



Office of the Ombudsman
Independent Health & Wellness
Advisor to Corrections

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Re: New Commissioner Qualities and Experiences Survey Results

The Office of the Ombudsman (Office) recently conducted a survey to MA Department of Correction (DOC) staff regarding the qualities and experiences they seek in a new Commissioner.

The Office is pleased to share the results of the survey on the following pages.

The two-question survey received 767 responses.

2 Survey Questions
1. What qualities would you like to see in the next Department of Corrections (DOC) Commissioner? (pick up to 5)
2. What experience would you like to see in the next Department of Corrections (DOC) Commissioner? (pick up to 3)

The survey results have not been modified in any way, including material free-form responses included in the following pages.

DOC - New Commissioner Qualities & Experience

Responses: 767

1. What qualities would you like to see in the next Department of Corrections (DOC) Commissioner? (pick up to 5) 724 ⓘ

Q1 - 1. What qualities would you like to see in the next Department of Corrections (DOC) Commissioner? (pick up to 5)	Percentage	Count
Integrity	55%	397
Honesty	43%	308
Sense of Humor	13%	93
Accountability	25%	180
Transparency	41%	296
Collaboration	10%	72
Empathy	13%	93
Kindness	8%	57
Creativity	2%	16
Openness	15%	105
Confidence	5%	38
Good communicator	45%	327
Optimistic	4%	27
Decisive	17%	120
Innovative	7%	51
Approachable	36%	264
Resilient	2%	11
Grateful	3%	20
Curious	1%	9
Hardworking	9%	65
Realistic	26%	189
Brave	2%	12
Tenacious	2%	11
Dedication	6%	41
Responsible	10%	74
Committed	9%	68
Advocate	8%	57

Q1 - 1. What qualities would you like to see in the next Department of Corrections (DOC) Commissioner? (pick up to 5)	Percentage	Count
Confident	6%	46
Visionary	8%	56
Adaptability	6%	40
Invested	8%	60
Ethical	28%	205
Other	5%	38

2. What experience would you like to see in the next Department of Corrections (DOC) Commissioner? (pick up to 3) 709 ⓘ		
Q3 - 2. What experience would you like to see in the next Department of Corrections (DOC) Commissioner? (pick up to 3)	Percentage	Count
Educated	22%	154
Worked in Massachusetts DOC	43%	304
Worked in corrections	50%	356
Family or friend that was incarcerated	1%	8
Worked in public safety	15%	108
Experience with leadership	39%	277
Well versed in political dynamics	6%	42
Apolitical	12%	83
Focused on wellness	12%	84
Previous leadership role	13%	89
Modern/innovative ideas	17%	124
Direct communication	18%	131
Team player	18%	130
Crisis management	8%	55
Change management	10%	72
Community engagement	3%	19
Other	3%	24

LIST OF “OTHER” RESPONSES TO TWO SURVEY QUESTIONS

WHAT QUALITIES WOULD YOU LIKE TO SEE IN THE NEXT DEPARTMENT OF CORRECTIONS (DOC) COMMISSIONER?

Other: (please enter the qualities you feel are important)

ability to make prison uncomfortable for the inmates. Stop catering to the inmates.
Bald and bearded #realman
CARE ABOUT YOUR EMPLOYEES OVER INMATES!
common sense
Corrections, military, law enforcement management experience.
Experience in Mass corrections, preferably with a security background.
Experienced
HIRE STAFF! WE ARE LIVING IN THESE PRISONS! 16 HOUR SHIFTS DAILY! WE ARE NOT MACHINES!
hold inmates accountable! stop the unnecessary long staff investigations!
I feel all of the qualities listed are very important.
I want them to release the staff assault videos. SBCC needs to be seen.
In addition to ethical, honest, integrity, and hardworking, intelligent is important.
Intelligent Supports inmate programming Supports staff initiatives Correctional experience
Love
More involvement within institutions not just memos being posted.
more site visit and involvement with oppression.
Nepotism needs to go! Why interview when the candidate is already chosen before you walk in?
Not a politician and will push back against the over politicalization of the agency
Promote from within
some one that puts the correctional staff ahead of the inmates.
Someone who holds inmates accountable and doesn't punish staff
Someone who lives in reality, and faces the difficult issues at hand and doesn't choose the easy way
Someone who understands exactly what Officers do and have to deal with. Someone who was an Officer.
Staff morale-we shouldn't have to wait 6 mos for our first retirement check. Please back us
Support staff in the facilities.
Supportive of security staff
They need to take care of the issues with retirement, like not getting a check for 6 mos once retir
Would like to see corrections go back to holding felons accountable for their action in prison

What experience would you like to see in the next Department of Corrections (DOC) Commissioner?

Other: (please enter the experiences you feel are important)

A person that came up the ranks in a blue uniform and not a counselor, no offense. experience/educat
common scenes. not everything is inside the wall. others outside are key keeping everything running
Diversity Leadership experience is crucial for creating an equitable workplace.
Experience as an Officer.
Experience working in the prison environment who puts staff safety and security paramount.
From a security background and that has work experience as a Correctional Officer
I believe they should be a good balanced of both security and programming.
I would like to see a staffing analysis ordered for management vs line staff.
military leader or former law enforcement officer.
Oversight on Human Resource Division; specifically, allowing facilities to promote unqualified/frien
Please remove the "family or friend that was incarcerated" choice. It is very concerning.
Someone who doesn't hide behind policy to cover for non-realistic expectations.
Someone who has experience with speaking to EVERYONE openly and honestly.
Someone who has never been incarcerated or has never had family incarcerated. Not a con lover
Staff wellness/ preparedness ReEntry tools (practical training) Maintain/Improve Faith Integration
stand with your staff; looking into their needs (like not getting a pay for 6 mos. once retired)
The commissioner should be willing to stand up to the politics and run the agency instead of a crony
The next Commissioner should have been a Correction Officer I, II, III, or Captain.
worked as a C.O.