



NORTH CAROLINA

DEPARTMENT OF PUBLIC SAFETY

PREVENT. PROTECT. PREPARE

# NC DPS – STAR Kickoff Meeting

August 28, 2019

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# Today's Agenda



Introductions

Key Question & Our Understanding

Project Scope

Data Sources

Aligning Project Goals

Next Steps & Timeline

Interviews

# Our Team



**Kevin Rodriguez**  
*Project Leader*  
Class of 2020  
Miami, FL  
Summer Associate at Boston  
Consulting Group



**UNC**  
KENAN-FLAGLER  
BUSINESS SCHOOL

**Nicholas Didow**  
*Faculty Advisor*



**Katie Ayscue**  
Class of 2020  
Henderson, NC  
Operational Risk Analyst  
Intern at Bank of America



**Alex Damiano**  
Class of 2021  
Greensboro, NC  
Corporate Strategy Intern at  
Collins Aerospace



**Ryan Herron**  
Class of 2020  
La Cañada, CA  
Strategy Consultant Intern at  
Ernst & Young



**Monica Mussack**  
Class of 2020  
Guatemala City, Guatemala  
Business Analyst Intern at  
Cisco



**Elizabeth Stockton**  
Class of 2020  
Winston Salem, NC  
Strategy Intern at US Olympic &  
Paralympic Committee

**How can NC DPS effectively recruit and retain quality personnel to serve as correctional officers and custody staff onsite at prisons across NC?**

# Our Understanding: current CO vacancy situation creates costs & dangers, however NC DPS is taking action



## Employee Vacancy

2x

Higher statewide  
CO vacancy rate  
since early 2016

## Mandatory Overtime

2018 total  
overtime costs

\$45M

## Increased Danger & Stress

97%

Said understaffing has  
a direct impact on  
safety at their prison

**NC is working to improve high CO vacancy rates.**

*Some of NC DPS' current actions include:*



**Organizational  
Culture**



**Compensation  
Systems**



**Employee  
Wellbeing**

**...and many more initiatives outlined within  
the 2019-2021 Strategic Plan**

# Our Understanding: scope of the project will encompass four key areas of focus



## Implementation Focused



### Recruitment

Creation of a comprehensive **marketing** and **recruitment plan** including branding and strategic recommendations



### Retention

Development of a robust and multifaceted set of **retention tactics** for current and future employees



### Human Resources

Research regarding public sector **human resources management trends** and **best practices nationally**



### Other

Explore other areas such as **facilities, amenities, and safety**

# Variety of initial data sources to be explored for future plans & recommendations



## NC DPS

- Prisons Dashboard
- Turnover statistics
- Current employee & exit surveys
- New hire & training materials
- Hiring & recruiting practices
- CO scheduling & staffing
- CO demographics

## Interviews

- NC DPS leadership
- Correctional officers
- Prison staff in comparable states
- Federal prison staff
- State Employees Association of North Carolina (SEANC)

## Alternate Industries

- State
  - Police
  - Firefighters
  - EMTs
  - Court officers
- Federal
  - Armed forces
  - Border patrol
  - U.S. Marshals
  - Special agents

## Additional Resources

- Industry trends & reports
- UNC Kenan-Flagler's Organizational Behavior faculty & other UNC resources
- Senate Select Committee on Prison Safety

# Align current perception of focus areas and overall strategy with NC DPS objectives



## Team's Identified Areas of Focus:

- Recruitment
  - Messaging/Branding
  - Target Markets
  - Promotional Materials
- Retention
  - Shift/Task Scheduling
  - Benefits
  - Prof./Ed. Opportunities
- Other
  - Staffing Model
  - Facilities/Amenities
  - Health/Safety

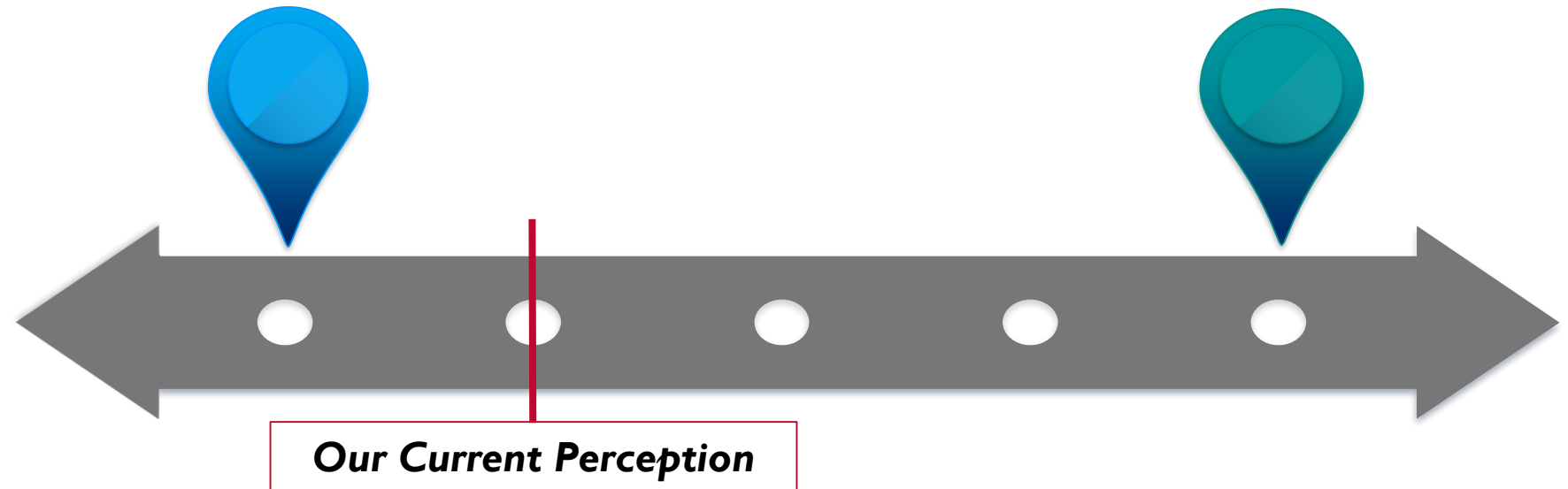
## Strategic Lens to Approach Research

### **Conservative End:**

*Could be implemented easily*  
*High feasibility*  
*Low costs*

### **Ambitious End:**

*Requires large lift to implement*  
*Harder to predict feasibility*  
*Variable costs*





**How can NC DPS effectively recruit and retain quality personnel to serve as correctional officers and custody staff onsite at prisons across NC?**

# Next steps will be taken over the coming three months



**Scheduling:** Check-in's, Preliminary Findings, Final Presentation

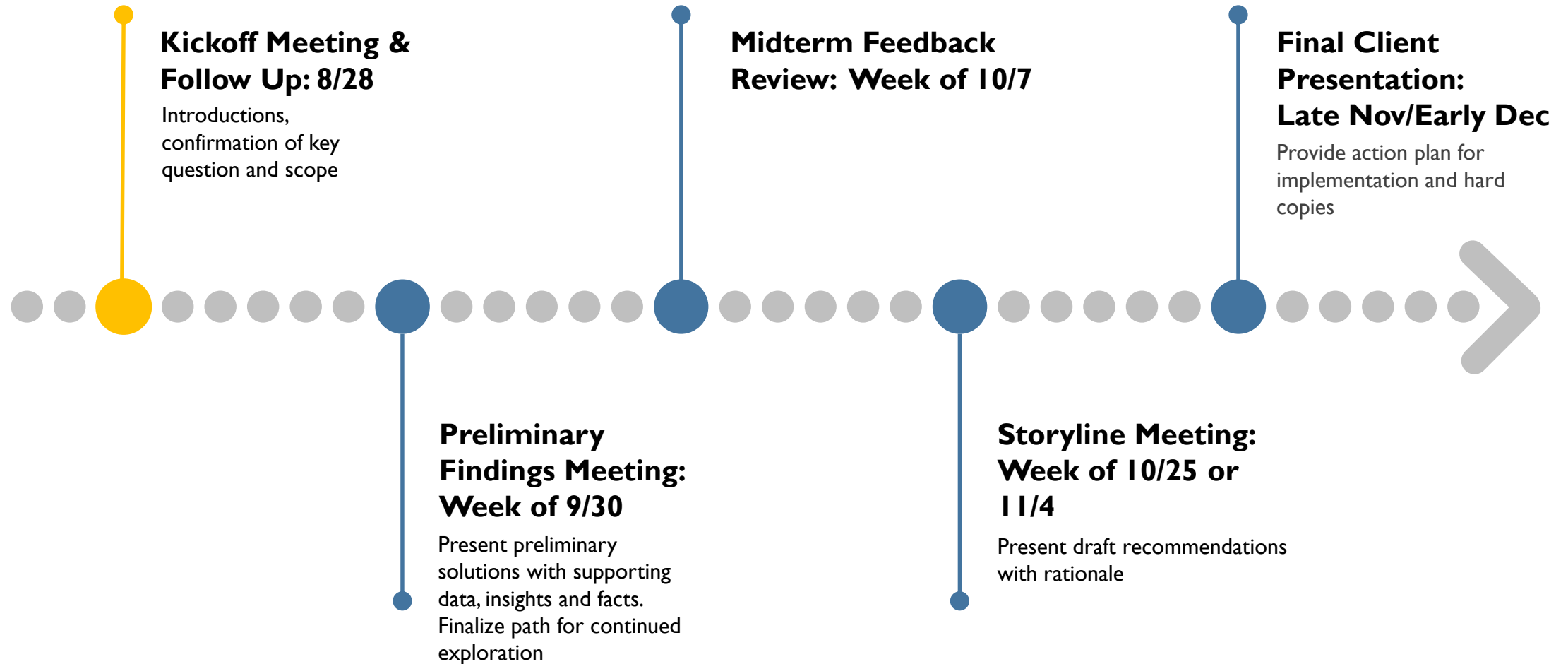
**Data Requests:** Marketing materials, HR policies, statistics, etc.

**Internal Interviews:** Correctional officers, other HR/Comm/Prisons employees

**External Interviews:** Non-NC prisons, alternate industries, SMEs<sup>1</sup>

**Potential Key Deliverables:** Marketing plan, HR best practices, ops. implementation

# Proposed Timeline of Touchpoints & Deliverables





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