

Reducing sickness leave and staff turnover



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Mecklenburg – Western Pomerania



Agenda



01

Selection and Training of CO's in Mecklenburg - Western Pomerania

02

Job satisfaction
in general
and in MWP in particular

03

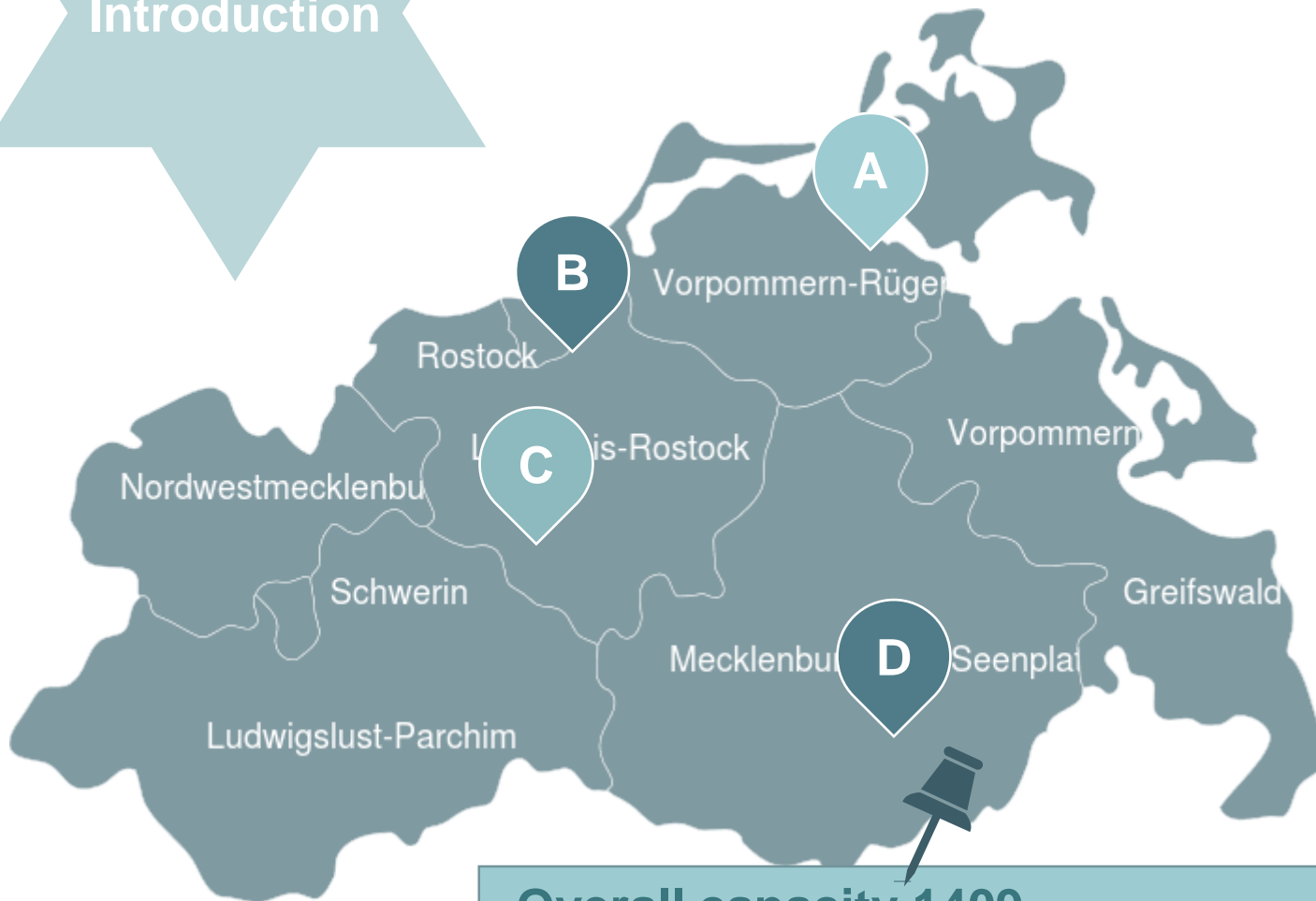
Rates of illness in the Mecklenburg - Western Pomeranian prison system

04

Conclusions (?)

The Mecklenburg-Western-Pomeranian Prison System

Introduction



A = Stralsund

Short term sentences ≤ 3 years, capacity 195

B = Waldeck

Short term sentences ≤ 4 years, capacity 384

C = Bützow

Long term sentences, preventive detention, capacity 533

D = Neustrelitz

Juvenile detention, young adults, capacity 297

Overall capacity 1409

1081 inmates

Average prisoner rate ≈ 50 per 100.000



Selection procedure for future CO's

Introduction

Day 01

- Information event
- Test on common knowledge

Day 02

- IQ-Test
- Essay
- Observation task
- Sports test

Day 03

- Group discussion

Job interview with the
selection committee



1st Medical
examination





2 years of vocational training

Introduction

1st month

Introduction / basics

3 months

Theoretical training

Self defense training
Perceiving and observing etc.

1 month

Practical exercises



3 months

Introduction

Traineeship

3 months

Traineeship

3 months

Theoretical training

Practical training

Basic skills training (treatment measure) etc.

2 months

Traineeship

2 months

Traineeship



3 months

Introduction

2 months

Theoretical training

Written examination

Practical testing

Practical examination



The connection between (voluntary)

Employee Absenteeism

as well as

Health

and

Job Satisfaction

is well documented



Cheloah & Farr, 1980
Sagie, 1998
Hacket et al., 1985
Faragher et al., 2005
Winefeld et al., 1998
Scott & Taylor, 2017
Oi-ling Siu, 2002

A meta-analysis could
show that some
inconsistent
findings are based on
sampling errors, scale
inadequacies etc.
Scott & Taylor, 2017



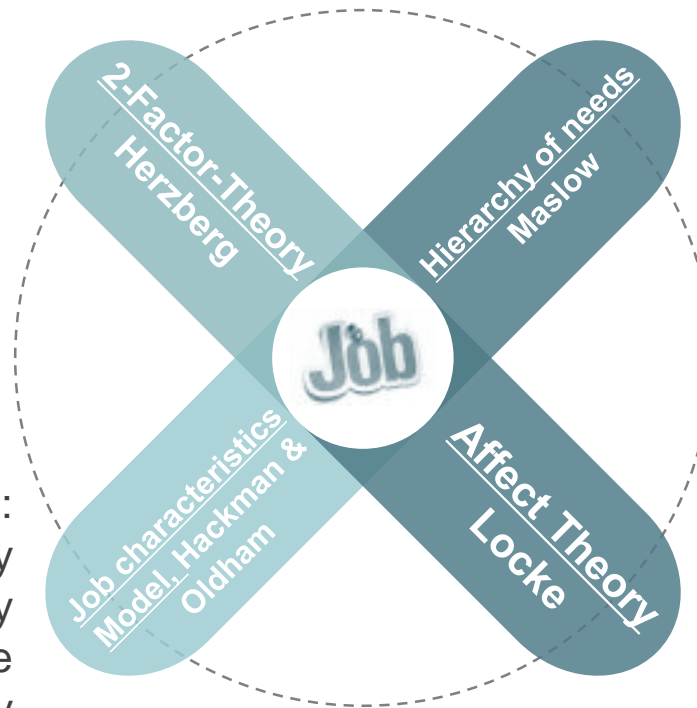
Job satisfaction (in Theory)

Motivators: encourage people to work harder

Hygiene factors: if not present people become less motivated

Core job characteristics:

1. Skill Variety
2. Task identity
3. Task significance
4. Autonomy
5. Feedback



Job satisfaction is determined by a discrepancy of what one wants to do in a job and what he has to do in a job.



Participation rates

Prison staff 52 %

Probation services 59 %

Staff Survey

In the Mecklenburg-Western-Pomeranian
Prison- and probation system (2015)

Strongly agree

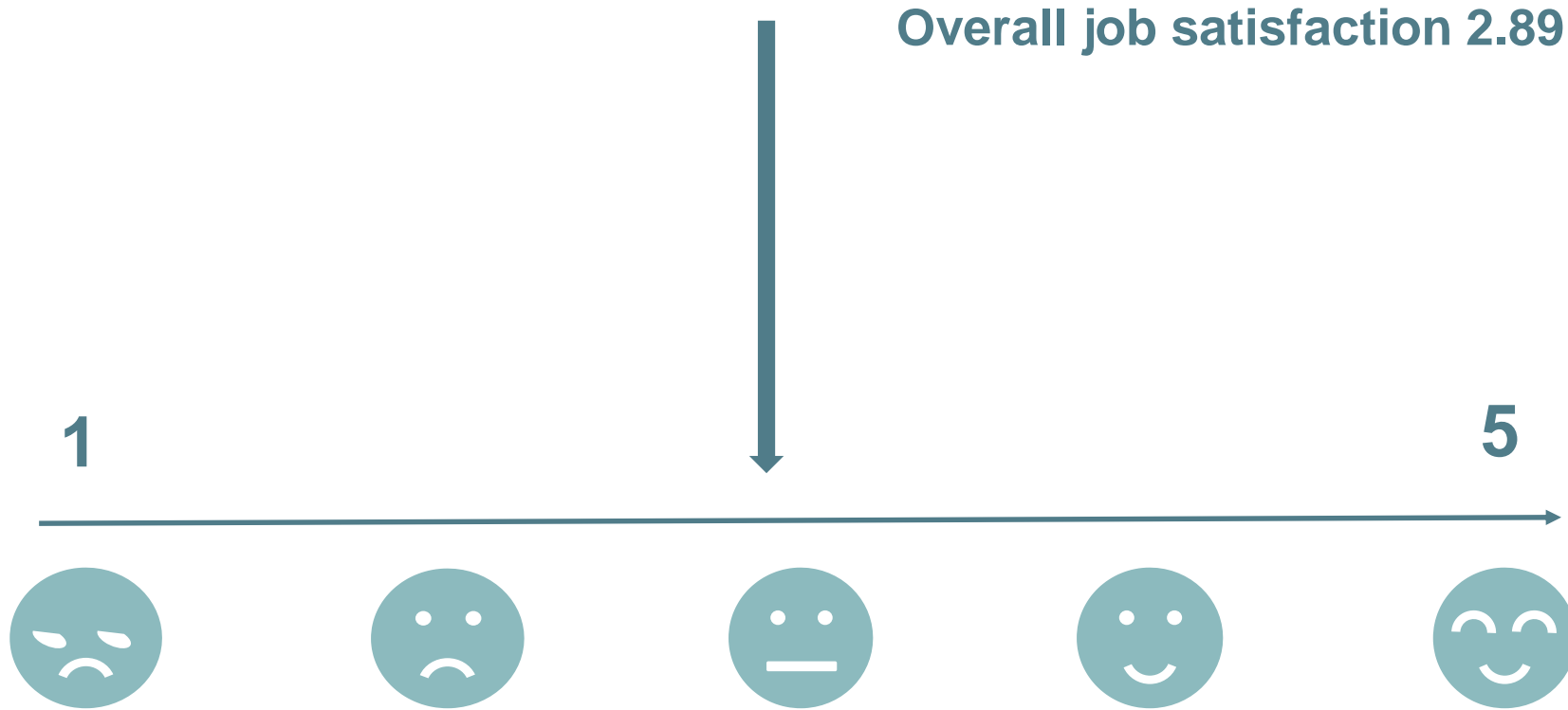
Agree

Disagree

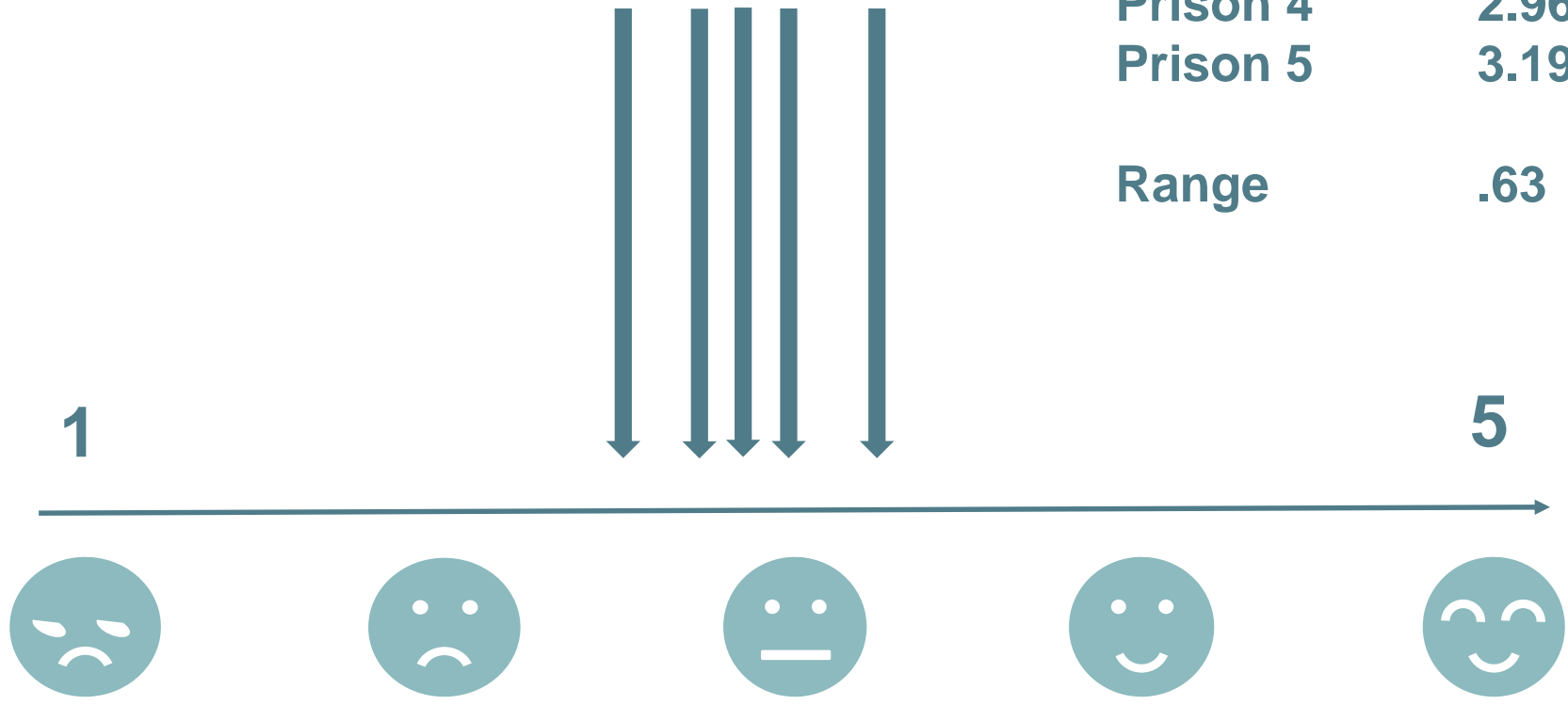
Strongly disagree



Results



Results

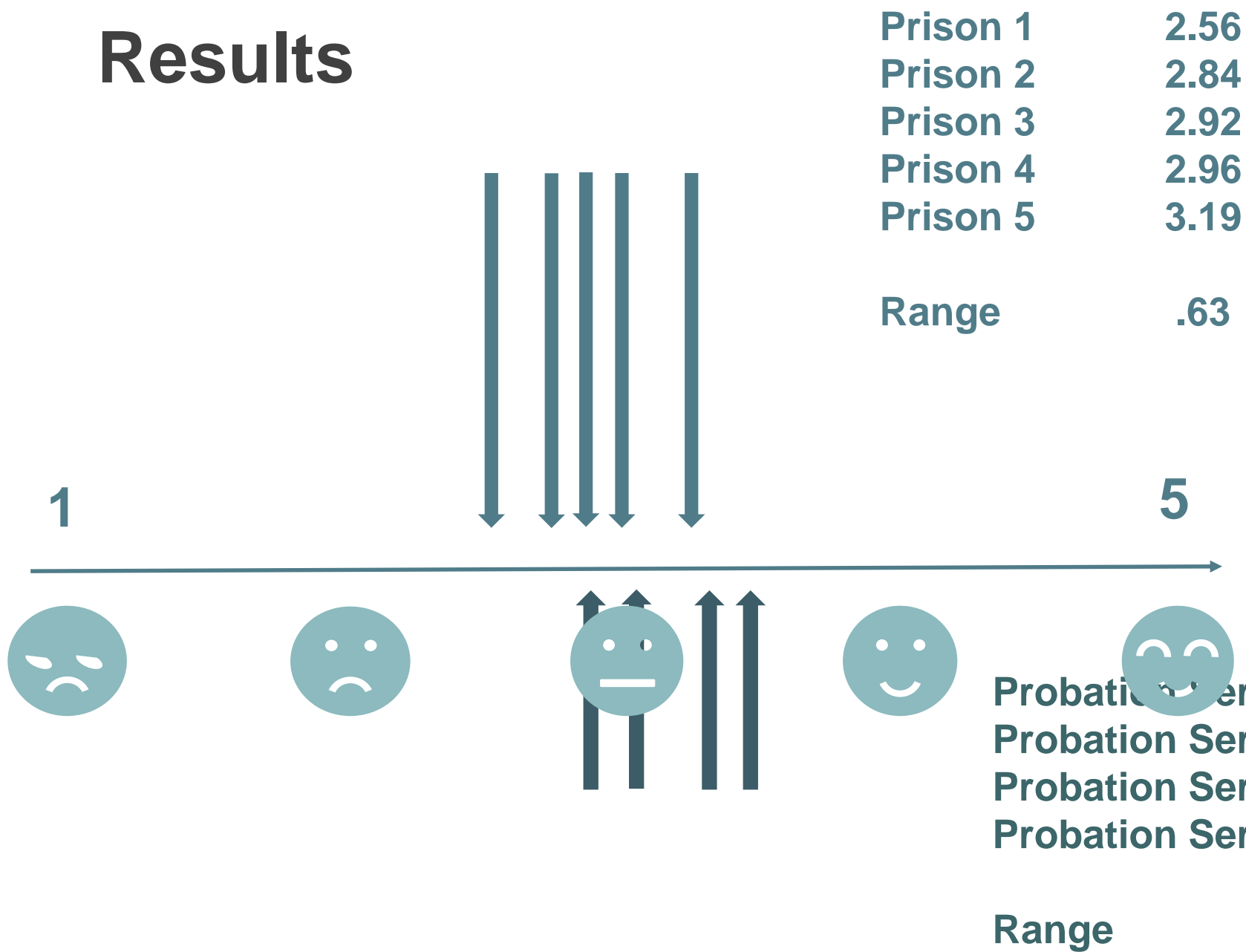


Prison 1	2.56
Prison 2	2.84
Prison 3	2.92
Prison 4	2.96
Prison 5	3.19
Range	.63



Overall job satisfaction

Results

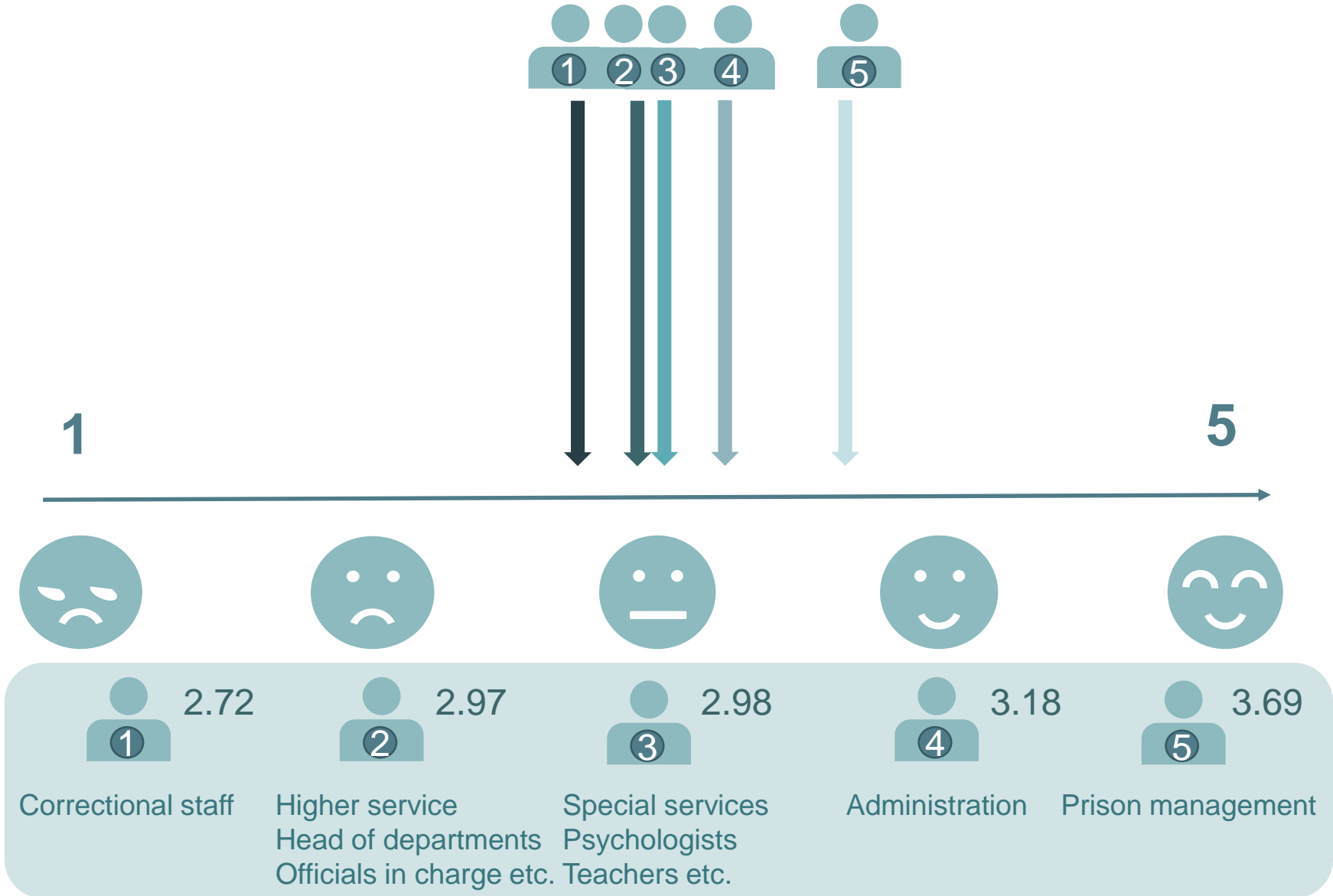


Prison 1	2.56
Prison 2	2.84
Prison 3	2.92
Prison 4	2.96
Prison 5	3.19
Range	.63

Probation Service Dpt. 1	2.97
Probation Service Dpt. 2	3.01
Probation Service Dpt. 3	3.02
Probation Service Dpt. 4	3.36
Range	.39



Results related to occupational groups



Results

**...is related to the
number of sick days**

Applies to CO's, psychologists, MD's
but not to management and
administrators

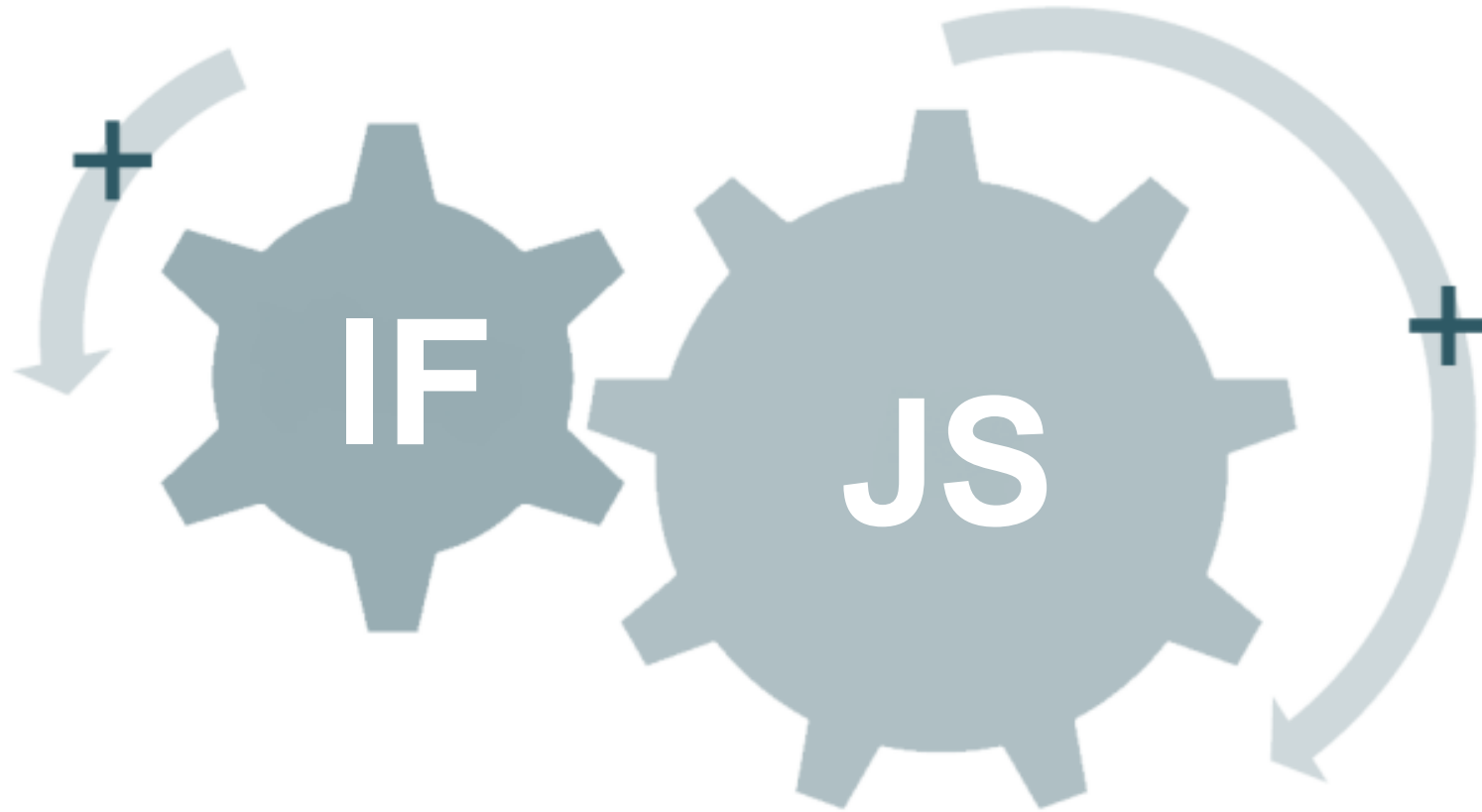
**...correlates negatively
with the degree of
perceived role conflict**

Applies mostly to CO's

**...correlates with a
wider scope of action
and decision-making**



Results

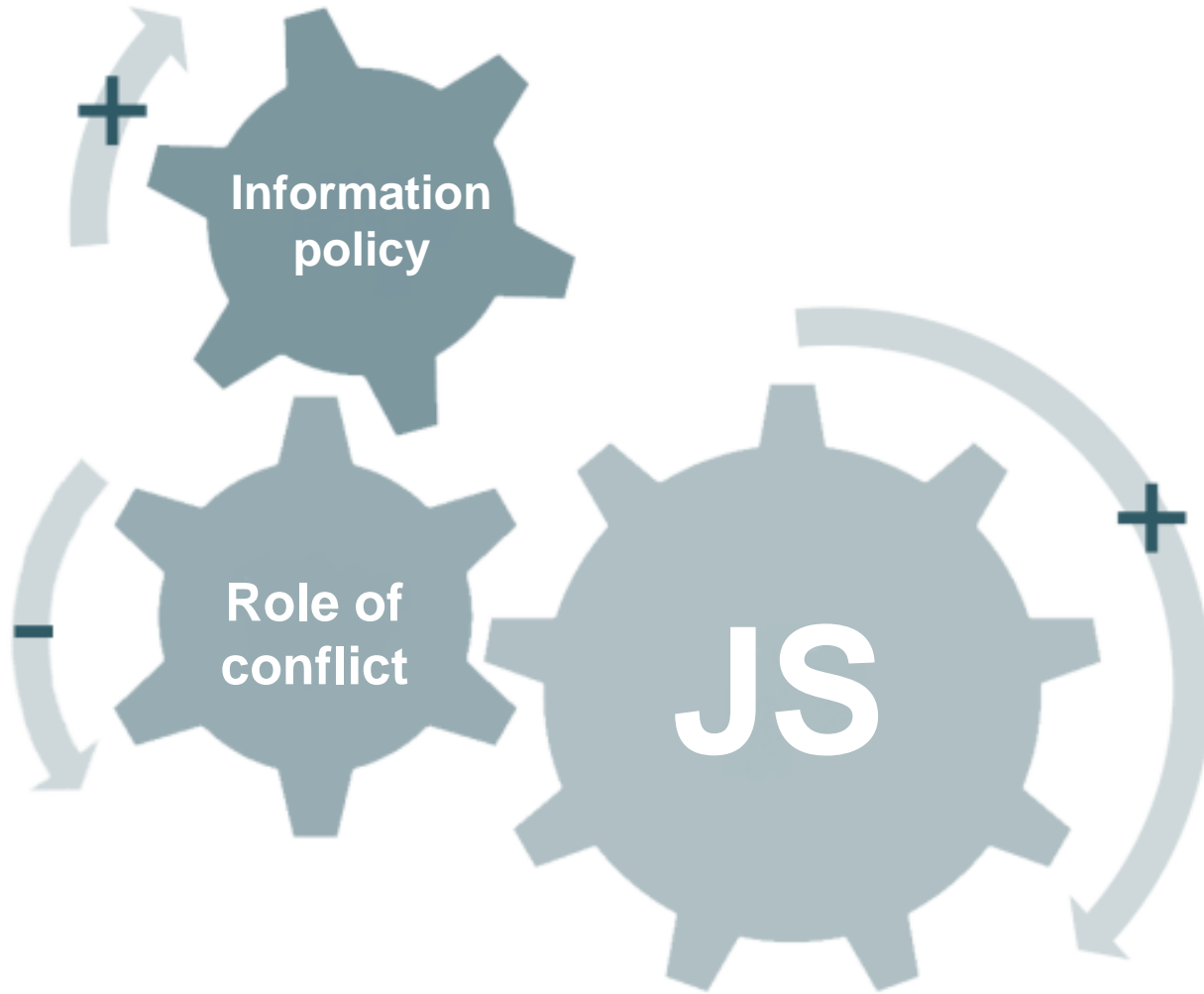


Results

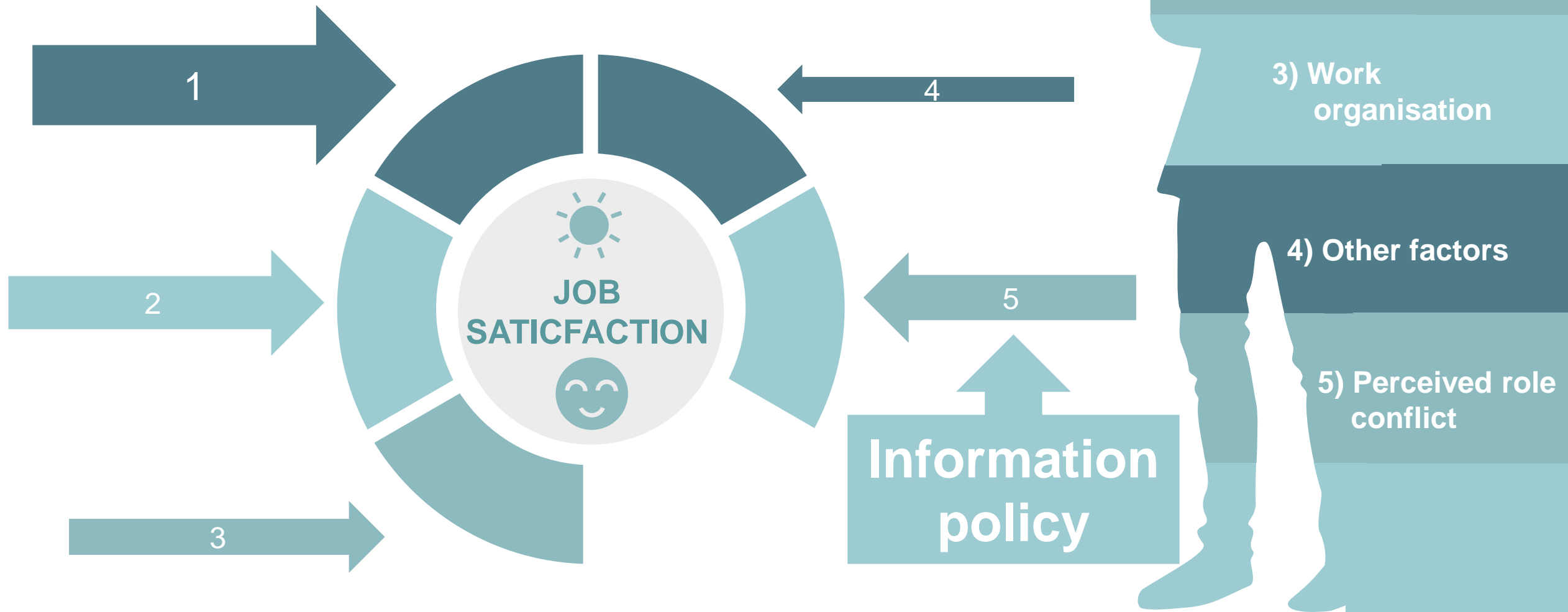
Priorisation of the influencing factors




Results



Results





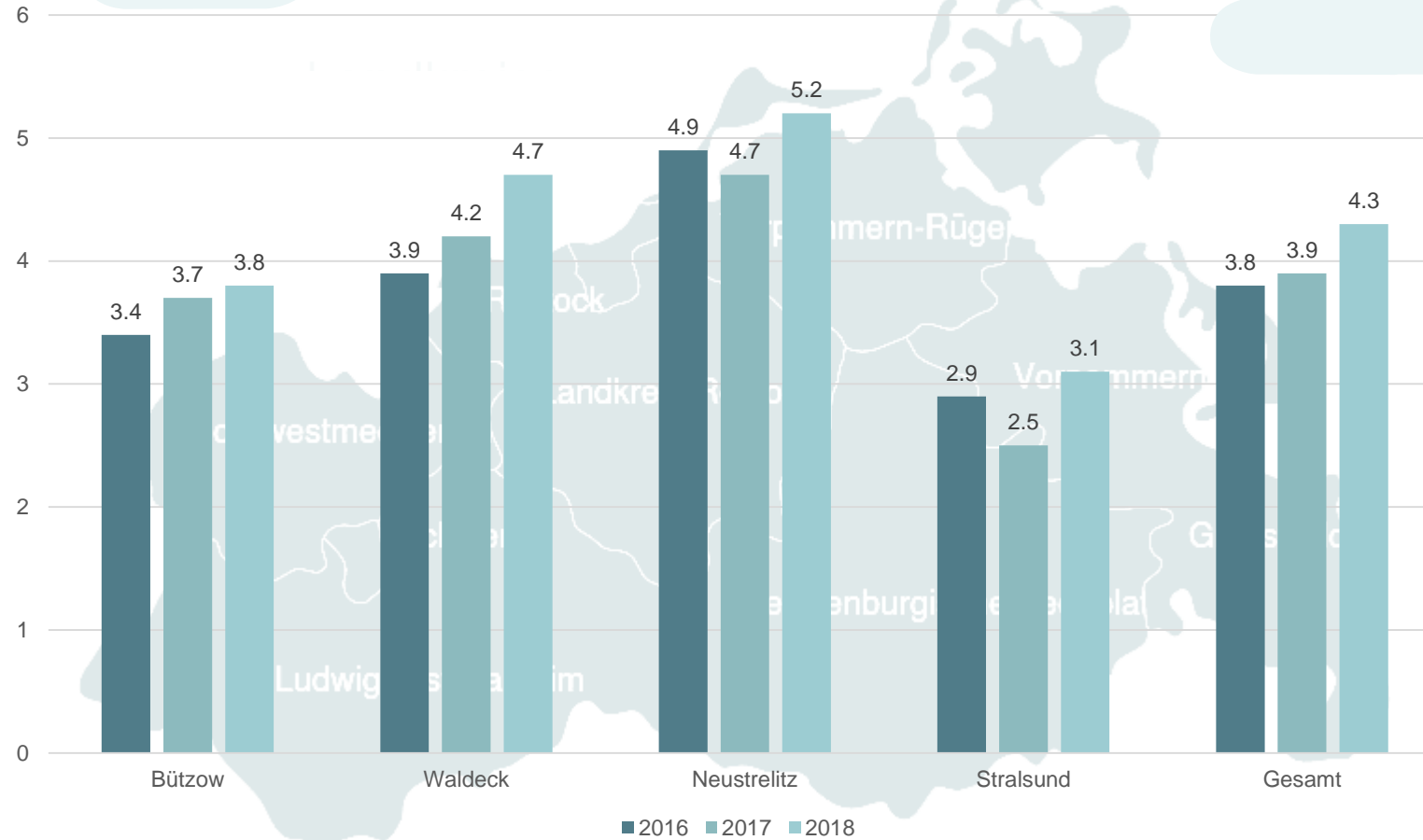
Sickness rates in the Mecklenburg-Western- Pomeranian Prison system

Statistical analysis by Dr. Ronny Werner
(Training school for CO's, Güstrow)

Sickness rates

In the Mecklenburg-Western-Pomeranian Prison System

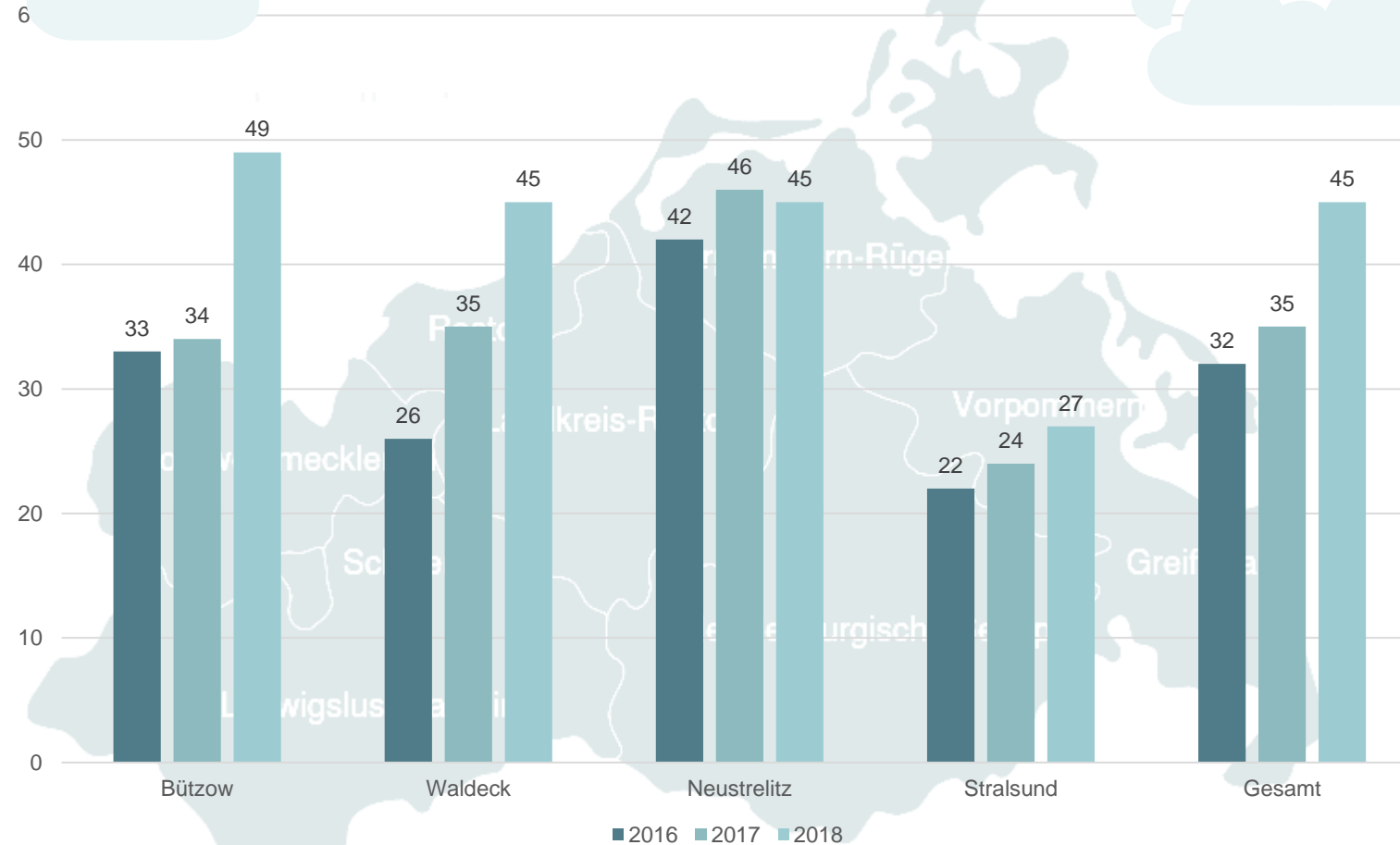
Frequency
(annual)



Sickness rates

In the Mecklenburg-Western-Pomeranian Prison System

Average Days
(per year)



Statistical distribution regarding the duration of absence

© Dr. Ronny Werner (Training school for CO's, Güstrow)

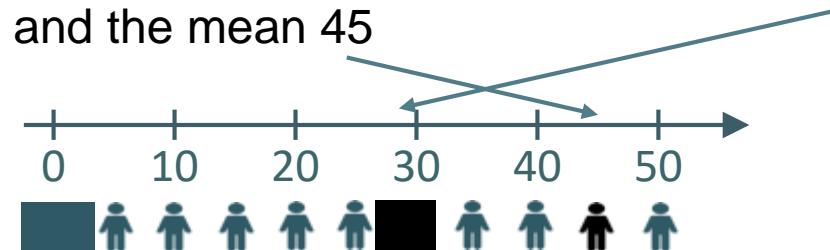
There is a major difference between statistical mean and median.

The median („person in the middle“) is ranking from 50% to 60% of the mean.



Public officials with a lot of sick leave days distort the mean upwards!

For example: in 2018 the median was 28 and the mean 45



Results

Age

© Dr. Ronny Werner (Training school for CO's, Güstrow)

Significant correlation of age and duration of absence due to sickness

Significant correlation of age and frequency of absence due to sickness

General Results

Duration and frequency of sickness absence does not depend on the career path

Sickness rates do not depend on contact with inmates

Sickness rates are relatively steady over the years (regarding the person)

There is a significant increase of sickness rates between 2016 and 2018

The highest sickness rates are found in the juvenile facility

In 2003 there was an average sickness rate of 24 days per year

- That is nearly the half of 2018,
- with about the half of the staff,
- and approximately twice as much inmates



What makes a job good and satisfying?

(and prevents sickness absence and high turnover rates)



What makes a job good and satisfying?

Cumulated answers in scientific literature

Interesting and challenging tasks

Responsibility and autonomy

Work-life-balance and family friendliness

Development of new professional skills

Good working conditions

Experiences of success

Staff leadership at eye level

Appreciation and acceptance

Job security

Safety

Reasonable compensation

Smaller companies

Not too much working hours and overtime

Higher education

Collegiality and work atmosphere

Kovner et al. (2006), Factors associated with work satisfaction of registered nurses. In: Journal of nursing scholarship, 38(1), S. 71-79
Rukh et al.(2015), Analysis of factors affecting employee satisfaction: A case study from Pakistan. In: Work, 52, S. 137-152.
Gazioglu, S. & Tansel, A. (2006), Job satisfaction in Britain: individual and job related factors. In: Applied Economics, 38, S. 1163-1171

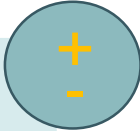


What makes a job good and satisfying?

Cumulated answers in scientific literature



Interesting and challenging tasks



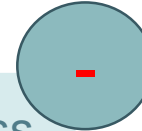
Responsibility and autonomy



Development of new professional skills



Work-life-balance and family friendliness



Good working conditions



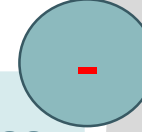
Staff leadership at eye level



Appreciation and acceptance



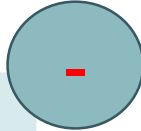
Experiences of success



Smaller companies



Safety



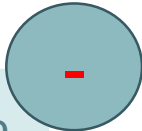
Reasonable compensation



Collegiality and work atmosphere



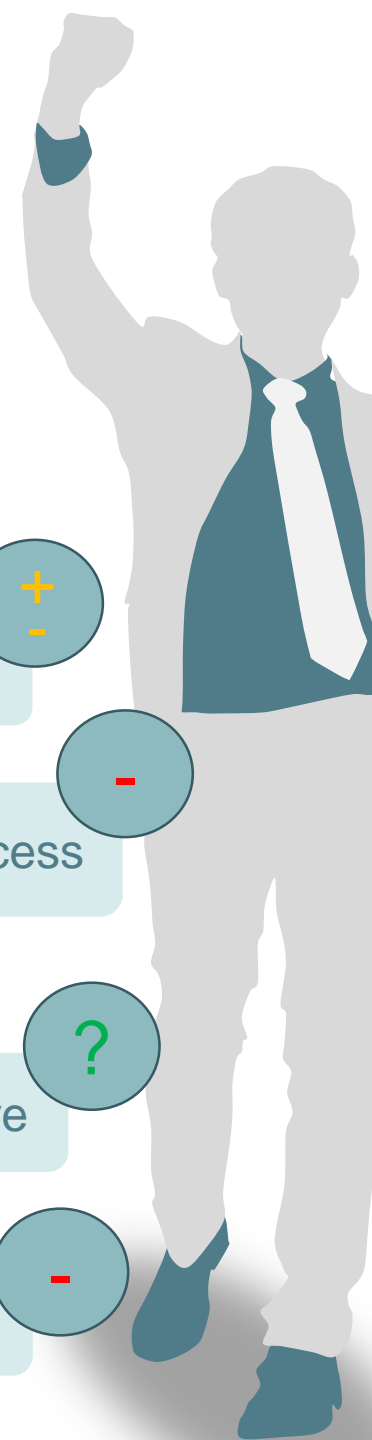
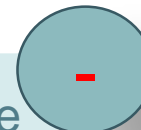
Higher education



Job security



Not too much working hours and overtime



Aggregation of scientific results with local findings



Development of new professional skills

**Management-
behaviour**

Appreciation and acceptance

Collegiality and work atmosphere

Responsibility and autonomy

Staff leadership at eye level



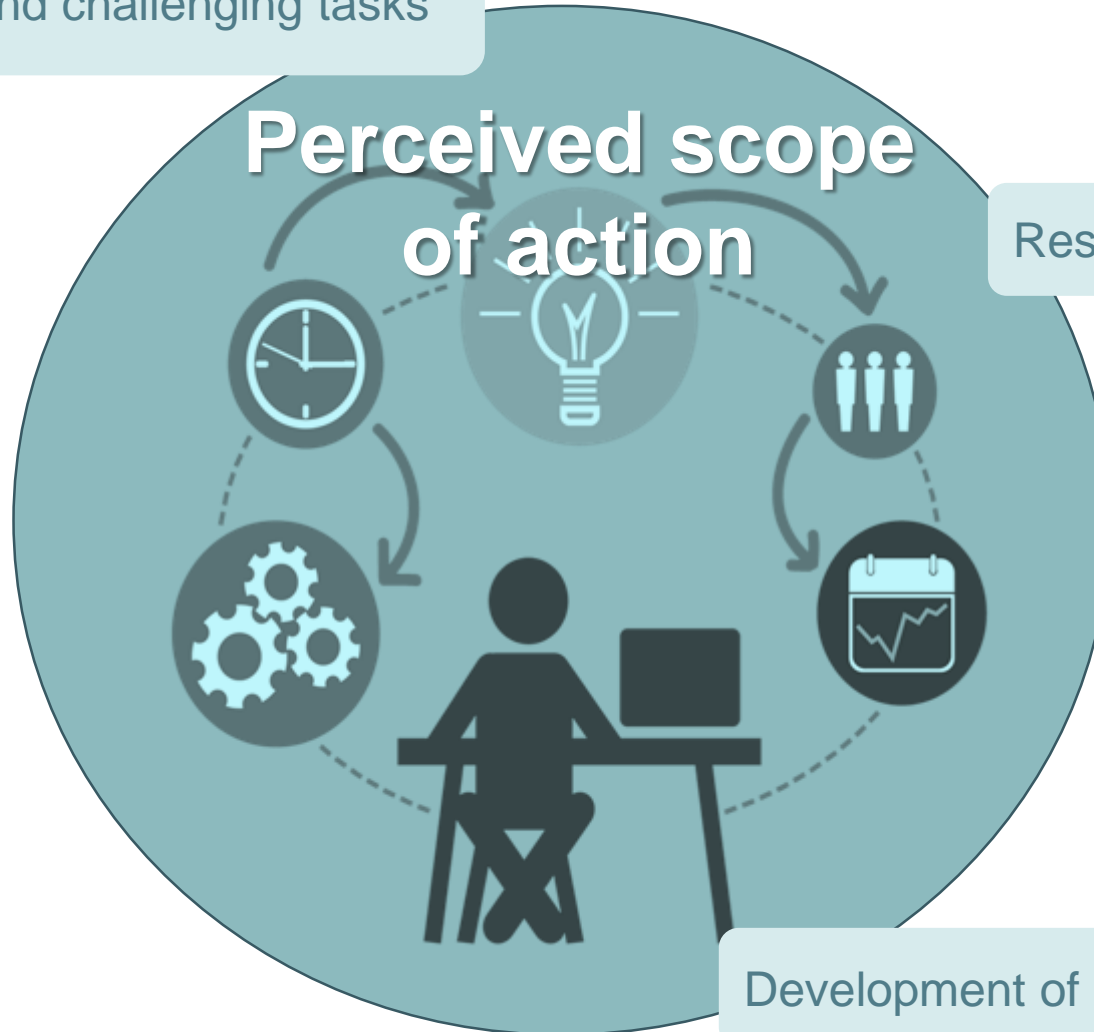
Aggregation of scientific results with local findings



Interesting and challenging tasks

**Perceived scope
of action**

Responsibility and autonomy



Development of new professional skills



Aggregation of scientific results with local findings



Work organisation

Good working conditions

Work-life-balance and family friendliness

Job security

Reasonable compensation

Not too much working hours and overtime



Aggregation of scientific results with local findings



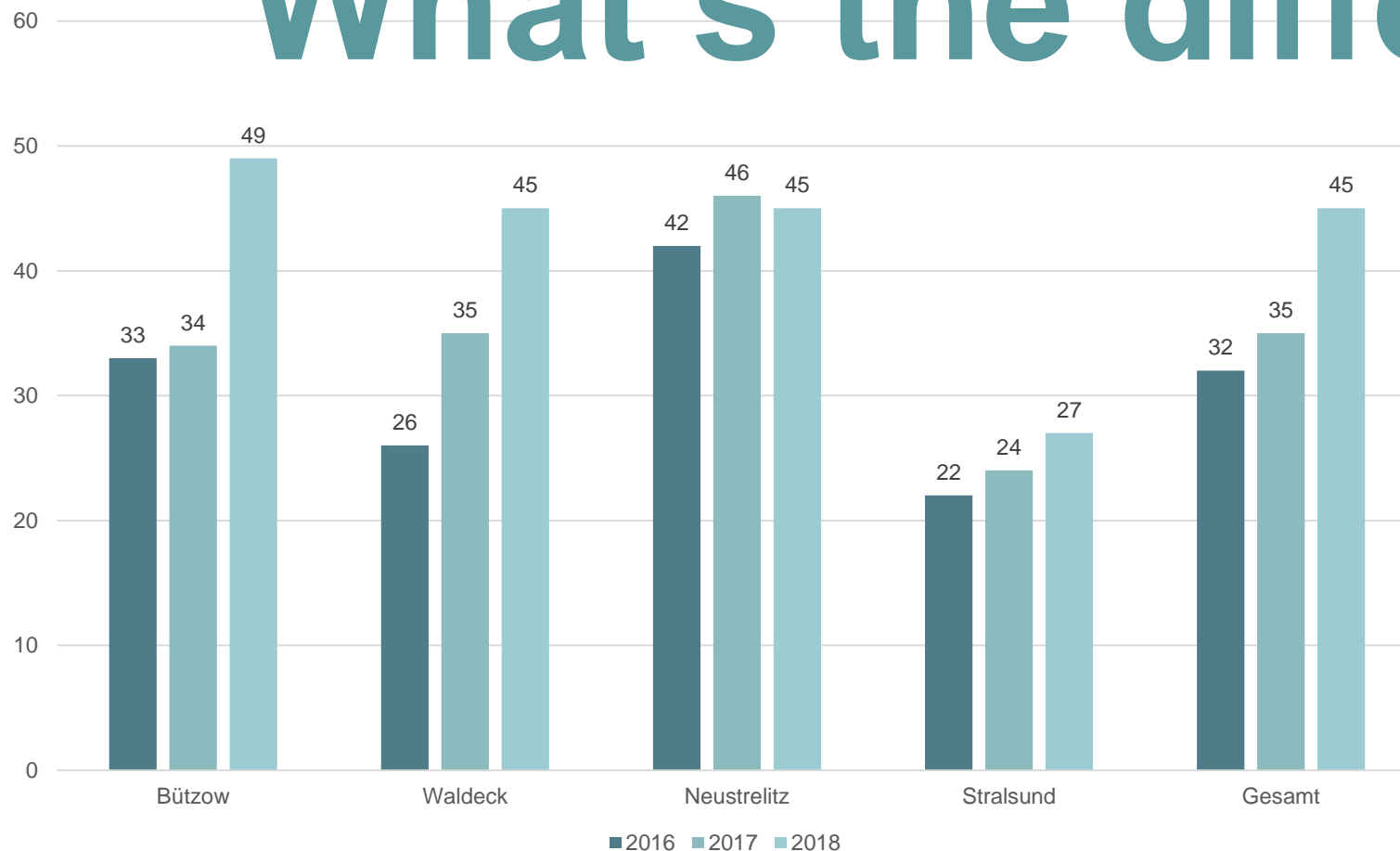
Role of conflict



Comparison of prisons in MVP in relation to sick leave (job satisfaction)



What's the difference?



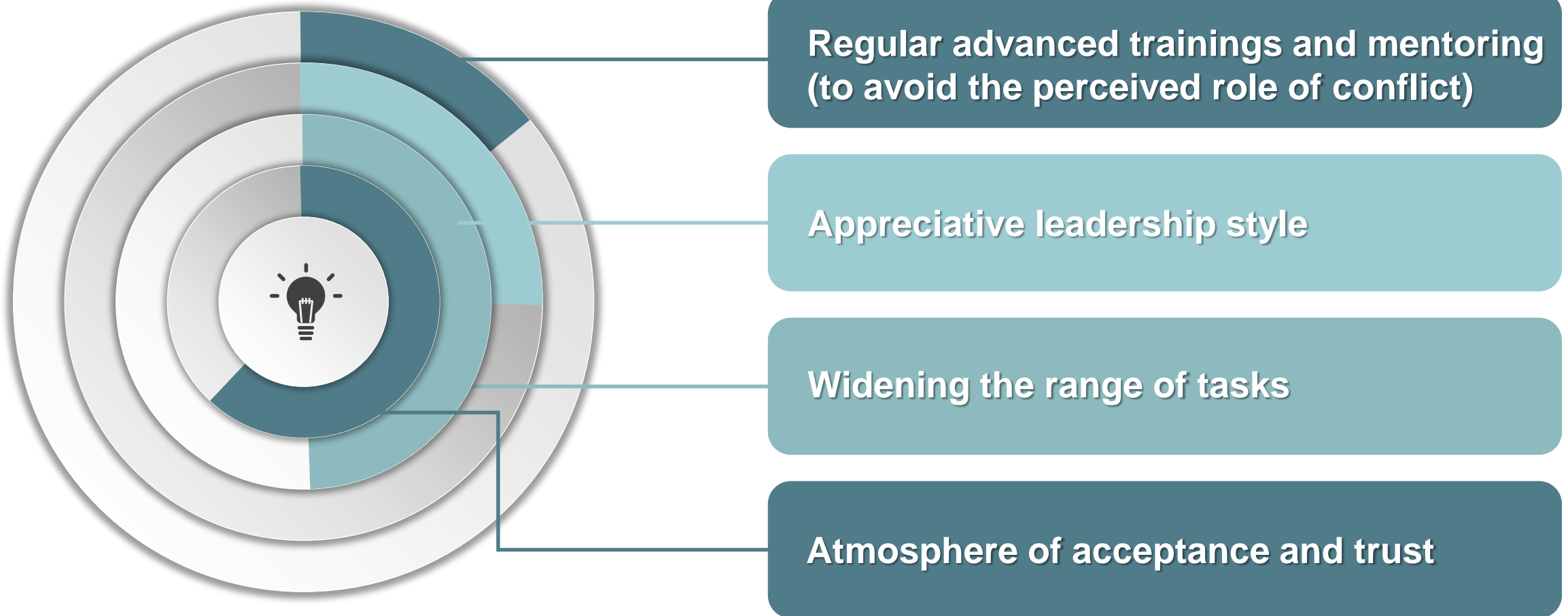
What's the difference?

The Stralsund prison:

- Smaller
- Everybody knows each other (work atmosphere)
- Appreciative leadership style (governor)
- CO's can achieve higher value tasks
- Has a higher peer pressure

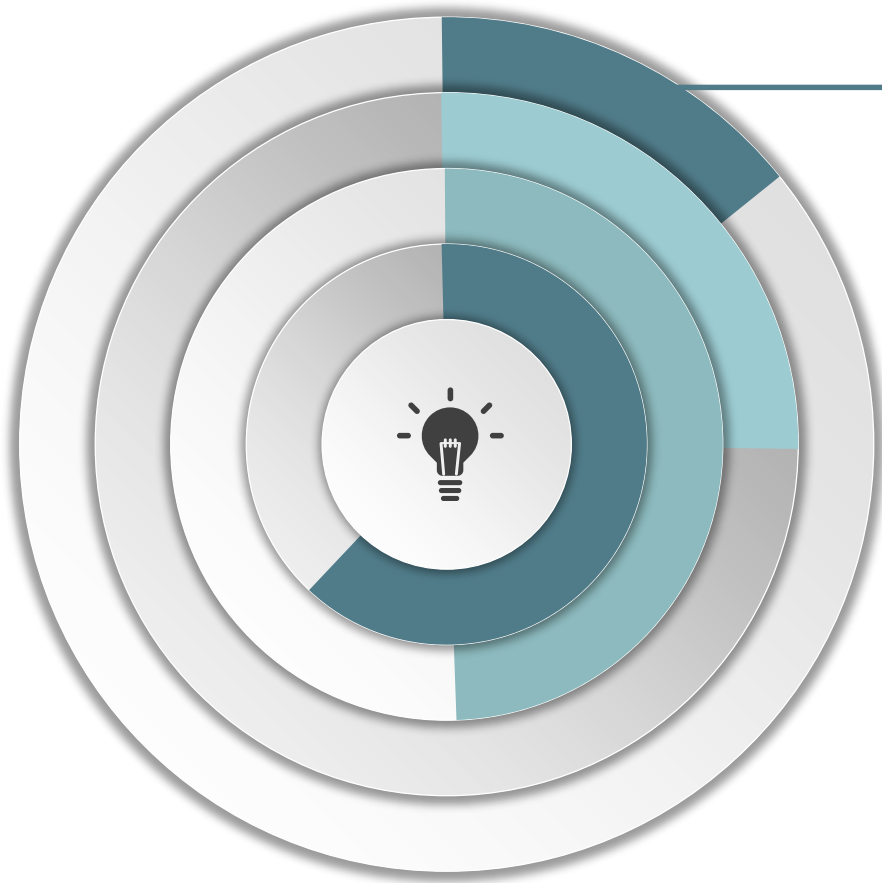
Conclusions

Lower sickness rates and staff turnovers (= job satisfaction) need:



Conclusions

Lower sickness rates and staff turnovers (= job satisfaction) need:



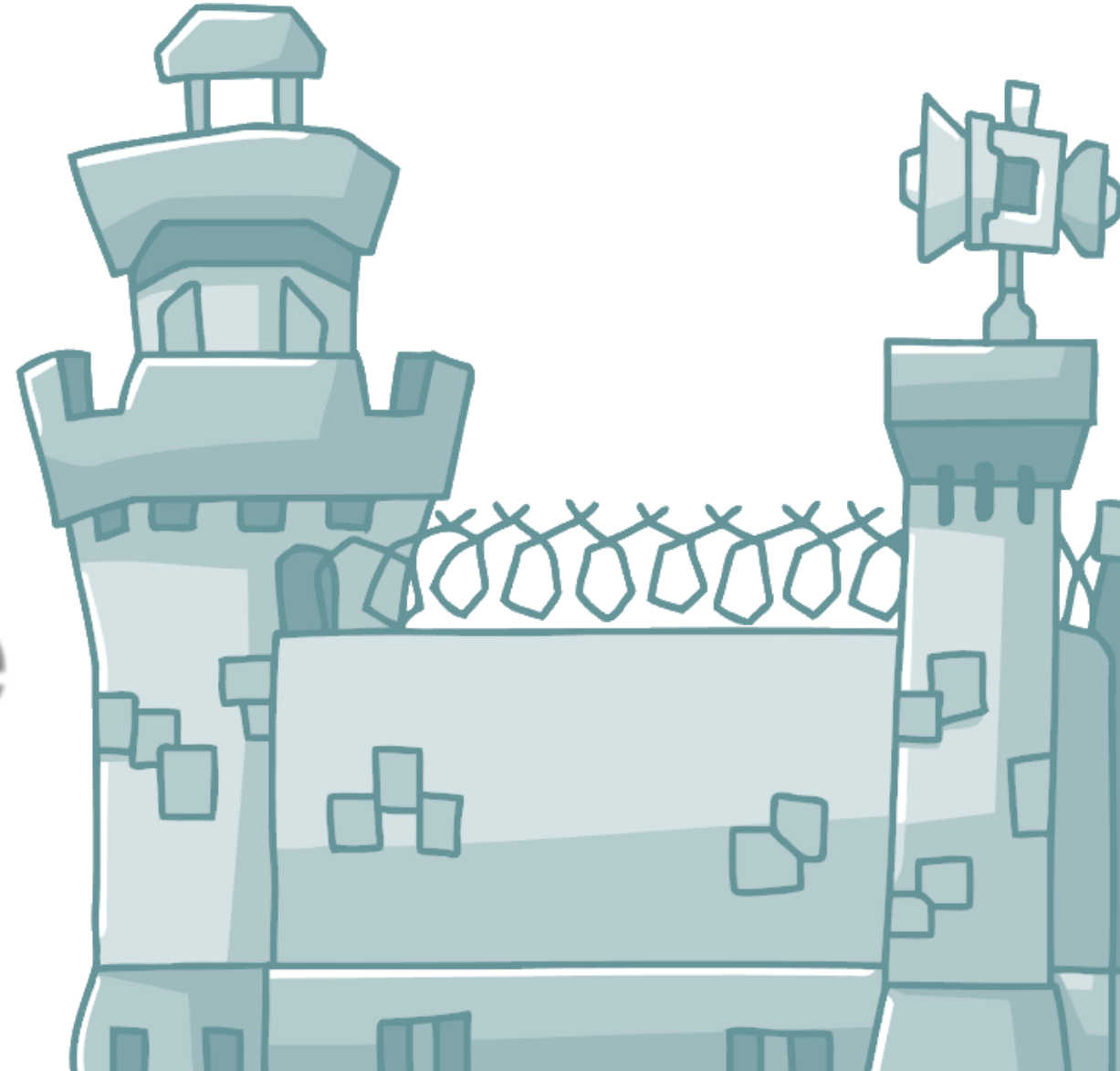
Adequate work-life-balance

**All problems
solved?**

Conclusions



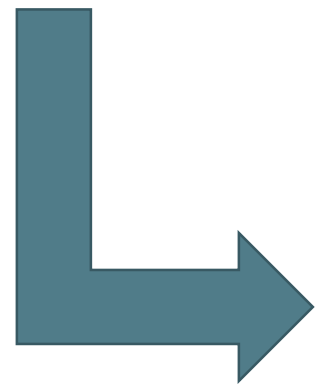
The issue
with hygiene
factors



Conclusions



**Working conditions
& Safety**



Only partially solvable

Open questions

Burn-out vs. Bore-out

In 2003 the average sickness was approximately the half of 2019, with about the half of the staff, and roughly twice as much inmates.

CO's often call in sick, when they are the 3rd person in the particular shift.

The highest sickness rates are found in the best equipped facility with the lowest count of inmates.

Open questions

What are the effects of sanctions and social pressure?





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