from surveyed and interviewed employees. The institution’s In-service Training Unit puts out a monthly bulletin that includes a lengthy warden’s message. Some employees complained that the warden’s messages are often derogatory towards staff members and that she preaches to them about personal problems

such as over-eating during the holidays and alcohol abuse. We reviewed the warden's messages and found that they often include both institutional policies and procedure reminders and messages that discuss personal self-awareness and life choice issues. Some employees believe that the warden's messages tend to stereotype behavior patterns of average DVI employees suggesting they are overweight or alcoholics. The OIG does not believe this is a reasonable interpretation of the warden's messages or her intentions. The OIG found at least two employees who admitted to liking the warden's messages.

Another component of institutional communication is how well management communicates with local bargaining unit representatives. We found that 76 percent of the custody officers surveyed indicated the warden does not work effectively with their local bargaining unit representatives. We interviewed the warden who believes she has a "fine" working relationship with the local representatives. Further, she sought input from one union representative when developing the prison's three percent employee redirection plan. When we spoke with the representative, he had a slightly different view on their relationship. The representative said he now meets with the chief deputy warden because he is upset with the number of disciplinary actions that have taken place since Warden Salinas arrived. The representative believes that there have been more terminations under Warden Salinas than the prior seven wardens combined. The representative further indicated that meetings with the chief deputy warden were much more productive than those with the warden.

Warden and Healthcare Services

During our initial employee survey, we heard complaints that the warden is inconsiderate towards medical department employees regarding their need for more custody support and better work space accommodations. Our review also identified several memoranda where medical employees raised concerns related to issues such as excessive work area heat and inadequate fax machine access. Several interviewed employees also suggested that the warden could be more accommodating to medical employees' needs in general.

We interviewed both the warden and the healthcare program's chief executive officer (CEO) and found that both appear to be interested in seeking out problems and developing solutions. Both cited a good working relationship and noted that they meet weekly to discuss improving healthcare operations. The CEO believes the warden is doing a very good job overall and stated that DVI has one of the highest access-to-care scores in the prison system, demonstrating custody's willingness to work with healthcare. We also found that the warden recently authored a lengthy list of healthcare concerns that demonstrates her desire to improve program performance.

We also learned that DVI's aging infrastructure and power grid create a challenge for the healthcare employees. The prison opened in 1953 and was not designed to handle all of the additional electrical equipment that resulted from the large health care employee influx occurring in recent years. According to the prison's public information officer, DVI has struggled to provide employees with the power, data, and telephone lines that the employees need. On occasion, requests for basic work space accommodations and

upgrades have to be declined due to funding, infrastructure limitations, or other plant operation priorities.

Interview and Survey Comments

During our interviews, we asked employees to identify accomplishments that the warden has made since her appointment. The most common response related to the prison's cleanliness and fresh paint that has created a nicer work environment. Many of those we interviewed also credited the warden with changing the culture of the prison by creating a standard that holds employees and inmates accountable for their actions. Other accomplishments we heard included the warden's assistance in helping to identify a new inmate disruptive group⁵, creating both an ASU and culinary task force to identify solutions for longstanding issues, ensuring that custody employees deliver inmates to medical appointments on time, and reducing overdue first- and second-level inmate appeals to zero. Also, the chief deputy warden praised the warden for including members of the management team in budget and business service meetings so they can learn how their actions affect the prison's budget.

We also asked employees to identify the biggest problem that the warden has not addressed. Based on input received from 57 interviewed employees, 36 (63 percent) responded that they had no concerns or that the warden has already addressed everything within her authority. Ten respondents stated that morale was low or that the warden is doing little to address it. However, as discussed above, the OIG concluded that the low morale is most likely the result of some staff members' perceptions of employee disciplinary actions the warden initiated and other factors that are outside of the warden's control, such as furloughs. The other 11 responses we heard were not of a systemic nature and mostly dealt with the prison's aging infrastructure, original facility design, staffing levels, or funding.

Our review also included soliciting the opinions of other key stakeholders including a representative of the Inmate Family Council (IFC) and representatives of the inmate population known as the Inmate Advisory Council (IAC). The IFC chairperson told the OIG that she has a very good relationship with the warden. Further, she said the warden is good at ensuring that the correct prison managers attend council meetings and that the warden is very proactive at addressing the IFC's concerns. The IAC told us they were dissatisfied with the warden's performance primarily because they are not given adequate justifications for denials of inmate requests. Additionally, IAC representatives felt they were not given enough opportunities to discuss issues with the facility captains who chair their council meetings. When we questioned the warden about these concerns, she stated that her captains need to make sure they answer inmates' questions that arise during IAC

⁵ Inmate disruptive groups are defined by CDCR as any gang, other than a prison gang. For example, disruptive groups include street gangs, revolutionary groups, motorcycle gangs, terrorist groups/affiliates, and precursor gangs that may become prison gangs. The CDCR has determined that both prison gangs and disruptive groups, through their illegal activities, are a threat to the security of all prisons and a danger to public order and safety.

meetings. She added that the current advisory council is new, and she has not yet built a rapport with them.

During our review, we also obtained opinions from CDCR officials and DVI managers on the warden’s management skills and qualities. We surveyed nine CDCR officials and 18 DVI managers, asking them to consider the warden’s

Table 6: Rating of Warden’s Management Skills and Qualities

Category	Rating
Personal Characteristics/Traits	Very Good
Relationships with Others	Very Good
Leadership	Very Good
Communication	Very Good
Decision Making	Very Good
Organization/Planning	Very Good

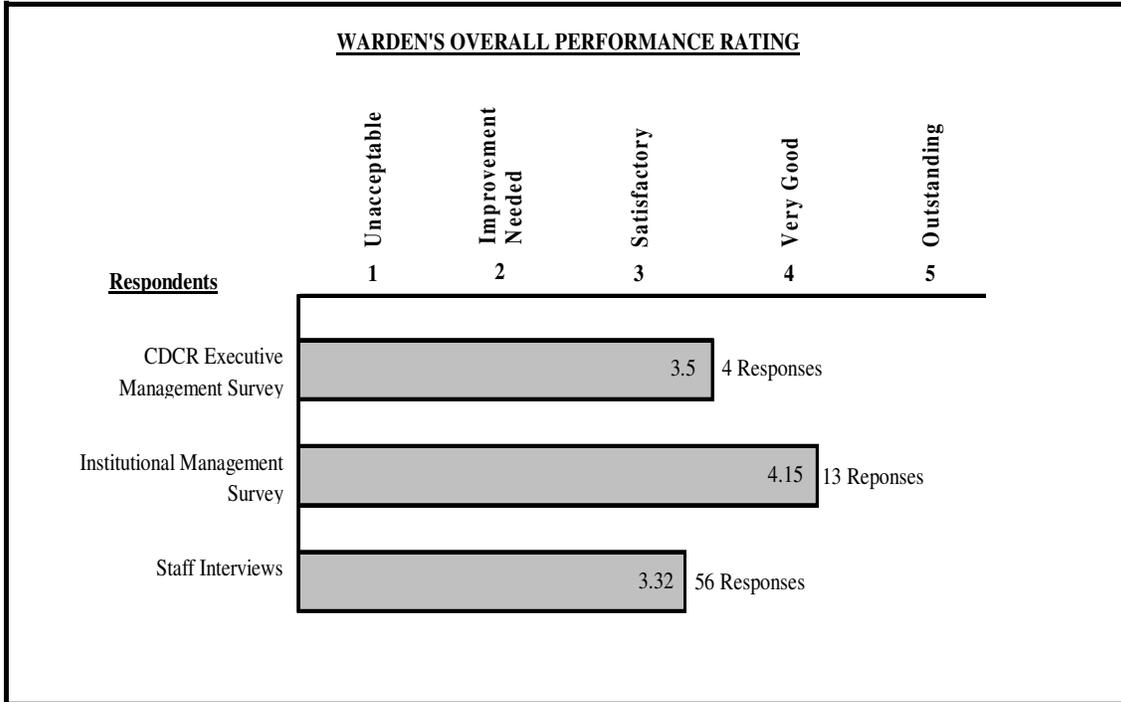
Source: OIG survey of CDCR and DVI management.

performance in six categories of management skills and qualities, and to rate her performance as either unacceptable, improvement needed, satisfactory, very good, or outstanding. In total, we received 17 survey responses. As shown in Table 6, the CDCR and DVI managers indicated that Warden Salinas is performing at a very good level in all management categories.

Overall Summary

In our survey, we asked employees, given all of the challenges that the prison faces, to rate the warden’s performance from unacceptable to outstanding. Of those respondents providing either a positive or a negative opinion, only 36 percent rated the warden positively. However, other surveyed stakeholders and interviewed employees scored the warden’s performance much higher. In Chart 7 below, we summarized the survey responses from CDCR officials and DVI managers and responses from employees we interviewed during our site visit. Based on their collective responses, Warden Salinas’ overall performance ranged from satisfactory to very good.

Chart 7:



Source: *OIG surveys and interviews of CDCR and DVI employees.*

While only four people from CDCR’s executive management team responded to our survey regarding the warden’s performance, all of the respondents indicated that they believe the warden is doing either a satisfactory or very good job overall. In contrast, the 13 surveyed prison managers who rated the warden’s overall performance gave broader responses ranging from improvement needed to outstanding, but their score averaged to a rating of very good. Similarly, of the 56 interviews we conducted with employees who rated the warden’s overall performance, ratings varied greatly from unacceptable to outstanding. However their scores averaged to a satisfactory rating. We noted that most of the 12 employees we interviewed who rated the warden’s performance as unacceptable or improvement needed came from employees who had critical comments regarding employee terminations.

In conclusion, the Office of the Inspector General’s review of Warden Salinas’ performance since her appointment indicates that she is performing between satisfactory and very good. Our review indicated that safety and security, inmate programming, and business operations are functioning at a satisfactory level in those areas within the warden’s control. Although employee relations may be somewhat strained between the warden and those affected by the employee discipline process, that issue does not appear to directly impact the functional operations of the prison. Nor does it appear that the perception by some employees that the warden is an overly-harsh or unfair disciplinarian is borne out by the evidence.

Appendix

Employee Survey Results

To prepare for our site visit to DVI, we randomly selected 223 of the prison's employees and sent them a survey. The survey process provides information about employees' perceptions of the warden's overall performance as well as information about specific operational areas at the prison: Safety and Security, Inmate Programming, Business Operations, and Employee-Management Relations. We received 117 DVI employee responses to our survey—a 52 percent response rate. To simplify the analysis of the survey results, we grouped survey respondents by category and identified response trends. We did not, however, ask for the employee's name as we wanted their responses to be anonymous.

Specifically, we grouped the respondents into three employment categories: Custody, Health Care, and Other (which includes employees in education, plant operations, administration, and clerical positions.) Then, to identify strong trends or patterns, we classified the responses to questions as either positive or negative. For example, if the respondent "agreed" or "strongly agreed" with the question, we classified it as positive. If the respondent "disagreed" or "strongly disagreed" with the question, we classified it as negative. Passive responses were not included. If employees responded that they were "neutral" or responded "unknown," we excluded their response.

Results are reported in the table on the following page.

Appendix: Compilation of Institutional Employee Survey Responses - Deuel Vocational Institution

Operational Area/Question	Respondents' Employment Category						Total Responses			
	Custody		Health Care		Other					
	Pos	Neg	Pos	Neg	Pos	Neg	Pos	(%)	Neg	(%)
<u>Safety and Security</u>										
1. The institution is meeting its safety and security mission.	32	22	12	8	30	7	74	67%	37	33%
2. Employees effectively respond to emergencies.	53	3	16	3	36	2	105	93%	8	7%
3. You are issued or have access to all safety equipment you need.	45	11	15	5	31	7	91	80%	23	20%
4. You receive all required safety training.	44	10	16	4	30	9	90	80%	23	20%
5. The CDC-115 inmate disciplinary process modifies inmate misbehavior.	25	30	7	8	23	4	55	57%	42	43%
6. The CDC-602 inmate appeal process provides inmates an effective method for airing their grievances.	46	9	13	5	36	1	95	86%	15	14%
7. Safety and Security has improved since the warden's appointment.	11	37	8	10	18	6	37	41%	53	59%
Totals	256	122	87	43	204	36	547		201	
<i>Percent of Responses by Category</i>	<i>68%</i>	<i>32%</i>	<i>67%</i>	<i>33%</i>	<i>85%</i>	<i>15%</i>	<i>73%</i>		<i>27%</i>	
<u>Inmate Programming</u>										
8. The institution is meeting its inmate programming mission.	30	12	9	7	15	5	54	69%	24	31%
9. The inmate assignment process places the right inmate into the right rehabilitative program.	23	21	7	7	15	10	45	54%	38	46%
10. Inmate programming is adequate for the number of inmates at the institution who would benefit from the education or work experience.	19	27	2	10	11	9	32	41%	46	59%
11. Inmate programming has improved since the warden's appointment.	10	28	3	11	6	9	19	28%	48	72%
Totals	82	88	21	35	47	33	150		156	
<i>Percent of Responses by Category</i>	<i>48%</i>	<i>52%</i>	<i>38%</i>	<i>62%</i>	<i>59%</i>	<i>41%</i>	<i>49%</i>		<i>51%</i>	
<u>Business Operations</u>										
12. Plant operations employees are able to meet maintenance and repair needs in your assigned area.	19	36	14	5	22	18	55	48%	59	52%
13. Your assigned area has enough employees to get all of the required work done.	18	38	11	9	18	22	47	41%	69	59%
14. Your work area operates without waste of resources.	41	14	10	9	27	13	78	68%	36	32%
15. Business operations have improved since the warden's appointment.	12	28	3	11	13	12	28	35%	51	65%
Totals	90	116	38	34	80	65	208		215	
<i>Percent of Responses by Category</i>	<i>44%</i>	<i>56%</i>	<i>53%</i>	<i>47%</i>	<i>55%</i>	<i>45%</i>	<i>49%</i>		<i>51%</i>	
<u>Employee-Management Relations</u>										
16. The warden is knowledgeable about the day to day operations in your work area.	23	26	5	11	13	13	41	45%	50	55%
17. The warden welcomes feedback, including criticism from employees.	19	30	6	11	22	10	47	48%	51	52%
18. The warden does not abuse his or her power or authority.	15	36	7	11	18	8	40	42%	55	58%
19. The warden works effectively with the local bargaining unit representatives.	9	28	5	6	10	6	24	38%	40	63%
20. The warden is ethical, professional, and motivated.	29	20	9	10	27	6	65	64%	36	36%
21. The warden is in control of the institution.	32	21	11	7	32	2	75	71%	30	29%
22. The management team keeps employees informed about relevant issues.	32	22	7	11	22	14	61	56%	47	44%
23. The employee investigation/disciplinary process is fair, effective, and timely.	7	40	6	10	13	11	26	30%	61	70%
24. The employee grievance process is responsive to employee complaints, is fair in its application, and does not result in retaliation.	8	32	5	10	12	9	25	33%	51	67%
25. Employee-management relations have improved since the warden's appointment.	5	45	4	13	7	14	16	18%	72	82%
Totals	179	300	65	100	176	93	420	46%	493	
<i>Percent of Responses by Category</i>	<i>37%</i>	<i>63%</i>	<i>39%</i>	<i>61%</i>	<i>65%</i>	<i>35%</i>	<i>46%</i>		<i>54%</i>	
<u>Overall Warden Rating</u>										
26. Considering all institutional challenges, how would you rate the warden's performance?	11	41	8	12	18	13	37	36%	66	64%
<i>Percent of Responses by Category</i>	<i>21%</i>	<i>79%</i>	<i>40%</i>	<i>60%</i>	<i>58%</i>	<i>42%</i>	<i>36%</i>		<i>64%</i>	

Source: OIG, Institutional Employee Survey Results for DVI.

California Department of Corrections and Rehabilitation's Response

OFFICE OF THE SECRETARY

P.O. Box 942883
Sacramento, CA 94283-0001



May 18, 2011

Mr. Bruce Monfross
Inspector General (A)
Office of the Inspector General
P.O. Box 348780
Sacramento, CA 95834-8780

Dear Mr. Monfross:

We are pleased to submit this response to your draft report entitled *Deuel Vocational Institution (DVI), Warden Socorro Salinas, One-Year Audit*. With more than 30 years of experience, Warden Salinas has been an effective and responsive leader. Her commitment to the overall safety and security of DVI is evident by her direct involvement with the employee discipline process, participation and support in inmate programming, and the consistently low overtime usage. We value Warden Salinas's leadership, professionalism, and many years of dedicated to service to the California Department of Corrections and Rehabilitation. Your report's overall assessment of Warden Salinas indicates that she has performed her tasks as warden at an overall satisfactory level, and we agree with that assessment.

We would like to thank the Office of the Inspector General for the opportunity to provide comment on this report. If you have any questions or concerns, please call my office at (916) 323-6001.

Sincerely,

SCOTT KERNAN
Undersecretary, Operations

cc: Socorro Salinas, Warden, DVI