

STATE OF INDIANA

EXECUTIVE DEPARTMENT INDIANAPOLIS

EXECUTIVE ORDER 25-47

**FOR: PROMOTING PUBLIC SAFETY AND PRISON SECURITY BY
DIRECTING THE INDIANA DEPARTMENT OF CORRECTION TO
IMPLEMENT STRATEGIES TO IMPROVE EMPLOYEE
RETENTION**

TO ALL WHOM THESE PRESENTS MAY COME, GREETINGS.

WHEREAS, the Indiana Department of Correction (“IDOC”) plays a critical role in ensuring public safety and rehabilitating individuals involved in the criminal justice system by overseeing more than 24,000 incarcerated individuals in 21 facilities statewide and more than 7,000 parolees;

WHEREAS, the National Institute for Justice correctional explains that correctional officers play a pivotal role within the prison system; however, working as a correctional officer brings with it stressful and dangerous conditions that are unique to this line of work;

WHEREAS, according to the National Institute for Justice, research has shown that correctional officers experience high stress levels, burnout, and a variety of other mental health-related consequences as a result of their jobs;

WHEREAS, according to the National Institute for Justice, the negative physical and mental health outcomes for correctional officers can have harmful effects on the wider prison institution, including that staffing shortages and officers missing work create a dangerous cycle where low officer-to-incarcerated person ratios and high turnover in staffing threaten a correctional facility’s ability to implement appropriate security mandates;

WHEREAS, in 2024, IDOC successfully hired and trained over 1,300 new employees, representing nearly 25% of its total workforce;

WHEREAS, IDOC also successfully trained over 1,200 supervisory staff and 4,200 line staff in the "Leading From Within" leadership development program, strengthening leadership capabilities and enhancing organizational culture;

WHEREAS, the retention of qualified, dedicated, and skilled employees is vital to ensuring the safety and success of IDOC’s mission to secure and rehabilitate individuals in its care and IDOC has seen improvements in its retention of staff in recent months with a positive churn of 384 staff in 2024, up from 62 in 2023, but still sees room for further growth;

WHEREAS, there is a need for a comprehensive approach to improve employee retention, particularly among newly hired Correctional Professionals, by enhancing onboarding processes, professional development, leadership, and long-term career growth; and

WHEREAS, addressing these challenges requires targeted efforts to retain experienced professionals and foster an environment of professional growth and job satisfaction;

NOW, THEREFORE, I, MIKE BRAUN, by virtue of the authority vested in me as the Governor of the State of Indiana, do hereby order that:

1. The Commissioner of IDOC shall work with the Director of the State Personnel Department (“SPD”) to establish benchmarks and quarterly reports related to

employee turnover using the turnover rates for the year preceding this Executive Order as the baseline for comparison.

2. The reports from IDOC and SPD will include turnover rates for each facility and parole district within the organizational structure of IDOC, including a breakdown by business unit and, where a twenty-four-hour operation exists, a breakdown by shift assignment.
3. The Commissioner of IDOC shall evaluate the effectiveness and efficiency of onboarding and new employee training practices to ensure employees are provided with the requisite knowledge and trained in the skills necessary to perform their assigned job duties confidently. This evaluation shall include:
 - a. establishing a “pre-service” academic program in which new employees complete a minimum of four weeks of instructor-led training, followed by mandatory on-the-job training; and
 - b. maintaining a performance measurement process that is used to evaluate training programs, employee engagement, and retention.
4. The Commissioner of IDOC shall develop a comprehensive retention plan that includes:
 - a. conducting employee surveys to gather feedback regarding work environment, leadership effectiveness, and areas for improvement; and
 - b. utilizing exit interviews of departing employees to identify factors that contribute to employee turnover and to refine retention strategies.
5. The Commissioner of IDOC shall provide a written report to the Governor by June 30th, 2026, that:
 - a. details the findings of the agency’s review of the factors contributing to employee turnover;
 - b. outlines the steps the agency has taken to improve retention; and
 - c. demonstrates the progress that is being made toward accomplishing the goal of reducing voluntary employee turnover rates within the IDOC workforce.



IN TESTIMONY WHEREOF, I,
Mike Braun, have hereunto set my hand
and caused to be affixed the Great Seal
of the State of Indiana on this 8th day of
April, 2025.


Mike Braun
Governor of Indiana



ATTEST: Diego Morales
Secretary of State