<table>
<thead>
<tr>
<th></th>
<th>CRCF</th>
<th>NWSCF</th>
<th>SESCF</th>
<th>CCWC</th>
</tr>
</thead>
<tbody>
<tr>
<td>I/C's</td>
<td>744 - 473A = 64%</td>
<td>1003 - 609A = 61%</td>
<td>102 - 80A = 78%</td>
<td>65 - 36A = 55%</td>
</tr>
<tr>
<td>G's</td>
<td>121 = 16%</td>
<td>137 = 14%</td>
<td>8 = .08%</td>
<td>8 = 12%</td>
</tr>
<tr>
<td>Unanswered</td>
<td>82 = 68%</td>
<td>50 = 36%</td>
<td>0 = 0%</td>
<td>4 = 50%</td>
</tr>
<tr>
<td></td>
<td>1283 - 909A = 71%</td>
<td>727 - 374A = 51%</td>
<td>150 - 119A = 79%</td>
<td>51 - 19A = 37%</td>
</tr>
<tr>
<td></td>
<td>139 = 10%</td>
<td>124 = 17%</td>
<td>23 = 15%</td>
<td>13 = 25%</td>
</tr>
<tr>
<td></td>
<td>135 = 97%</td>
<td>15 = 12%</td>
<td>21 = 91%</td>
<td>6 = 46%</td>
</tr>
<tr>
<td></td>
<td>52 = 7%</td>
<td>42 = 17%</td>
<td>12 = 16%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>48 = 92%</td>
<td>3 = 7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>671 - 437A = 65%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Medical Complaints

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>State Wide</th>
<th>2012 (thru June)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>2011</td>
<td></td>
</tr>
<tr>
<td>I/C's</td>
<td>1081 - 584A = 54%</td>
<td>1233 - 678A = 55%</td>
<td>481 - 269A = 56%</td>
</tr>
<tr>
<td></td>
<td>231 = 21%</td>
<td>268 = 22%</td>
<td>103 = 21%</td>
</tr>
<tr>
<td>G's</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### SSCF

| I/C's       | 238 - 16A = 7%   | 265 - 58A = 21% | 127 - 59A = 46% |
|             | 57 = 23%         | 80 = 30%        | 33 = 26%        |
| G's         |               |            |                  |

### NSCF

| I/C's       | 285 - 159A = 56% | 231 - 105A = 45% | 86 - 27A = 31% |
|             | 106 = 37%        | 86 = 37%         | 36 = 42%       |
| G's         |               |            |                  |

### MVRCF

| I/C's       | 81 - 58A = 72%  | 100 - 66A = 66% | 39 - 30A = 77% |
|             | 2 = 2%           | 14 = 14%        | 3 = 7%         |
| G's         |               |            |                  |

### NERCF

| I/C's       | 49 - 33A = 67%  | 78 - 50A = 64% | 17 - 7A = 41%  |
|             | 6 = 12%          | 11 = 14%       | 2 = 12%        |
| G's         |               |            |                  |

### CRCF

| I/C's       | 173 - 114A = 65% | 352 - 261A = 74% | 153 - 11A = 73% |
|             | 29 = 17%         | 39 = 11%        | 12 = 7%         |
| G's         |               |            |                  |

### SESCF

| I/C's       | 4 - 3A = 75%    | 19 - 17A = 97%  | 7 - 6A = 85%    |
|             | 1 = 25%          | 2 = 10%         | 3 = 43%         |
| G's         |               |            |                  |

### NWSCF

| I/C's       | 147 - 127A = 87% | 169 - 119A = 70% | 46 - 26A = 57%  |
|             | 10 = 6%          | 30 = 17%        | 11 = 24%        |
| G's         |               |            |                  |
GRIEVANCES AS INDICATORS OF INSTITUTIONAL CLIMATE

What exactly can inmate grievances tell us?

WHAT WE KNOW

- Inmates receive grievance forms upon demand.
- There are no limits on the number of grievances an inmate may file; however, staff control the supply.
- An average of 1,000 grievances per QTR.
- Grievance data base has 66 separate entry options.
- Data entry personnel decide which category a particular grievance fits in.

CATEGORIES

- 26 broad categories, each with multiple sub-categories for a total of 66, separate, entry possibilities
- Example:
  - Category: Conflict
    - Staff
    - Volunteer
    - Inmate

HOW CAN WE ACHIEVE A MACRO VIEW FROM MICRO DATA?

- Given the level of detail, what can be currently learned at a glance?
- Answer—very little
SOLUTION

○ Sort the grievances into "Bands"
  ○ RED
  ○ BLUE
  ○ GREEN

GRIEVANCE BANDS

○ Red (26)
  ○ Hot button items
    ▪ Discrimination
    ▪ Harassment
    ▪ Visiting
    ▪ Due Process (liberty issues)
    ▪ Conflict
    ▪ Misconduct
    ▪ Food

○ Blue (24)
  ○ Program & Treatment
    ▪ ERT
    ▪ Work
    ▪ Medical
    ▪ Mental Health
    ▪ Classification

GRIEVANCE BANDS

○ Green (16)
  ○ Environmental
    ▪ Temperature
    ▪ Noise
    ▪ Telephone
    ▪ Recreation
    ▪ Canteen
    ▪ Smoke
PERSPECTIVE WHEN GRIEVANCES ARE GROUPED BY BANDS

- Department Wide
- Two Institutions, NSCF & NWSCF
- Calendar year, by quarter.

DEPARTMENT PERSPECTIVE

2002 GRIEVANCE FORM #1 BY BAND

2003 GRIEVANCE FORM #1 BY BAND
GRIEVANCE FORM #1 TOTALS
BY QTR 2002—2003—2004

GRIEVANCE FORM #3 TOTALS BY
QTR 2002—2003—2004

NORTHERN STATE
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2002 GRIEVANCE FORM #1 BY BAND

2003 GRIEVANCE FORM #1 BY BAND
Northern State "Red Band" 2nd Qtr 2003
- Staff conflict
- Staff Harassment/Discrimination & Misconduct
- Due Process
- Visiting
- Institutional Rules

Northern State "Red Band" 3rd Qtr 2003
- Staff Conflict
- Interpersonal Relations
- Discrimination/Harassment & Misconduct
- Inmate Conflict
- Institutional Rules
- Visiting
- Due Process
- Jail...
Marble Valley

Marble Valley "Red Band" 3rd Qtr 2003

- Staff Conflict
- Harassment/Discrimination
- Institutional Rules
- Visitors
- Food

St. Johnsbury Regional

St. Johnsbury Regional "Red Band" 2nd QTR 2003

- Staff Conflict
- Harassment/Discrimination
- Institutional Rules
- Visitors & Due process
DALE

Dale "Red Band" 2nd Qtr 2002

DALE

Dale "Red Band" 3rd Qtr 2003