



NORTH CAROLINA

DEPARTMENT OF PUBLIC SAFETY

PREVENT. PROTECT. PREPARE

# NC DPS – Final Presentation

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STUDENT TEAMS ACHIEVING RESULTS

# Our Team



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# Agenda

- ✓ **Introduction**
- ✓ **Recruitment**
- ✓ **Hiring Process**
- ✓ **Onboarding & Training**
- ✓ **Retention**
- ✓ **Next Steps**

# Agenda

- ✓ **Introduction**
- ✓ Recruitment
- ✓ Hiring Process
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- ✓ Retention
- ✓ Next Steps

# High CO vacancy rates in NC raise financial and safety concerns – NC DPS is working to make change & take 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

## Factors Contributing to the Vacancy Rate



Low Statewide Unemployment Rate



Location of Prisons



Poor Perception of the Profession



Employee Burnout

## NC DPS is Working Tirelessly to Fill These Vacancies & Retain COs



Spearheading initiatives listed in the 2019-2020 Strategic Plan



Closing three prisons temporarily to alleviate high staff vacancy rate



Developing the 2019 Employee Engagement Forums



Conducting pilot on-site, one-day hiring events

Source: Charlotte Observer “Overtime pay for N.C. prison workers skyrockets, raising safety concerns”, WECT News “NC Correctional Officers Leaving as Fast as They Can be Hired,” CBS News, NC DPS 2019-2021 Strategic Plan, SEANC Survey

NC DPS has tasked the team with a key question to work toward over the past three months



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



# Both primary and secondary research led to key insights regarding perspectives on the high vacancy rate issue



## Primary Research

### Interviews

125+

*UNC Kenan Flagler Faculty  
Correctional Officers  
Facility Management  
Other State Prison Management  
NC DPS Leadership*

### Other

*5 Prisons Visited (Bertie, NCCIW,  
Warren, Orange, Polk)  
NC DPS Strategic Plan  
Other Parallel Professional Fields*

## Secondary Research

*Duke's Sanford School's Review of Nationwide  
Prison Management*

*ECU Study – Recruitment and Retention  
Evaluation*

*NC/National New Articles*

*Society of Human Resource Management*

*Industry Report: Correctional Facilities in the US*



Issues due to high vacancy rates and replacing voluntary separations drive yearly costs up to \$93M



**\$93M**

## Spent Due to High CO Vacancy Rates

**Recruitment & Hiring**

**\$1M**

**+**

**Onboarding & Training**

**\$13M**

**+**

**Retention & Overtime**

**\$62M**

**+**

**Other**

**\$17M**

*\$93M calculated based on 2018-2019 NC DPS Data & related assumptions in Vacancy Cost Quantification Model  
Source: Team Analysis, NC DPS Data, Vendor Data*

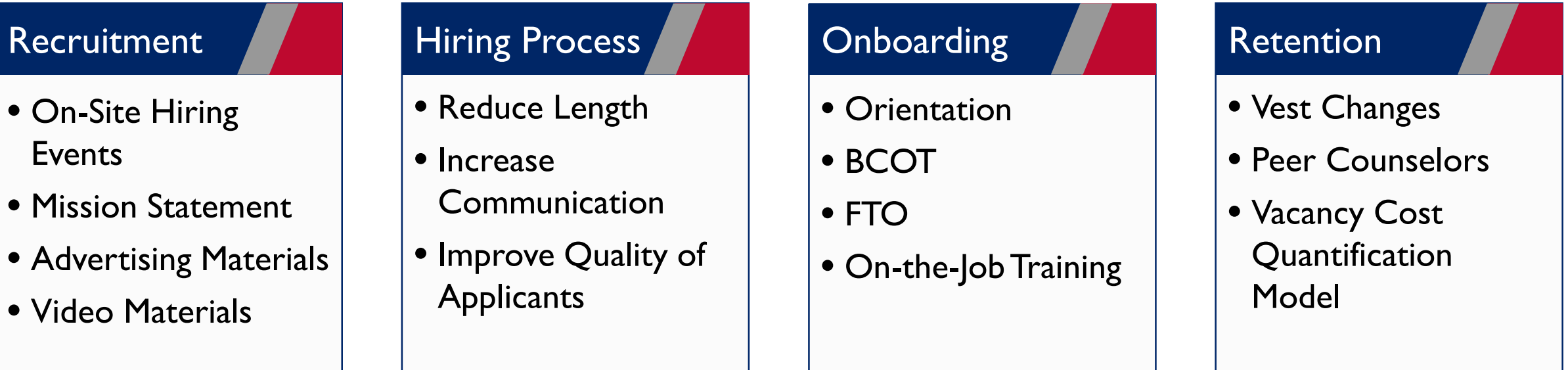




Outside of salary and compensation issues, specific recruitment, onboarding, & retention efforts will drive down the CO vacancy rate



**Key Question:** *How can NC DPS effectively recruit, onboard, & retain quality personnel to serve as COs onsite at prisons across NC?*



**Results:** *NC DPS can expect to see a reduction in correctional officer vacancy rates statewide over the course of the coming years that will reduce the **\$93M** seen in vacancy costs.*

# Agenda

- ✓ Introduction
- ✓ **Recruitment**
- ✓ Hiring Process
- ✓ Onboarding & Training
- ✓ Retention
- ✓ Next Steps

Through on-site hiring events, mission statement efforts, and improved marketing materials CO recruitment efforts can improve



**On-Site  
Hiring  
Events**



**Mission  
Statement**



**Advertising  
Materials**



**Video  
Materials**



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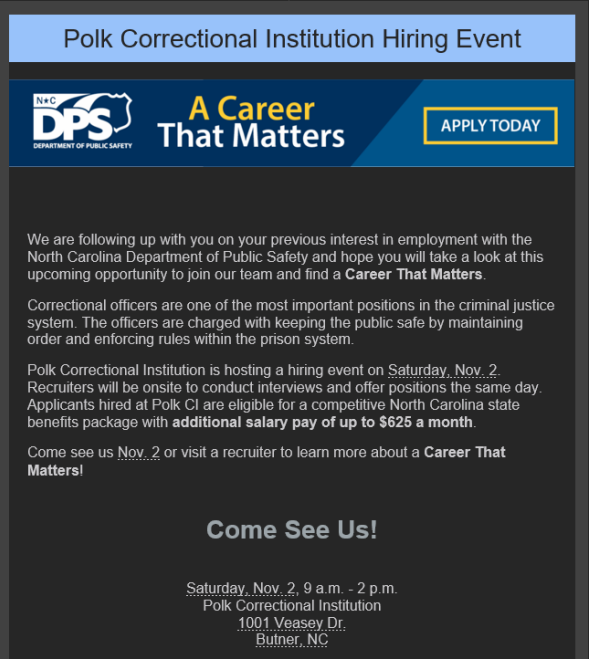
**Video  
Materials**



# On-site hiring events, such as the pilot hosted at Polk Correctional Institution, have had incredible success

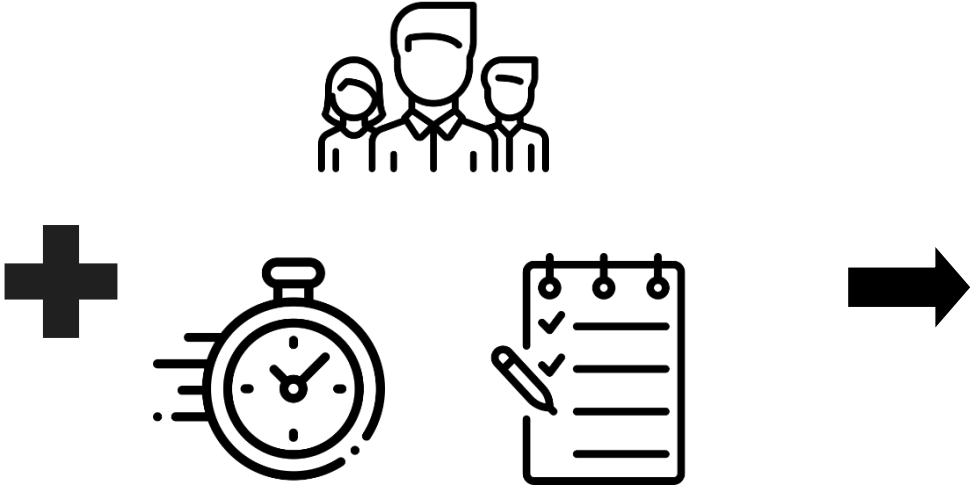


## Strong Marketing Efforts



*Email marketing coupled with radio and print advertisements comprised marketing efforts*

## Effective Planning



*Hours of planning alongside diligent execution and customer service during the event*

## High Turnout & Success

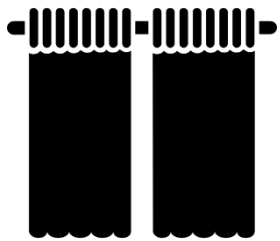
**100+**  
Attendees

Source: NC DPS Materials, Observations from Visit to Polk Correctional Institute

# With some additions and changes to the on-site hiring event pilot, facilities can improve their CO recruitment



Revised on-site hiring events should be rolled out at facilities across the state



## Pipe & Draping

*Provide a physical separation between hiring process stations/stages during the day*



## Applicant Waiting #s

*Assign a number to each applicant for tracking purposes throughout the process*



## Visual Aids

*Create & share with applicants to make the wait time feel shorter and to provide NC DPS info*



## App Link in Promo

*Include link to application in promotional material to shorten day-of process*

Source: NC DPS Materials, Observations from visit to Polk Correctional Institute

Through on-site hiring events, mission statement efforts, and improved marketing materials CO recruitment efforts can improve



**On-Site  
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# NC DPS's mission statement isn't consistently displayed across all platforms to portray a uniform brand image



***Mission Statement:** To safeguard and preserve the lives and property of North Carolinians through prevention, protection and preparation with integrity and honor.*

## NC DPS's current mission statement is...

- Generalized to the entire Dept. of Public Safety
- Displayed in the “About” section of the website
- Not included on any application materials

### States Leveraging Brand Messaging on All Platforms



**Ohio**



**Michigan**



**Pennsylvania**

Source: Pennsylvania, Ohio, Michigan Department of Correction's website, NC DPS's website



# Other states readily exemplify their mission statements

**Mission Statement**

---

**Agency Vision**

Safer communities through effective corrections.


---

**Agency Mission**

To serve and protect the people of Arizona by securely incarcerating convicted felons, by providing structured programming designed to support inmate accountability and successful community reintegration, and by providing effective supervision for those offenders conditionally released from prison.

**Agency Core Values**

P = Professionalism: Modeling the ideal  
 R = Responsibility: Owning your actions  
 I = Integrity: Doing the right thing  
 C = Courage: Taking action despite fear  
 E = Efficiency: Making every action count



**Arizona Department of Corrections**

**Agency Guiding Principles**

- We have the legal and operational responsibility to be accountable and responsive to the judicial, legislative, and executive branches of government; to our employees; to inmates; and most importantly, to the citizens of Arizona.
- We value honesty and integrity in our relationships, and we place a high priority on quality of services and development of teamwork, trust, and open communication.



Ohio.gov | State Agencies | Online Services | Search...

ORGANIZATION REENTRY VICTIMS FAMILY OPPORTUNITIES\*

View the documentary that follows the ORW Inside/Out Choir as they perform at Nationwide Arena.  
**A Day in Harmony**

2019 Correction Officers of the Year: Join us in honoring our 2019 Correction Officer of the Year, Aaron Rife. Click here for more information.

**Mission: Reduce Recidivism Among Those We Touch**

**Ohio Dept of Rehabilitation & Correction:**  
*“Mission: Reduce Recidivism Among Those We Touch”*

**Michigan Dept of Corrections:**  
*“Mission: Create a safer Michigan by holding offenders accountable while promoting their success”*

**Pennsylvania Dept of Corrections:**  
*“Our mission is to reduce criminal behavior by providing individualized treatment and education to inmates, resulting in successful community reintegration through accountability and positive change.”*

# NC DPS's unique corrections mission statement & purpose should be consistently displayed throughout the brand

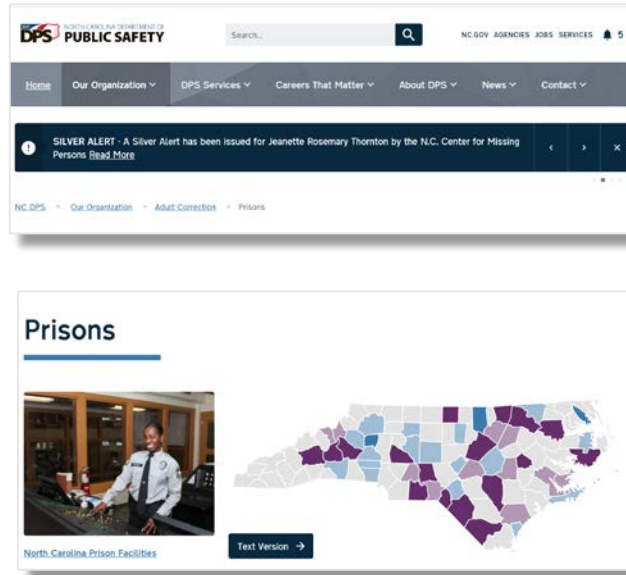


## NC DPS can leverage its brand & mission on all platforms

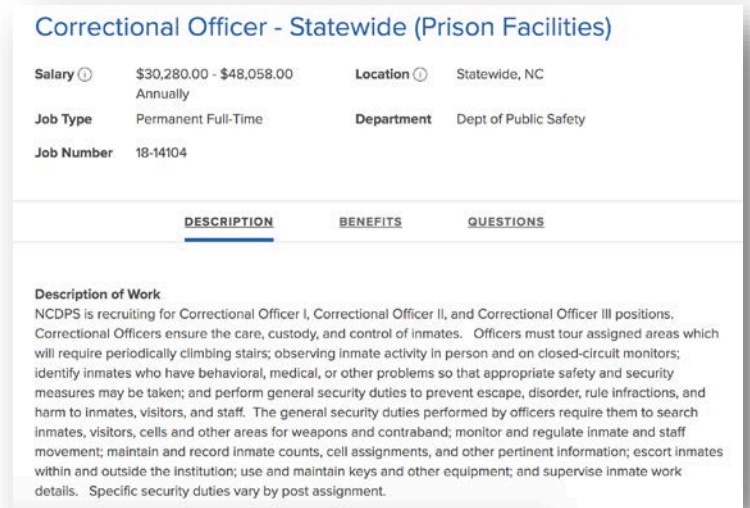
Leverage Past DoC Mission Statement\*

*“The mission of the North Carolina Department of Correction is to **promote public safety** by the administration of a **fair and humane** system which provides **reasonable opportunities** for adjudicated offenders to **develop progressively responsible behavior.**”*

Include Branding & Mission Statement on Site



Incorporate Mission-Oriented Language in App



Source: NC DPS Website

\* This mission statement is for the old Department of Corrections; however, it is available online with a quick search.

# NC DPS will revitalize the brand and identity of the prisons division through employee forums



STAR will assist in brand formation by providing **research, benchmarks, and thought leadership** for Employee Engagement Forums

**December 2019**

The Prisoners Commissioner will hold Employee Engagement forums to distill mission and values of prisons

**January 2020**

New mission statement and values will be rolled out to employees and facilities

New brand to be distributed on:

Website

Employee Intranet

Offer Letter

Application



Source: NC DPS Office of the Commissioner, Harvard Business Review

Through on-site hiring events, mission statement efforts, and improved marketing materials CO recruitment efforts can improve



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# Currently, recruitment efforts utilize print & visual ads to promote the CO positions to local communities



## Print marketing ads are dispersed widely for various target segments

Community College Fliers

Military and Veteran Magazines

Job Fair Pamphlets

Materials in Spanish Translations

Source: NC DPS Communications – 2019 Digital Marketing Strategy, NC DPS YouTube Channel

# Best practice examples for large hiring events reveal several core components necessary for effective ads



## NC DPS Email Advertisement

BE A CORRECTIONAL OFFICER

**A Career That Matters**

JOB REQUIREMENTS    APPLICATION PROCESS    APPLY TODAY

Correctional Officers Have:

- ✓ Health Care
- ✓ Paid Leave
- ✓ Paid Shift Premium
- ✓ Retirement
- ✓ Specialized Training

LEARN MORE, WATCH THIS

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## Florida Hiring Advertisement

**NOW HIRING**  
CORRECTIONAL PROBATION OFFICERS

**Requirements**

- U.S. Citizen
- Possess a Bachelor's Degree from accredited college/university
- No felony convictions
- Possess a valid driver's license

**Documents You Need**

- Valid Driver's License
- Birth Certificate
- Social Security Card
- DD214 (Military)
- Sealed college transcript
- Supplemental employment application

\*Additional documents may be needed during the hiring process.

**Benefits**

- On the job paid training including Basic Recruit Academy
- Tuition-Free College (6hrs/sem)
- Excellent single/family health insurance coverage

Visit [FLDOCjobs.com](http://FLDOCjobs.com) for more information!

To apply now, visit [jobs.myflorida.com!](http://jobs.myflorida.com!)

## Characteristics of Effective Employment Ads

- *Incorporate purpose in title*
- *Display information upfront*
- *List qualifications*
- *Maintain “You” perspective*
- *Include link to apply*
- *Provide contact info*

Source: Florida's Department of Corrections, Deloitte 2018 Millennial Survey

# Improve employment ads to more effectively recruit COs & provide applicants opportunities to self-select from applying



Ads should **inform** applicants about core job **requirements & include visible link to apply**

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JOB REQUIREMENTS APPLICATION PROCESS APPLY TODAY

Correctional Officers Have:

- ✓ Health Care
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- ✓ Specialized Training

LEARN MORE, WATCH THIS

N+C DPS DEPARTMENT OF PUBLIC SAFETY

Example

**What is a Correctional Officer?**  
*Add short description of the job.*

**Reduce steps to learn about job requirements and process**  
*Give the applicant the most important information on the ad. If they seek additional information, provide the link for them to find it.*

**Make action to apply stand out**  
*Emphasize the purpose of the advertisement.*

**Invite applicants to apply & add link**  
*“To learn more about the correctional officer role, click on this video to see into the life as a CO.”*

Source: Zipka , Advertising Best Practices, Deloitte 2018 Millennial Survey

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New marketing videos were produced & well received, however there may be room for improvement



## 8 NC DPS Videos Produced in 2019



## Videos Exceeded Industry-Standard Metrics

	NC DPS	Industry
<i>Click-thru rate on YouTube</i>	<b>0.52%</b>	0.32%
<i>Completion rate on streaming platforms</i>	<b>97.6%</b>	80%

Source: NC DPS 2019 Digital Ad Strategy, NC DPS YouTube Channel



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# NC DPS video advertisements do not fully capture the purpose or reality of the correctional officer role



## Video Benchmarking: NC DPS vs Other States *Accuracy, Clarity, and Purpose in CO Recruitment Videos*

	<u>NC DPS</u>					<u>Other States' Dpts of Corrections</u>		
	Spot 1	Spot 2	Spot 3	Spot 4	Spot 5	Ohio DRC	Arizona DOC	Ohio DCI
Career Advancement	X	X		X			X	X
Work/Life Balance		X	X		X			
Culture & Teams			X					X
Shows Daily Tasks						X	X	X
Shows Inside Facility						X	X	X
Impact of Role on Society			X			X		
Show Offenders							X	X

Source: NC DPS YouTube Channel, [Ohio Department of Rehabilitation & Correction](#), [Ohio Dayton Correctional Institution](#), [Arizona Department of Corrections YouTube Channel](#)

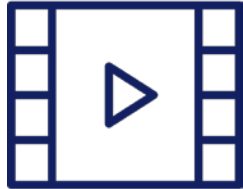
Developed a resource to aid the creation of a new video with the purpose of providing a realistic job preview for recruitment purposes



**82%** of candidates now search for jobs on mobile, and **87%** of mobile traffic will be video by 2021 - Cisco

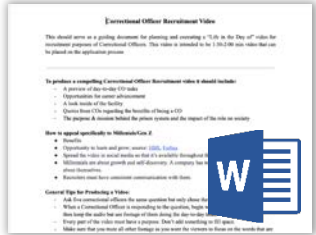
# Creating a video for recruitment purposes will...

- Ensure **realistic expectations**
- Allow for **ease to share across platforms**
- Have an attention-grabbing **job preview**
- Provide information for the candidate **24/7**
- Allow candidates to **self-select** from applying



## I-2 Minute Video

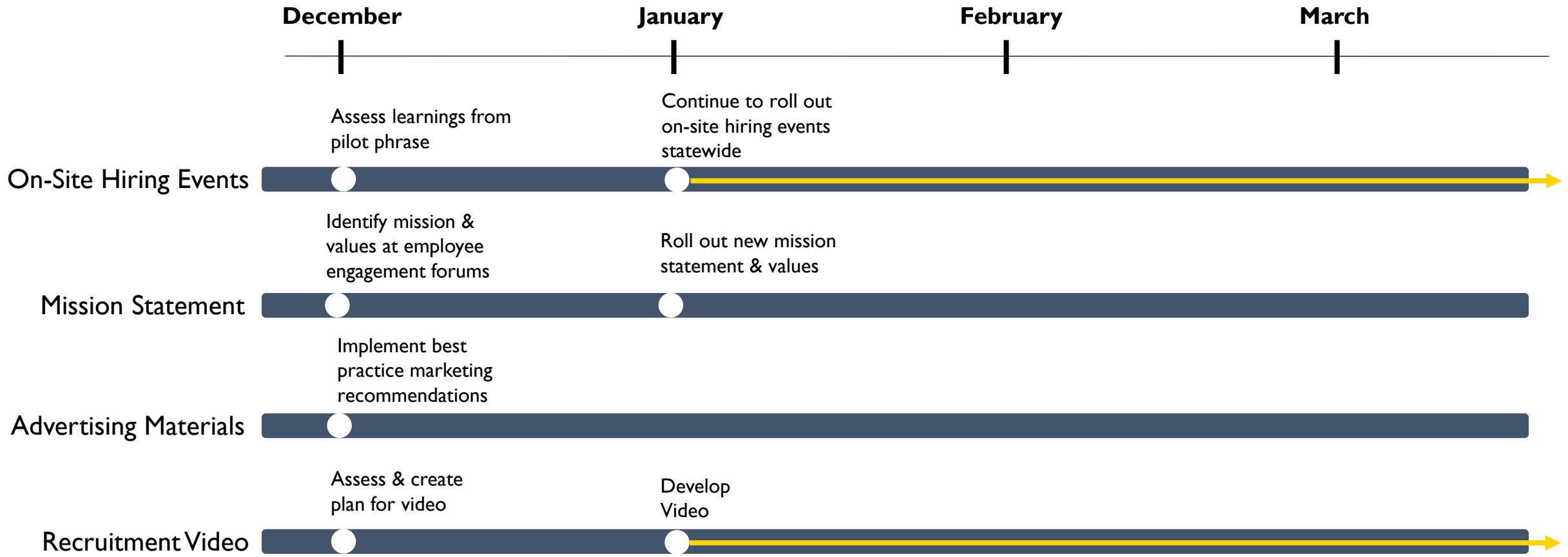
On application website & in recruitment events



## Video Advertisement High Level Script and Insights

General tips and CO interviews

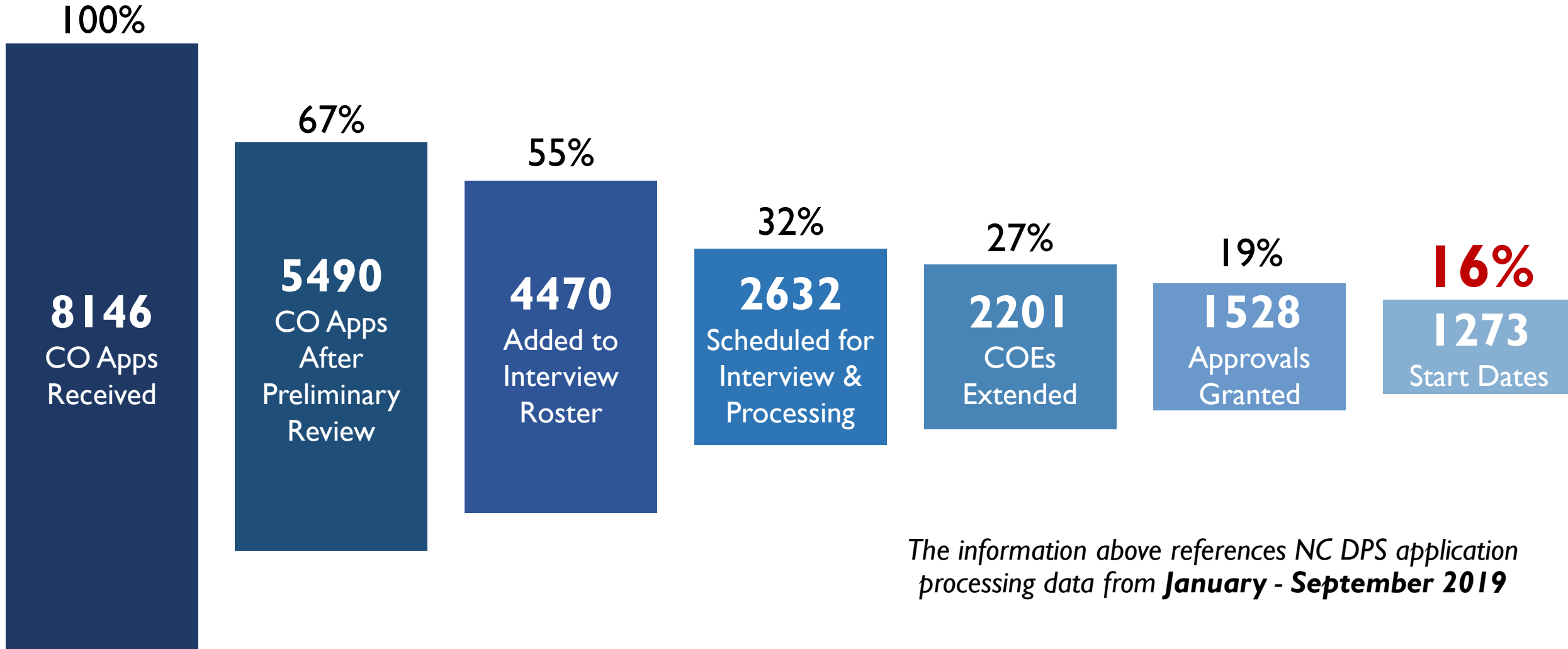
# Steps regarding hiring events, mission statement & recruitment video can take place in the coming months



# Agenda

- ✓ Introduction
- ✓ Recruitment
- ✓ **Hiring Process**
- ✓ Onboarding & Training
- ✓ Retention
- ✓ Next Steps

# Only 16% of applicants successfully passed through NC DPS's CO hiring process in the first nine months of 2019



The information above references NC DPS application processing data from **January - September 2019**

Source: Weekly Application Processing Report



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# Increasing communication, shortening length, and improving the quality of accepted applicants can drive effective recruitment



**Communication**



**Length**



**Quality of Applicants**

Source: CO Workforce Analysis January 2019, NC DPS data



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# Throughout the hiring process, key stakeholders are not able to keep applicants updated on their processing status



By August 2019, over **8,000** applications have been received



On average, **50 to 80** new applications are received **each week** per region



Regional Employment Offices and facilities have limited staff to keep each applicant updated

## Applicants must be contacted in order to:

- ✓ Submit additional documentation as needed
- ✓ Schedule interviews with facility
- ✓ Schedule CJ appointment with REO
- ✓ Confirm start date
- ✓ Follow-up if timely response is not received

Source: NC DPS Recruitment and HR, STAR team analysis



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# To maximize applicant engagement, a texting service can help establish and maintain communication with applicants

## Contacting applicants by phone brings about various challenges



## A semi-automated texting software provides solutions



- ✓ Group messages
- ✓ Links & documents
- ✓ Unlimited texts
- ✓ Reusable templates

*"I wish we would have started using Zipwhip years ago. For \$1200, we should have done this years ago."*

- Florida Dept. of Corrections

Other Services	Features	Annual Cost
SimpleTexting	3000 inbound & outbound texts/year	\$885
<b>Textedly</b>	4200 outbound texts/year, unlimited inbound	\$480

Source: NC DPS Interviews, Florida Department of Corrections, Zipwhip, SimpleTexting, Textedly

# Increasing communication, shortening length, and improving the quality of accepted applicants can drive effective recruitment



Communication



Length



Quality of Applicants

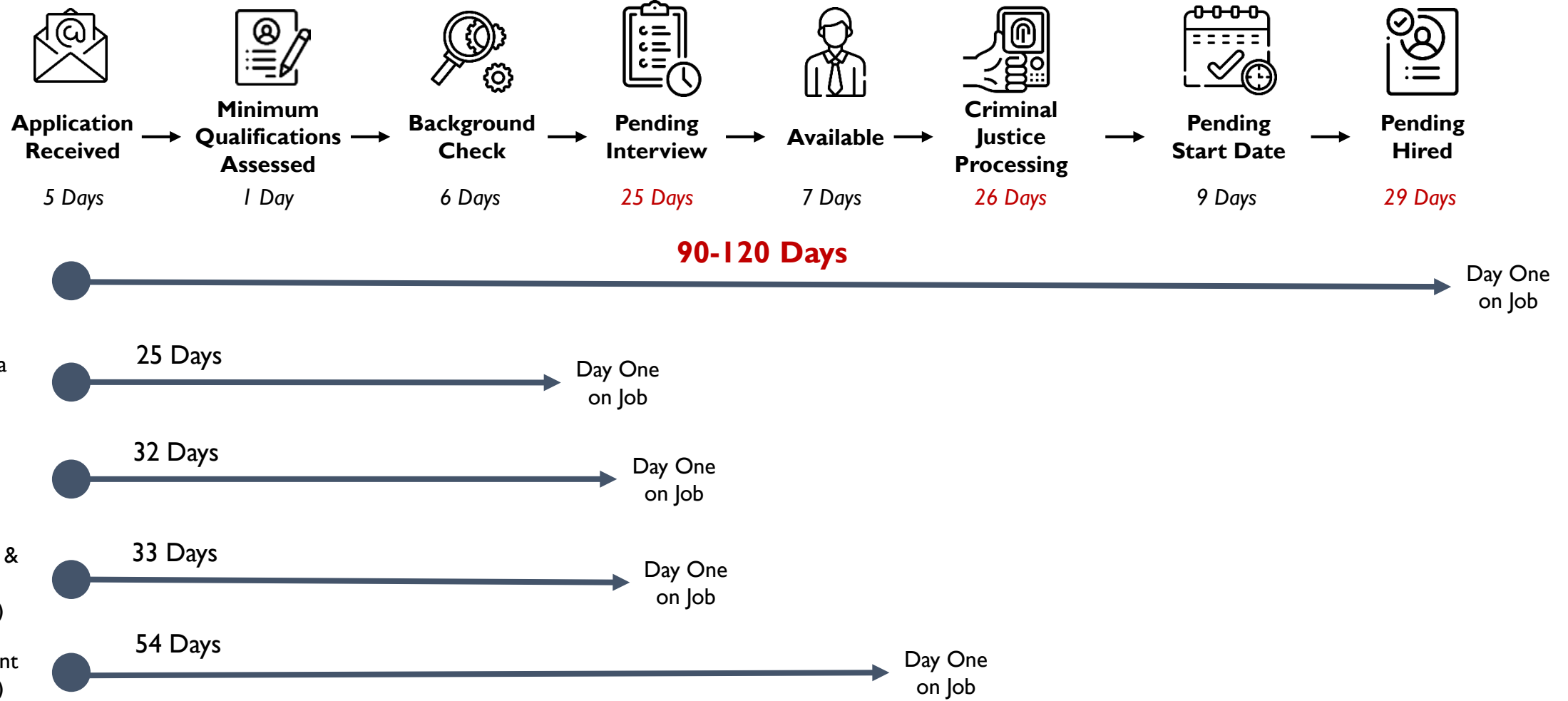
Source: CO Workforce Analysis January 2019, NC DPS data



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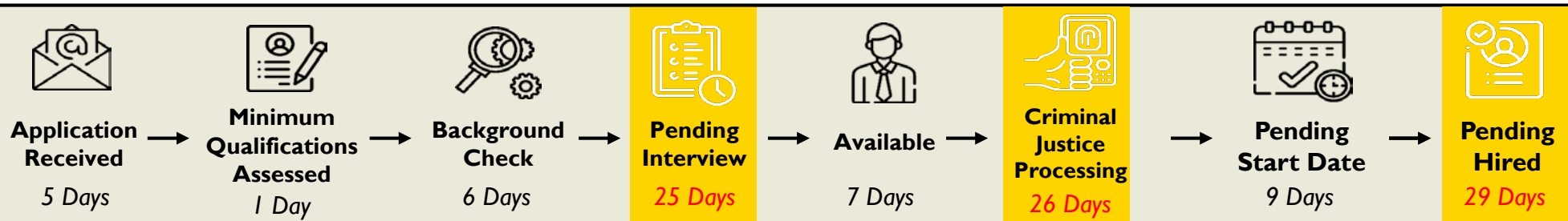
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# The application process' length can cause communication issues and drive applicants to drop out of the process



Source: NC DPS, Oklahoma Department of Corrections, Glassdoor

# The pending interview, CJ processing, & pending hired steps take up 74% of the hiring process' length

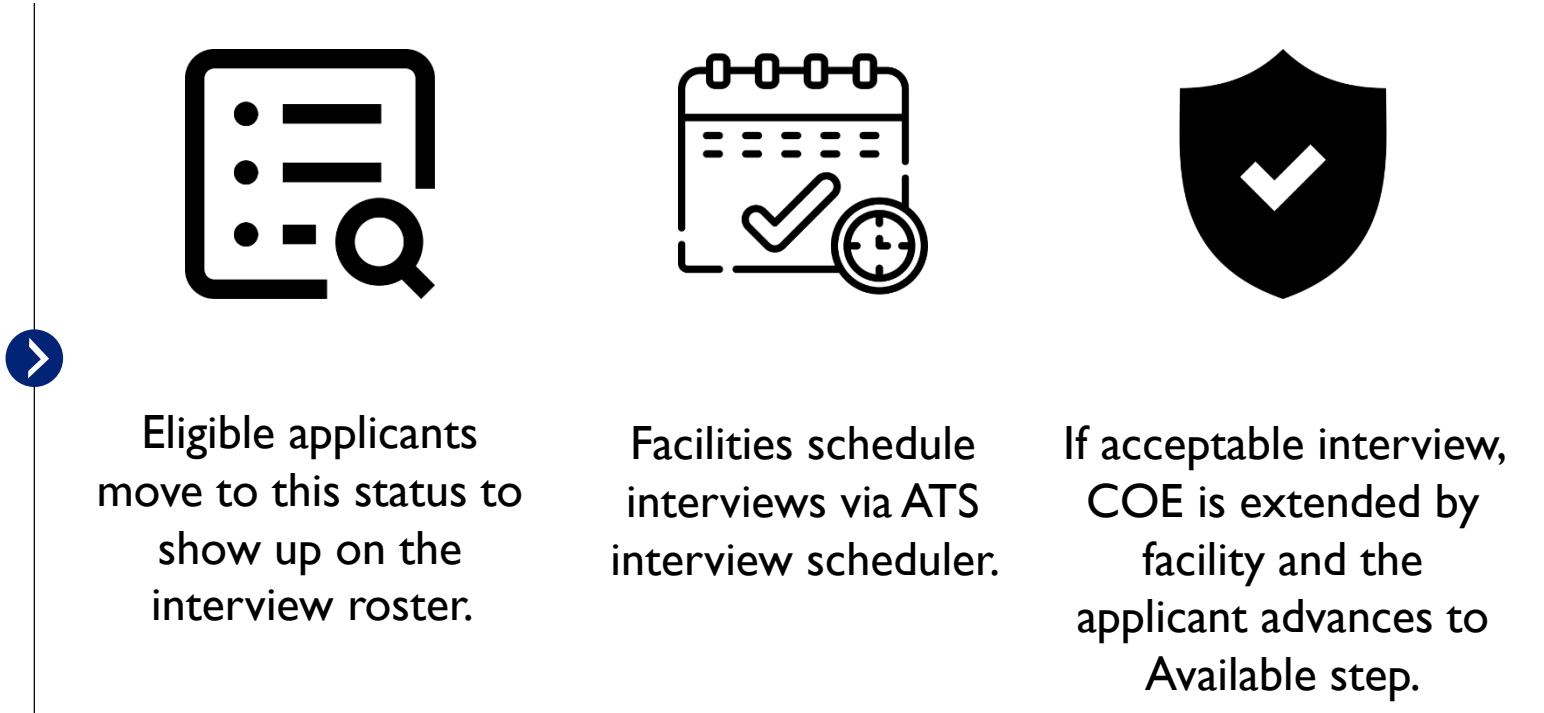


# Applicants currently wait an average of 25 days to be scheduled for an interview and complete their interview before COE



**I Pending Interview**

**25 Days**



**Key Stakeholders at this Stage:**

- Prisons
- Applicant



Source: ATS Step Report





## Designated Interview Times

*Creating designated interview times (i.e. Tues/Thurs 2-4pm & 5-7pm) at each prison facility will...*

- Reduce the **25-day** average time lost to scheduling interviews
- Simplify processes for all stakeholders in scheduling process
- Ease scheduling for candidates & prisons



*Developed from Oklahoma's Department of Corrections' Interview Process*



## Virtual Interviews

*Conducting optional interviews virtually rather than in-person will...*

- Reduce the **25-day** average time lost to scheduling interviews
- Increase accessibility of interviews for candidates with current jobs
- Decrease candidates' travel time to 0



# Applicants wait an average of 26 days to go through CJ processing, various tests, and receive approval

## 2 Criminal Justice Processing



**26 Days**



CJ and employment forms are completed during appt. required docs collected/verified as needed.



The applicant submits Physical, Psychological, Drug, & TB tests.



Approval is given if applicant meets all agency and CJ reqs. Applicant advances to next stage.

### Key Stakeholders at this Stage:

- Applicant
- REO
- Vendors



Application Received  
5 Days



Minimum Qualifications Assessed  
1 Day



Background Check  
6 Days



Pending Interview  
25 Days



Available  
7 Days



Criminal Justice Processing  
26 Days



Pending Start Date  
9 Days



Pending Hired  
29 Days

Source: ATS Step Report

# Equipping REO offices with more resources and leveraging continued best practices will reduce CJ processing time



## Increase DCI Certified Staff

**Increase** the number of DCI certified staff at each REO will help facilitate **faster CJ processing**



## Text Applicants with Updates

**Several documents** are needed for verification at CJ appointment



Texting service **reminds** applicants to bring **all required documents**



## Learn From On-Site Hiring Events

Test process adjustments on a micro-scale and **transfer best practices** to normal CJ processing procedures

Source: NC DPS Human Resources, Raleigh Regional Employment Office



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# Applicants wait an average of 29 days to start day one on the job



**3 Pending Hired**



**29 Days**



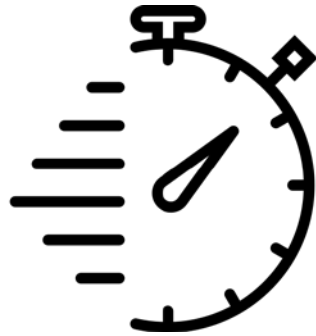
**Key Stakeholders at this Stage:**

- Prisons
- OSDT
- Applicant



Source: ATS Step Report

# NC DPS has changed hiring requirements to allow COs to start in their positions faster



Previously, approved COs **could not be hired** until they were placed in a **BCOT slot**



Effective **November 1**, COs may begin work immediately as **trainees without BCOT**

New hires are able to begin work faster in non-offender contact roles

Source: NC DPS Human Resources, Raleigh Regional Employment Office

# Increasing communication, shortening length, and improving the quality of accepted applicants can drive effective recruitment



Communication



Length



Quality of Applicants

Source: CO Workforce Analysis January 2019, NC DPS data

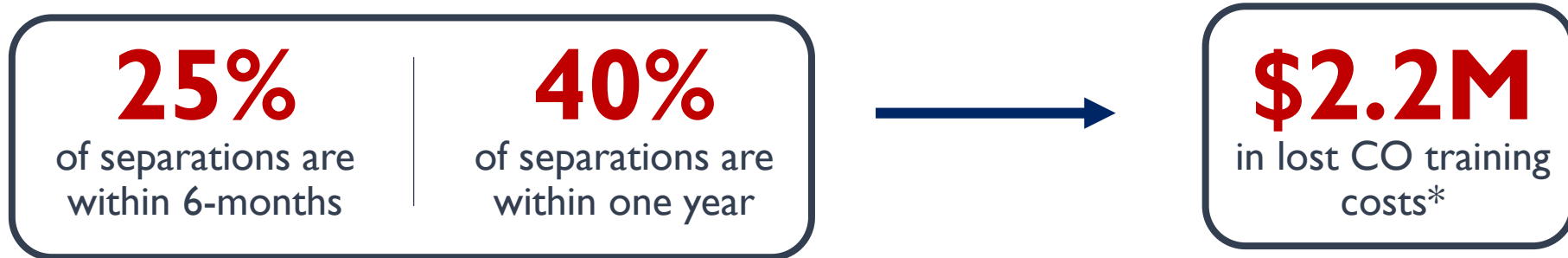


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# Separation statistics reveal that some unfit CO candidates go through the interview process and are hired



## Key elements of the interview process

1 interview

3 assessors

7 questions

20 minutes

Sources: CO Workforce Analysis January 2019, NC DPS data

\*Training Cost = [225 (<6 months tenure) + 127 (6-12 months tenure)] x \$6,200 (training cost) = \$2,182,400

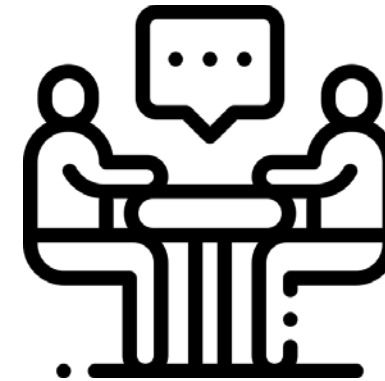
# Analysis of states' hiring processes revealed two best practice solutions to improve the quality of applicants hired



## Willingness Questions



## Modified Interview Questions



Improving the application content & interview questions will **increase** the amount of COs **fit** for the job—driving retention & reducing future vacancies.

# The inclusion of willingness questions will provide job expectations upfront & reduce number of unfit candidates



## Adding **30+** “willingness” questions to the CO application will...

- Convey details of the **job expectations** upfront to candidates
- Self-select **unfit candidates** from applying
- **Reduce** number of **interviews** given to unfit candidates
- Provide time for **additional questions** during the interview

A screenshot of a web application interface for job opportunities. The page is titled "JOB OPPORTUNITIES" and has a "Menu" button in the top left. It displays five numbered questions, each with "Yes" and "No" radio button options:

- \*25 Are you willing to work with violent inmates, sex offenders, drug offenders, or inmates with AIDS?
- \*26 Are you willing to sit alone for long periods of time and remain alert?
- \*27 Are you willing to be exposed to chemical elements such as pepper spray?
- \*28 Are you willing to work rotating, fixed or split shifts that will include days, nights, weekends, holidays and mandatory overtime as required?
- \*29 Are you willing to work on your days off when necessary?
- \*30 Are you willing to tolerate a certain amount of verbal abuse from inmates?



Developed from Rhode Island's, Florida's & New Jersey's Willingness Questionnaires





# Modified interview questions based on interview best practices will effectively assess candidates

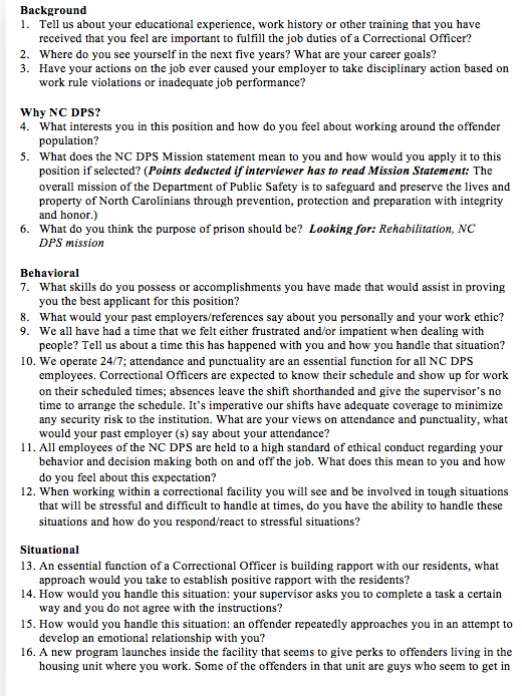


## Revised interview questions will evaluate critical CO skills...

Communication • High Stress Situations • Ethical Behavior • CO-Offender Relations

## ...and increase CO retention by...

- Providing interviewers with a toolkit to **accurately assess** a candidate's **fit** for the role
- Decreasing the number of COs **unfit** for the role
- **Reducing training costs** associated with unfit COs who leave the job within the first year



Developed from NC DPS's current interview questions and other state best practice questions



# Revised interview questions are comprised of both behavioral and situational questions



## Behavioral

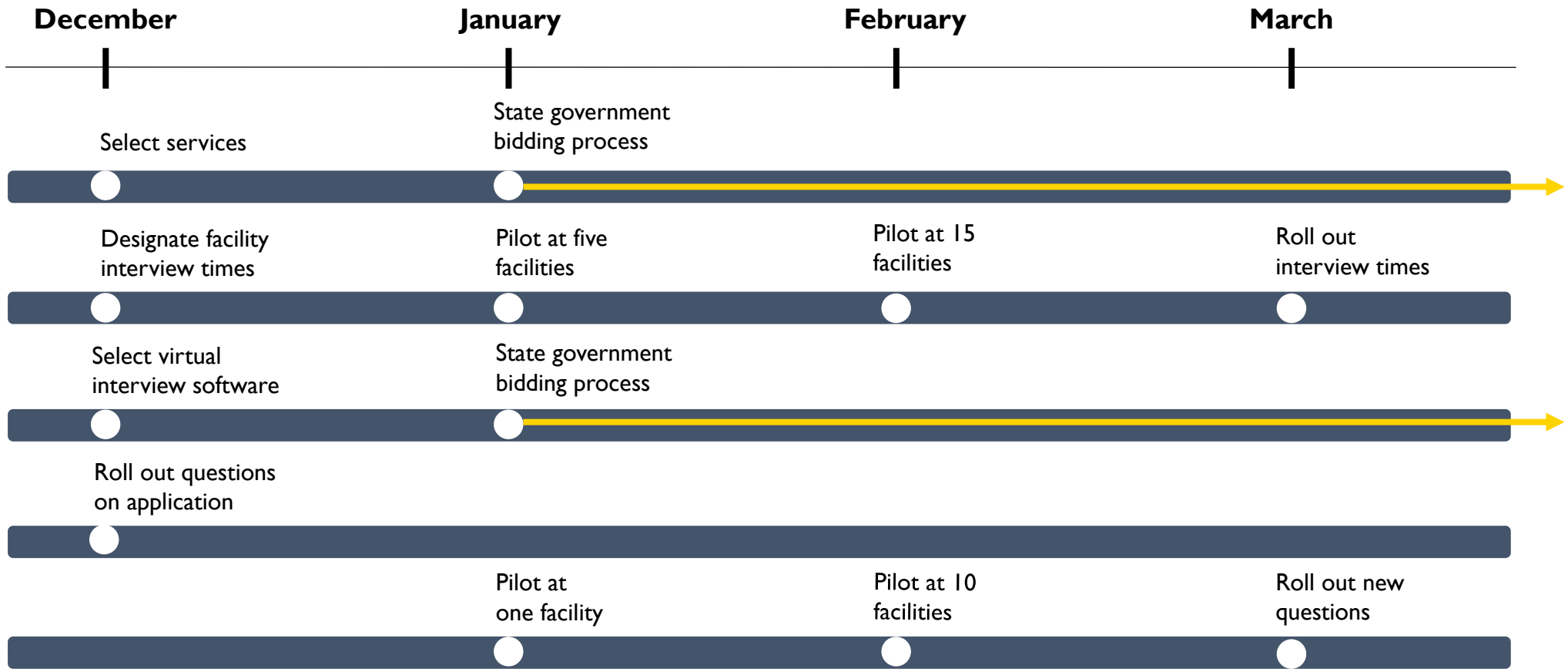
- *When working within a correctional facility you will see and be involved in tough situations that will be stressful and difficult to handle at times, do you have the ability to handle these situations and how do you respond/react to stressful situations?*
- *What skills do you possess or accomplishments you have made that would assist in proving you the best applicant for this position?*
- *All employees of the NC DPS are held to a high standard of ethical conduct regarding your behavior and decision making both on and off the job. What does this mean to you and how do you feel about this expectation?*

## Situational

- *Your supervisor asks you to complete a task a certain way in the next few minutes and you do not agree with the instructions or believe there's a better way to complete the task. What would you do?*
- *How would you handle this situation: an offender repeatedly approaches you in an attempt to develop an emotional relationship with you?*

*Developed from NC DPS's current interview questions and other state best practice questions*

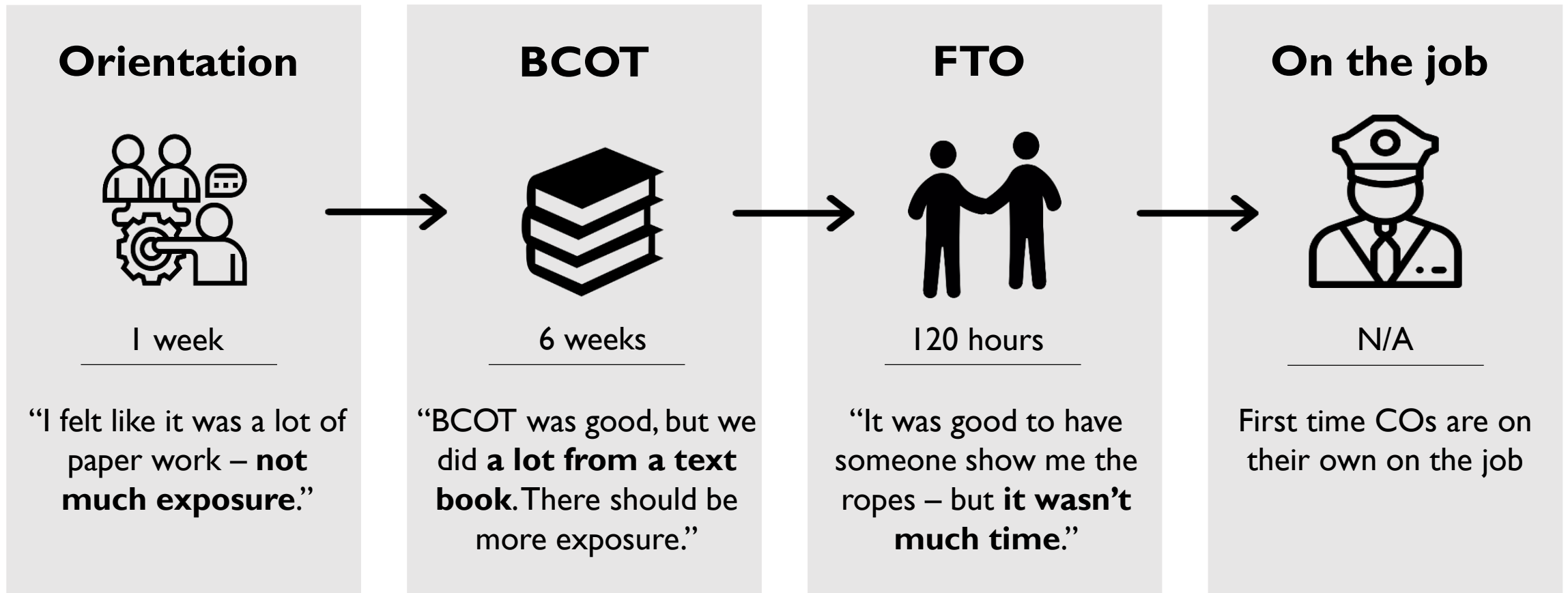
# Steps regarding enhancing the hiring process can take place over the coming months



# Agenda

- ✓ Introduction
- ✓ Recruitment
- ✓ Hiring Process
- ✓ **Onboarding & Training**
- ✓ Retention
- ✓ Next Steps

# New hires feel as though the onboarding/training process does not fully prepare them for the role of CO



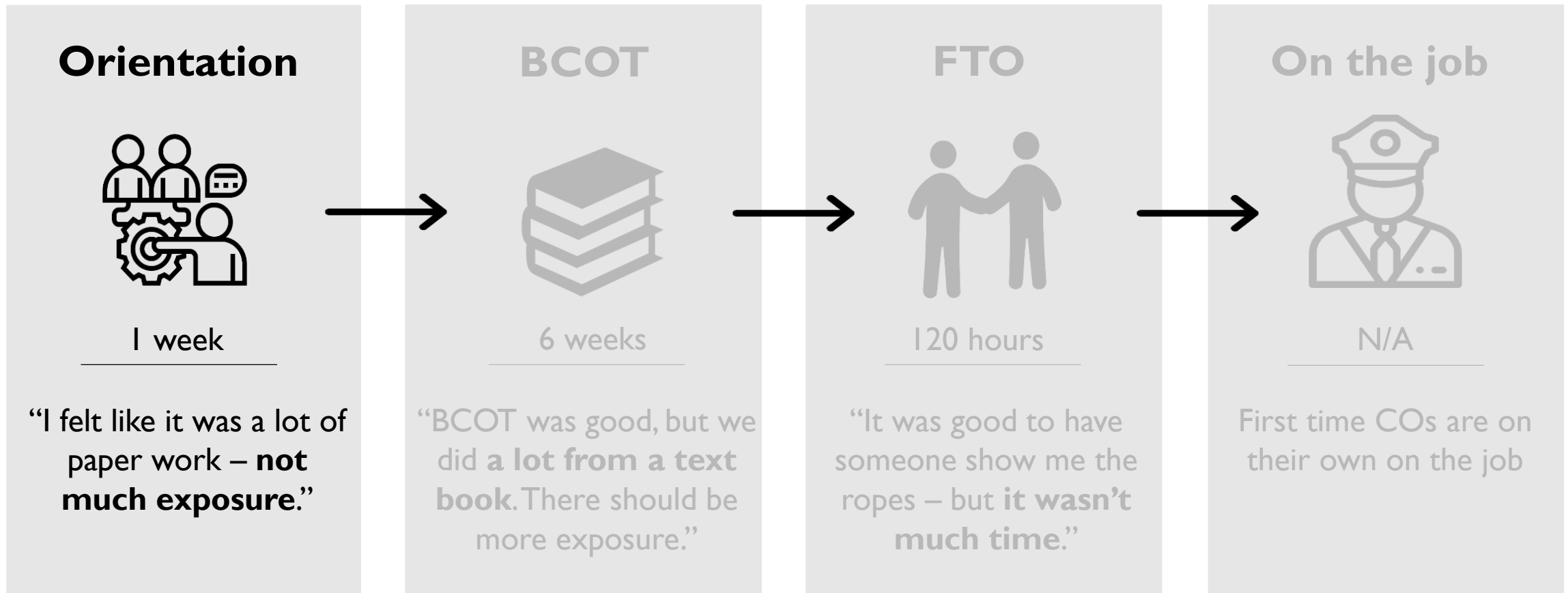
Source: NC DPS CO Interviews, NC DPS data



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# New hires feel as though the onboarding/training process does not fully prepare them for the role of CO



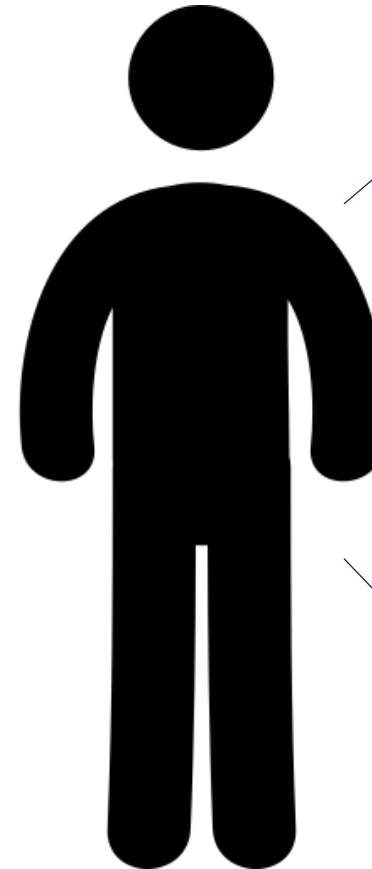
Source: NC DPS CO Interviews, NC DPS data

# Invite an experienced and passionate CO to orientation/training to motivate new hires

## New hires need to be motivated prior to starting their job

- ✓ **Meet** new hires at orientation/training
- ✓ **Share** challenges and powerful **impact** of the role
- ✓ Demonstrate **honorable career**
- ✓ **Invest** in developing COs

## Ideal Officer for Experienced Orientation Leader



Experience: 5+ years

Honest & encouraging

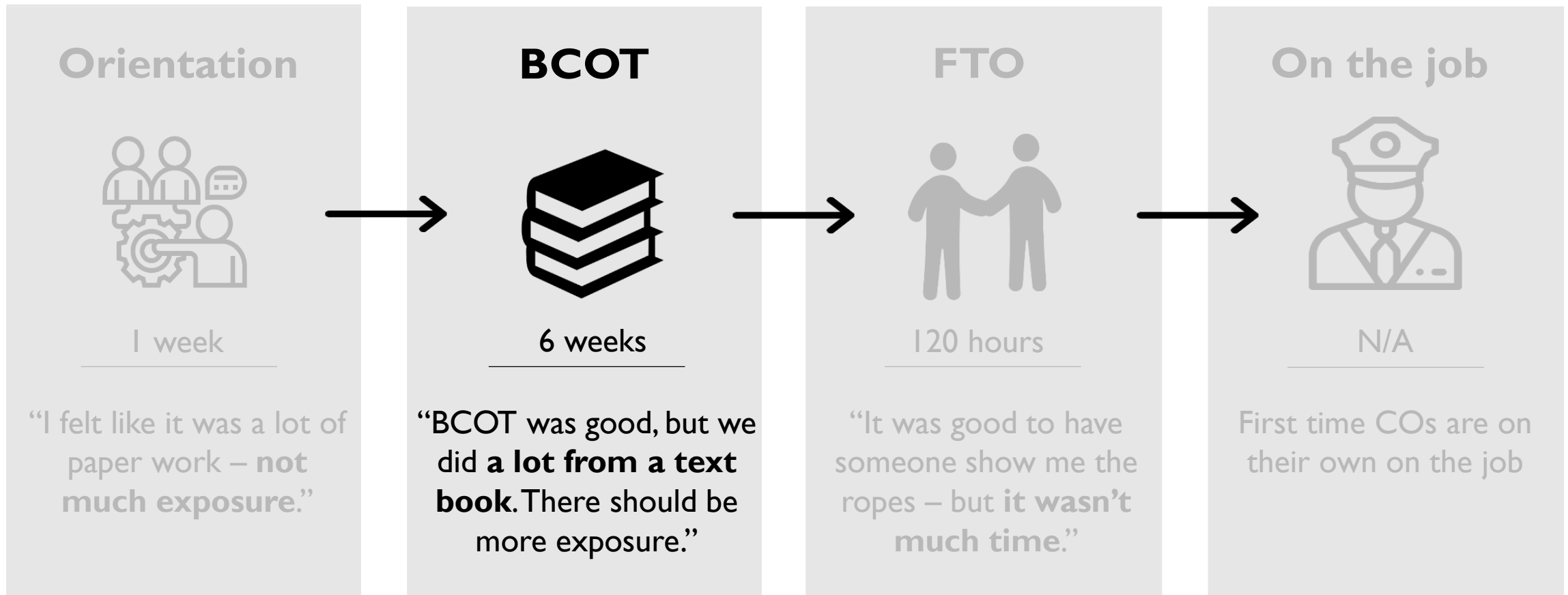
Extremely positive about life as a CO

Leads by example

Worked both night & day shifts

Source: Interviews with COs, Prison Administration

# New hires feel as though the onboarding/training process does not fully prepare them for the role of CO



Source: NC DPS CO Interviews, NC DPS data



# NC DPS should continue to prioritize changes to include situational training in BCOT



COs **previously felt** like BCOT was **too textbook heavy**, and did not include much **realistic training**.

NC DPS has updated BCOT training...

## Current BCOT Content Includes

- Prison emergencies: prevention and responses
- Situational awareness
- Crisis intervention
- Conflict resolution
- Understanding inmate behavior

## Benefits of Situational Training



Provides context to implement best judgement



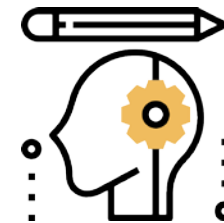
Engages emotions



Enables "Failing Forward"



More comfort with the uncomfortable



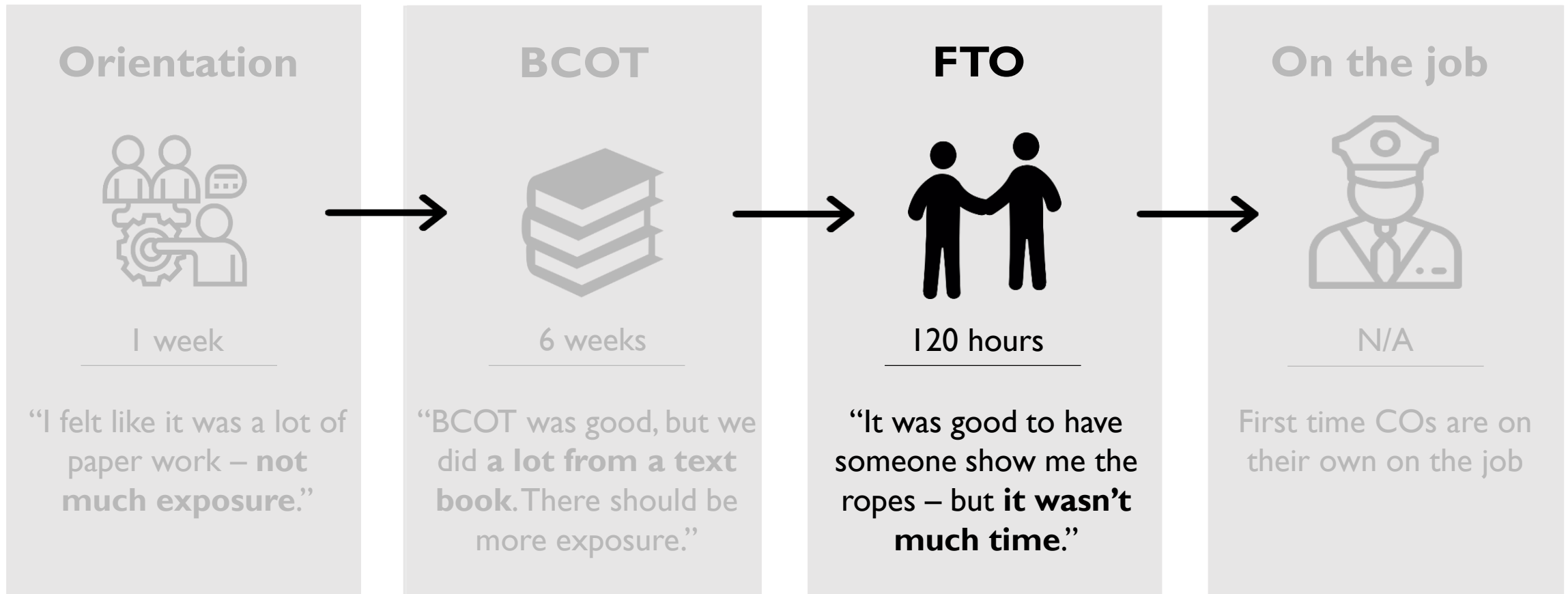
Triggers memories



Promotes community

Source: CO interviews, Journal of Professional Nursing, Exit Survey Data, E-Learning, BCOT Syllabus

# New hires feel as though the onboarding/training process does not fully prepare them for the role of CO



Source: NC DPS CO Interviews, NC DPS data



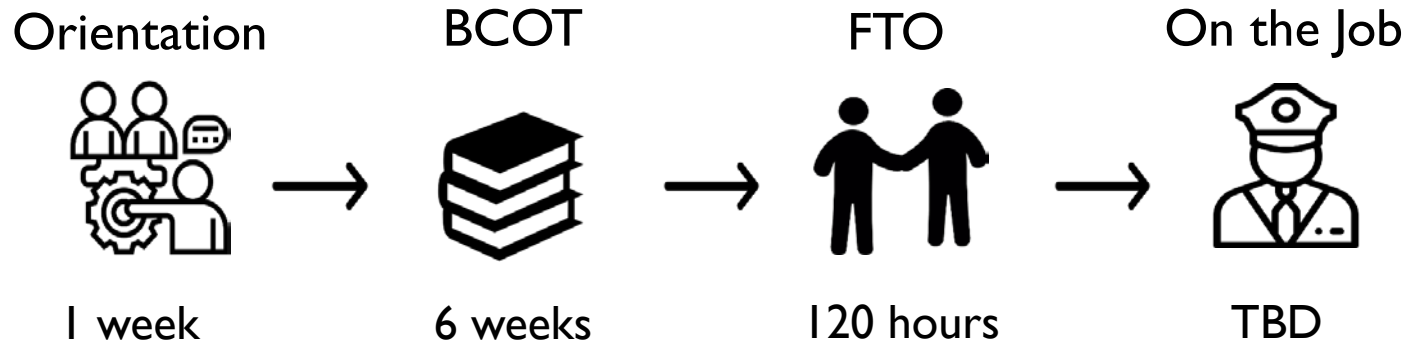
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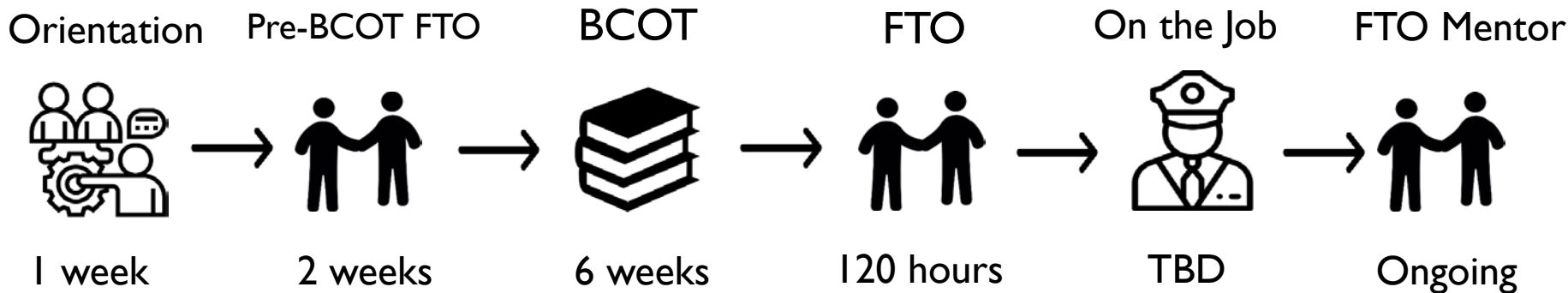
# NC DPS's FTO timeline adjustments allow new hires more exposure to the role from the start



## Previous Onboarding Schedule



## Updated Onboarding Schedule as of 11/01

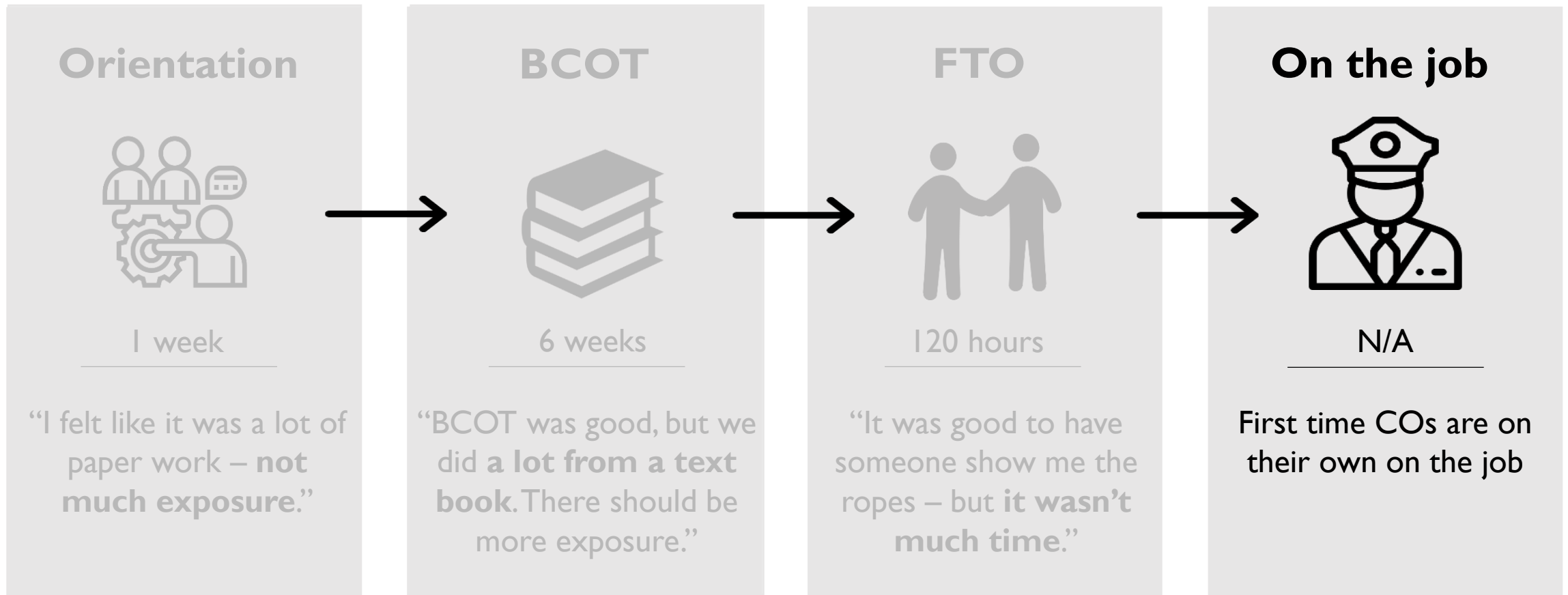


## Changes Enable:

- ✓ **Quicker exposure** to the job
- ✓ **More accurate expectations**
- ✓ **Continued relationship** with FTO
- ✓ **Effective timeline**

Source: NC DPS data

# New hires feel as though the onboarding/training process does not fully prepare them for the role of CO



Source: NC DPS CO Interviews, NC DPS data



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# NC DPS should continue to prioritize professional development and training opportunities and proposals



*"I need to learn more. I wish we had more people during shifts so that I could attend some trainings."*  
- Correctional Officer

## Elements of Current Training

- Annual trainings for renewal
- In-person: hosted through OSDT in community colleges
- Learning Management System (LMS)
- Supplemental training options

## Correctional Career Pathways Proposal

- ✓ Professional development
- ✓ Four ranks
- ✓ Knowledge and competency areas
- ✓ Online/in-person classes
- ✓ Bonus reward potential
- ✓ Enhances important skills

## Competencies



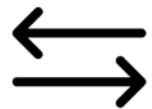
*Communication*



*Problem solving/  
decision making*



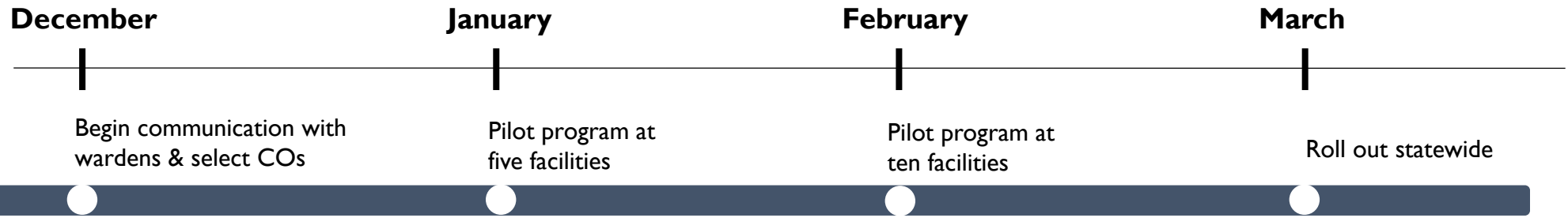
*Developing others*



*Managing change*

Source: Interviews with CO's, NC DPS Resources & Interviews, 2019-2021 Strategic Plan, Correctional Career Pathways

# Steps regarding enhancing orientation can take place over the coming months



# Agenda

- ✓ Introduction
- ✓ Recruitment
- ✓ Hiring Process
- ✓ Onboarding & Training
- ✓ **Retention**
- ✓ Next Steps

# Several factors contribute to low CO retention

## Employee Vacancy

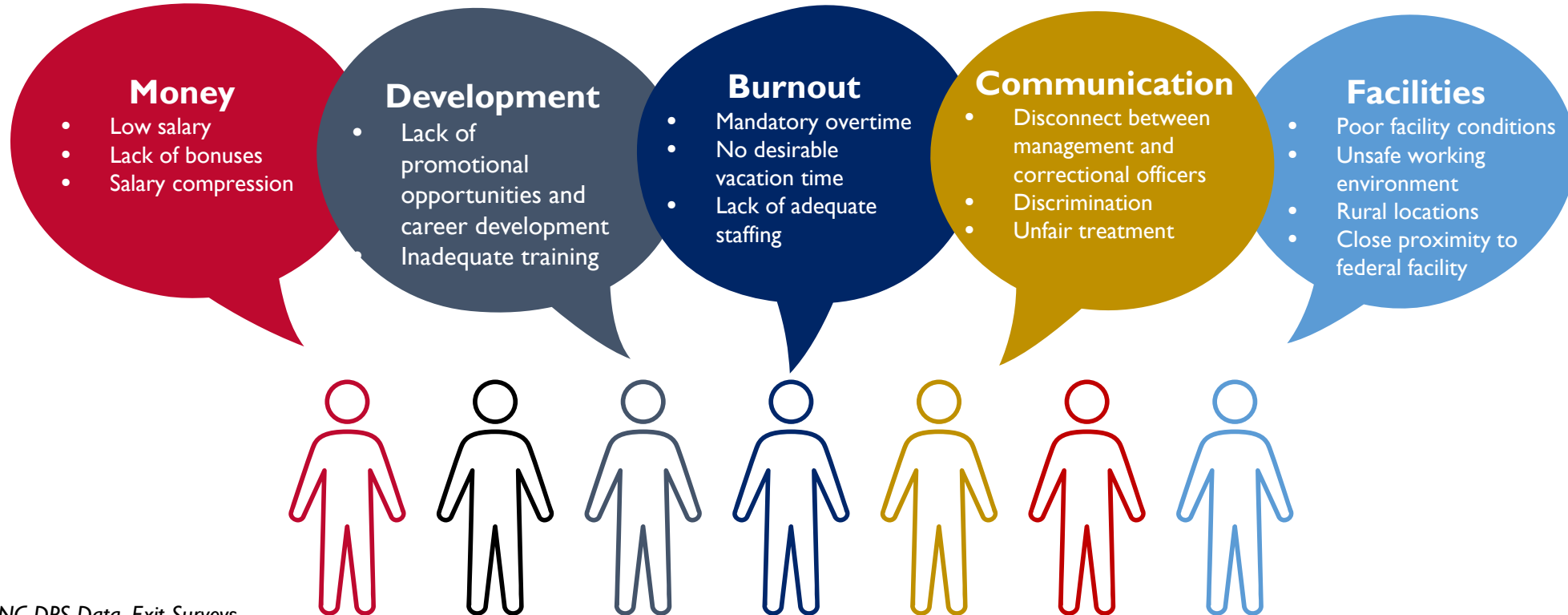
**21%** Vacancy Rate as of August 2019

## Overtime Pay

**278%** Increase in Overtime Pay in the Last 5 years

## Salary Compression

**0.6%** Average raise per year



Source: Team Analysis, NC DPS Data, Exit Surveys



# A peer counselor system & modified vests will help drive CO retention rates up



**Modified  
Vests**



**Peer Counselor  
System**

# A peer counselor system & modified vests will help drive CO retention rates up



**Modified  
Vests**



**Peer Counselor  
System**

# NC DPS is responding to issues with the current vests



Source: Team Analysis, NC DPS Data

# A peer counselor system & modified vests will help drive CO retention rates up



**Modified  
Vests**



**Peer Counselor  
System**

# Interview and research findings point to the need for an informal peer counselor system for new hires

## Needs

### To Express Emotion

*“I’ve just really miss having that person to discuss the challenges of the job – that mentor figure.”*  
- Correctional Officer

### To Gain Mentorship

*“CO gets paired with FTO for 2 weeks. 2 weeks is just not enough.”*  
- Prison Administrator

### To Know Co-Workers

*“You are risking your life. You want to know who you work with.”*  
- Correctional Officer

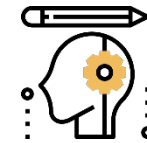
**71%** of Fortune 500 companies have informal mentor systems

Employees who are close with coworkers are **50%** more content with the role

## Informal Mentor System Effectiveness



Increase satisfaction



Increase productivity



Benefit of social learning



Alignment of newer employee priorities

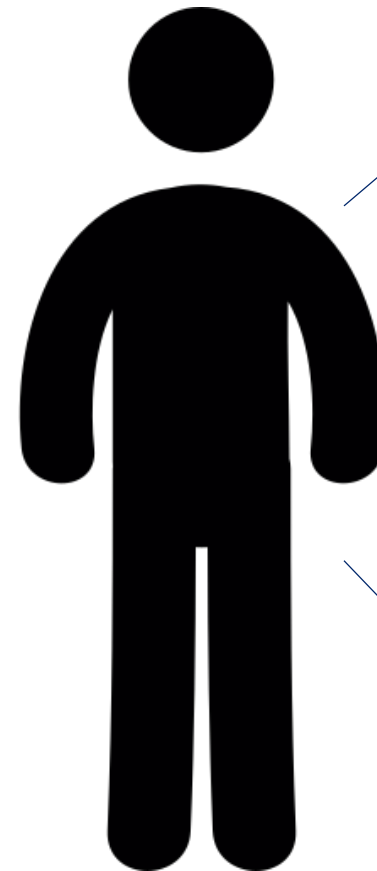
Source: Interviews with COs, Prison Administration, DPS Survey Results, Investopedia, Forbes, Project Management Institute, Growth Engineering

# Designate experienced COs from each prison to serve as peer counselors for new hires

**Peer counselors will serve as valued co-workers and important advisors.**

- ✓ **Meet** new hires during orientation
- ✓ Hold off-the-record **conversations**, allowing for **honest** opinions
- ✓ **Provide advice** and feedback from personal experience
- ✓ **Invest** in developing COs

## Ideal Officer for the Peer Counselor Role



Experience: 5+ years

Content with their role

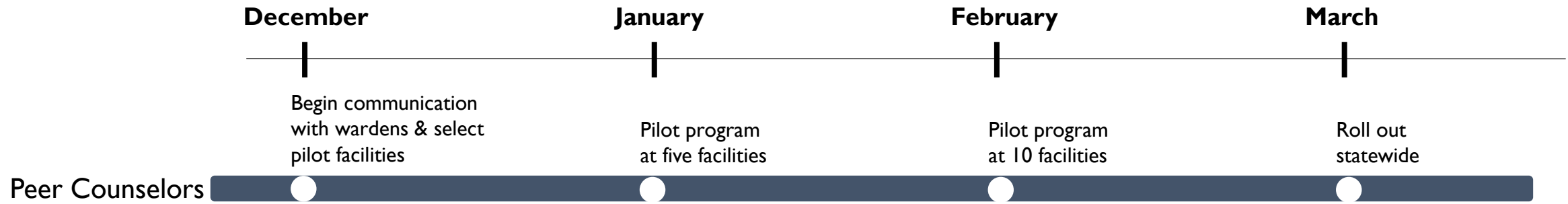
Approachable, leads by example, understanding, good listener, & supportive

Both male & female COs

Both day & night shift

Source: Interviews with COs, Prison Administration

# Steps regarding the peer counselor program can take place over the coming months



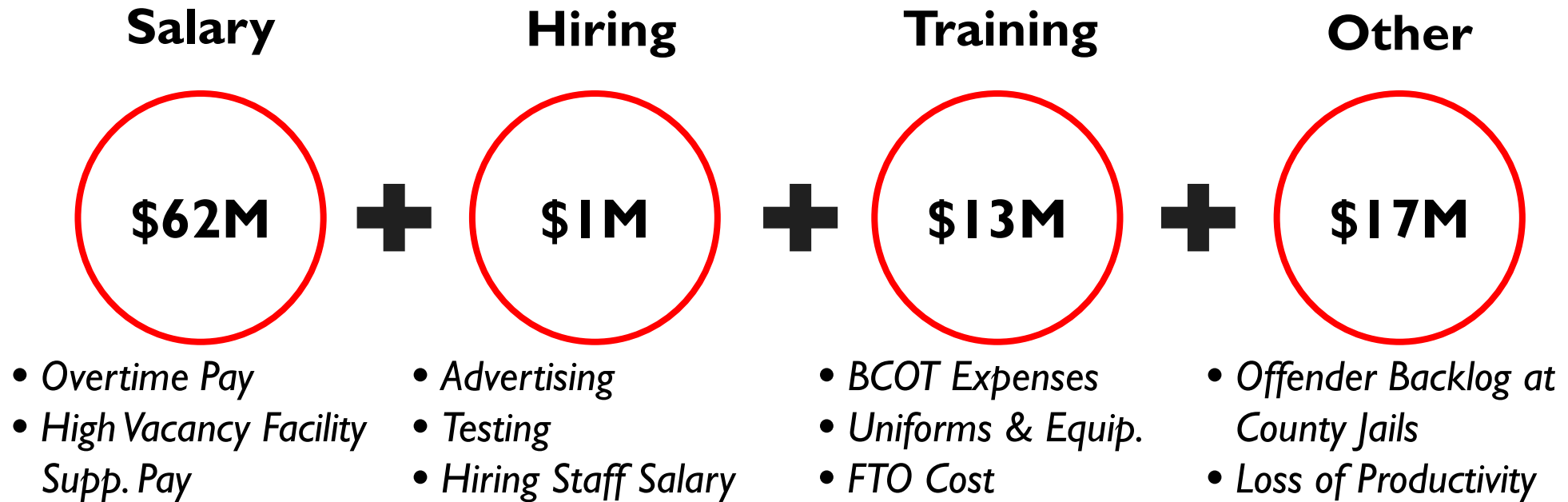
# Yearly costs due to high vacancy and replacing voluntary separations can amount to \$93M



NC DPS spent a total of **\$93M** on costs directly related to the high vacancy rate and having to replace voluntary separations



NC DPS can use this cost estimation to **leverage state legislature** for additional money



Source: Team Analysis, NC DPS Data, Vendor Data



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# Agenda

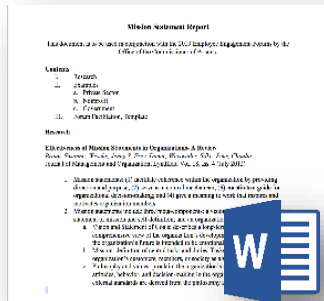
- ✓ Introduction
- ✓ Recruitment
- ✓ Hiring Process
- ✓ Onboarding & Training
- ✓ Retention
- ✓ **Next Steps**

# STAR has developed several key deliverables to assist in reducing the CO vacancy rate

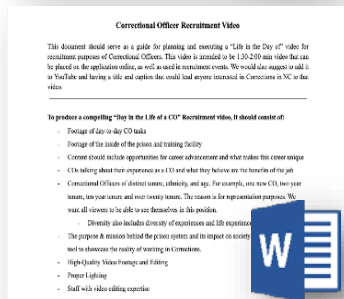


## Recruitment

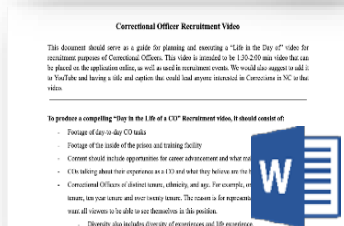
### Mission Statement Development Report



### Advertising Materials Guide



### Video Advertisement High Level Script & Insights

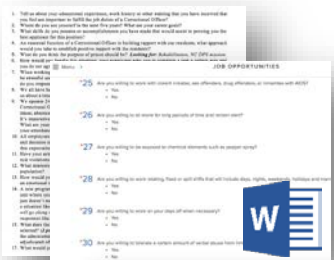


# STAR has developed several key deliverables to assist in reducing the CO vacancy rate

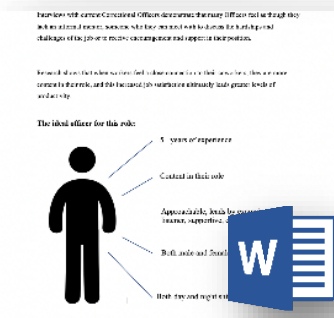


## Hiring Process, Onboarding, & Retention

### New Application Willingness Questions & Correctional Officer Interview Questions



### Correctional Officer Peer Counselor & Experienced Orientation Officer Guide



### Vacancy Cost Quantification Model

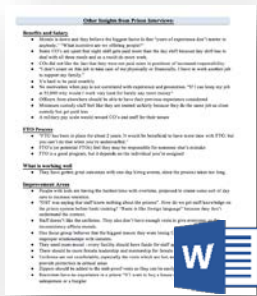
Turnover Cost Calculation Worksheet

Time Period	2015
# of Departures During This Time	1394
<b>HARD COSTS:</b>	
<b>Total Cost</b>	
Salary and Benefits	
Overtime pay for current employees	\$ 6,000,000
Temporary employees to cover vacancy	\$ -
Separation processing	\$ -
Any bonuses, referral and/or signing	\$ -
<b>Salary and Benefits Total</b>	<b>\$ 6,000,000</b>
<b>Hiring</b>	
Advertising Spend	\$ 600,000
Application processing	\$ 100,000
Interview	\$ 100,000
Background Check	\$ 100,000
Drug Test	\$ 100,000
Psychological Test (RMP)	\$ 69,700

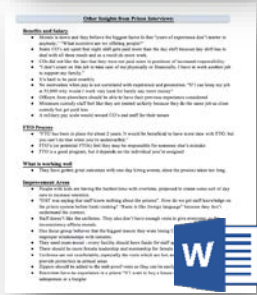
# STAR has developed several key deliverables to assist in reducing the CO vacancy rate



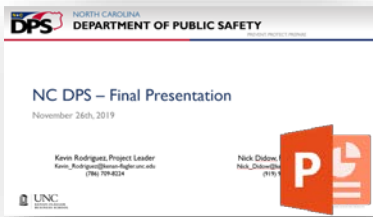
## Other Findings



### Aggregated Interview Findings from NC Prison Visits



### Aggregated Interview Findings from Other State Prisons



### STAR Team Final Presentation



# Action Steps & Initiative Owners



Initiative	Actions to be Taken	NC DPS Initiative Owner(s)
<b>Recruitment Video</b>	Assess & create plan for video development, leverage STAR deliverable to start process, spearhead video development & execution	Pamela Walker, Margaret Ekam
<b>Mission Statement</b>	Incorporate STAR materials in preparation and execution of Employee Engagement Forums, involve staff to create new mission statement, rollout mission statement department-wide	Todd Ishee
<b>Willingness Questions</b>	Secure final approval from Prisons team, incorporate into application	LuAnn Roberts
<b>Texting Service</b>	Decide internally on which service to proceed forward with, secure agreement/contract, train recruiters to use service, rollout service statewide	Dan Hill, Lisa Murray
<b>Virtual Interviews</b>	Decide on virtual interview mode (Zoom, WebEx, etc.), train interviewers on virtual process, rollout process statewide	Dan Hill, Facility Wardens



# Action Steps & Initiative Owners

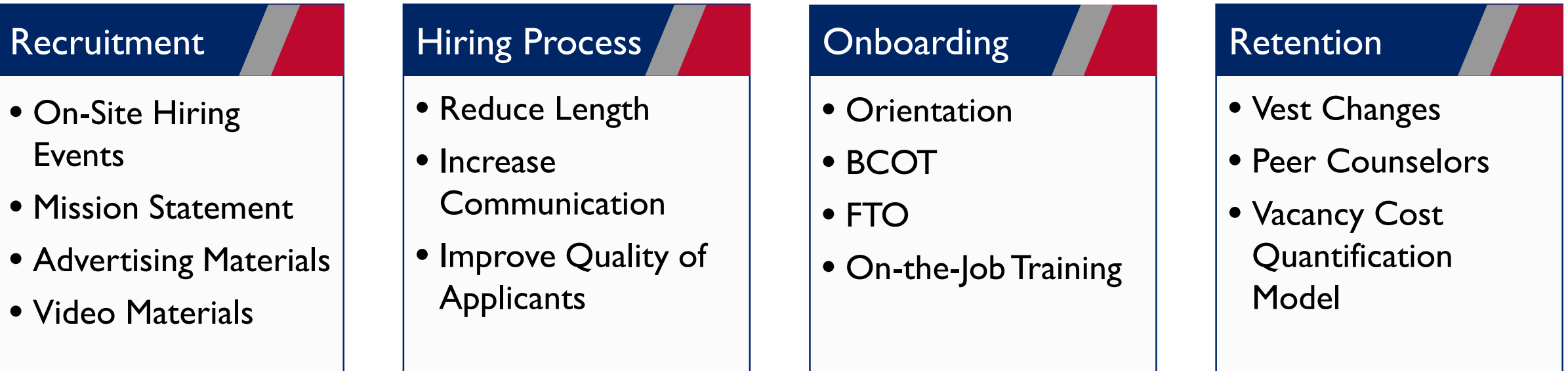


Initiative	Actions to be Taken	NC DPS Initiative Owner(s)
<b>Interview Times</b>	Designate facility interview times with wardens, begin piloting this system, rollout system statewide	LuAnn Roberts
<b>Interview Questions</b>	Finalize interview questions and approve internally, rollout new questions statewide	LuAnn Roberts
<b>Orientation</b>	Communicate with wardens to begin process of implementing, pilot this program at select facilities, rollout statewide	Twyla Philyaw
<b>Peer Counselors</b>	Communicate with wardens to begin process of implementing, pilot this program at select facilities, rollout statewide	Twyla Philyaw
<b>Vacancy Cost Quantification</b>	Leverage Excel model/tool throughout NC DPS work to put a figure to the reality of how much vacancies are costing the department	Tim Moose

Outside of salary and compensation issues, specific recruitment, onboarding, & retention efforts will drive down the CO vacancy rate



**Key Question:** *How can NC DPS effectively recruit, onboard, & retain quality personnel to serve as COs onsite at prisons across NC?*



**Results:** *NC DPS can expect to see a reduction in correctional officer vacancy rates statewide over the course of the coming years that will reduce the \$93M seen in vacancy costs.*



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DEPARTMENT OF PUBLIC SAFETY

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# NC DPS – Final Presentation

November 26th, 2019

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# Appendix

# Hyperlinked Appendix

- [Strategic Lens to Approach Research](#)
- [Pro Forma Income Statement](#)
- [Reasons for Vacancy Rate from 4 Perspectives](#)
- [Findings NC DPS is already addressing](#)
- [Other States' Strategies Part 1](#)
- [Other States' Strategies Part 2](#)
- [Vacancy Costs Quantification](#)
- [Vacancy Costs: Sensitivity Analysis](#)
- [Interview Contacts](#)
- [Findings from Interviews & Prison Visits Part 1](#)
- [Findings from Interviews & Prison Visits Part 2](#)
- [Survey](#)

## **Recruitment**

- [NC DPS Mission Statement vs. Other States' Missions](#)
- [Offer Letter Mission Statement](#)
- [Southwest Mission Statement Example](#)
- [Video Impressions Statistics](#)

- [NC DPS Digital Advertisement](#)
- [NC DPS Veteran Magazine Advertisement](#)
- [NC DPS Corrections Pamphlet](#)
- [California's Marketing Material](#)
- [Florida's Marketing Material](#)
- [Iowa's Marketing Material](#)
- [Recruitment Videos from Other States](#)

## **Hiring Process**

- [Hiring Process Flowchart](#)
- [ATS CO Step Time Report](#)
- [Weekly Application Processing Report](#)
- [Training Costs Lost Calculation](#)
- [Zipwhip Features](#)
- [Zipwhip Pricing](#)
- [Current Interview Questions](#)
- [Proposed New Interview Questions](#)
- [Willingness Questionnaire](#)

- [On-site Hiring Event Email](#)

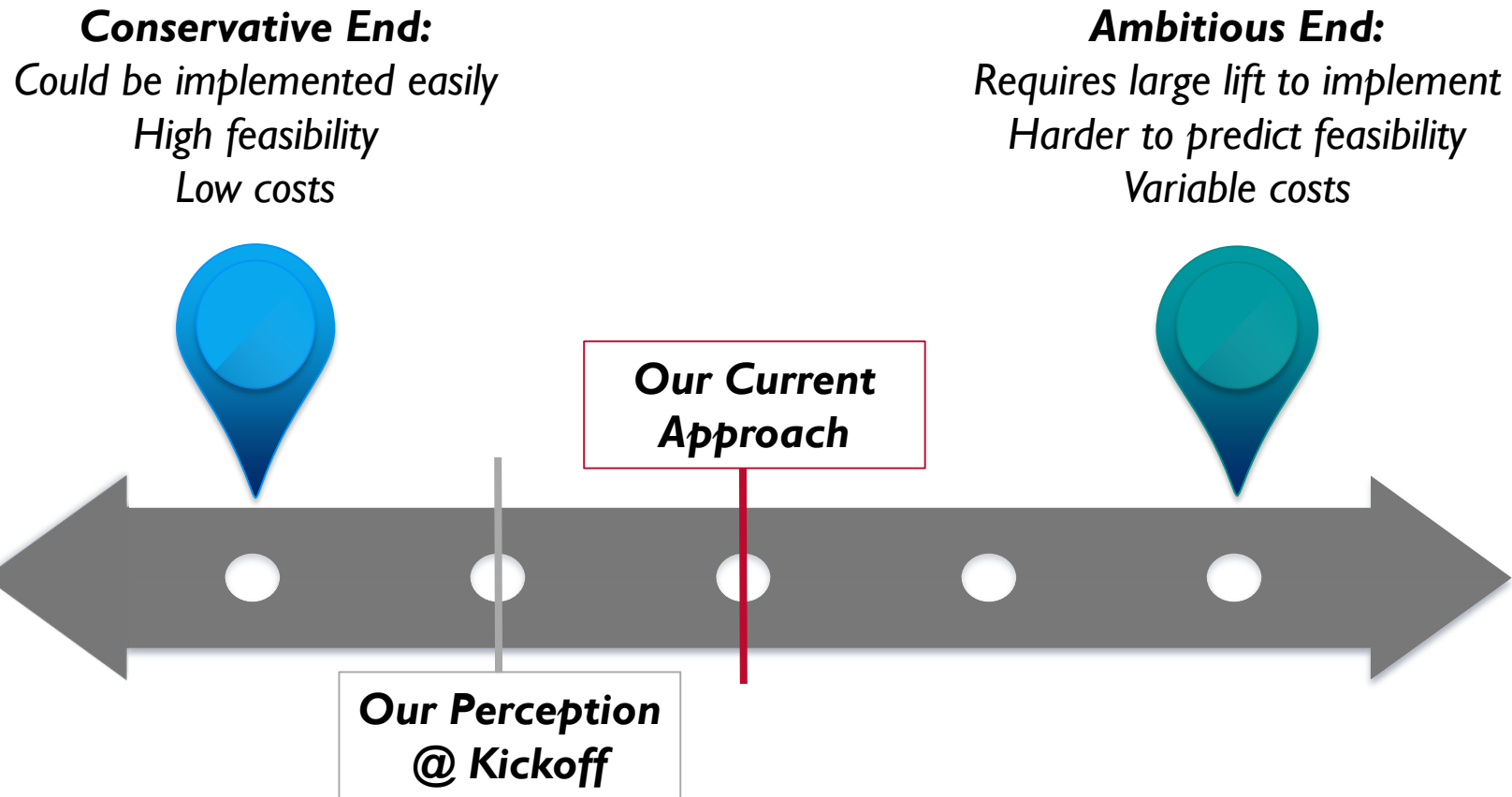
## **Onboarding & Training**

- [Career Pathways Proposal I](#)
- [Career Pathways Proposal II](#)
- [Career Pathways Proposal III](#)
- [NC DPS Annual Trainings Content](#)
- [BCOT Curriculum](#)

## **Retention**

- [Improve Organizational Culture](#)
- [Salary, Compensation, & Benefits](#)
- [Payment Structure](#)
- [Peer Counselor Programs' Effectiveness](#)
- [Millennial Issues](#)
- [Lack of Communication](#)

# Strategic Lens to Approach Research



# Pro Forma Income Statement of Expected Expenses and Cost Savings



Cost Drivers	Total Cost	Explanation
<b>Savings</b>		
Staff Salary Saved using the Texting Service Instead of Calling and Emailing	\$ 40,283.75	There are a minimum of three points of contact for each applicant who make it past the preliminary review. Five minutes can be saved at each point of contact with use of texting service.
<b>Total Savings:</b>	\$ 40,283.75	
<b>Expenses</b>		
Pipe and Drape for the On-Site Hiring Event	\$ (600.00)	
Staff Salary for Marketing Material Redesign	\$ (185.00)	2 Communications Employees Taking 5 Hours Each
Annual Subscription for Cisco Webex Businesses Plan for Virtual Interviews	\$ (323.40)	
Annual Fee for Texting Service	\$ (1,200.00)	
Training Staff on Texting Service	\$ (1,850.00)	100 Staff (REOs, Recruiters, Regional Prison Offices, Prison Staff)
DCI Training Fee for Four Employees	\$ (1,600.00)	
Internal Video Production for 2-3 Minute Video	\$ (3,000.00)	
<b>Total Expenses:</b>	\$ (8,758.40)	
<b>Net Gain:</b>	\$ 31,525.35	



# Key issues and causes contribute to high CO vacancy rate according to different stakeholders

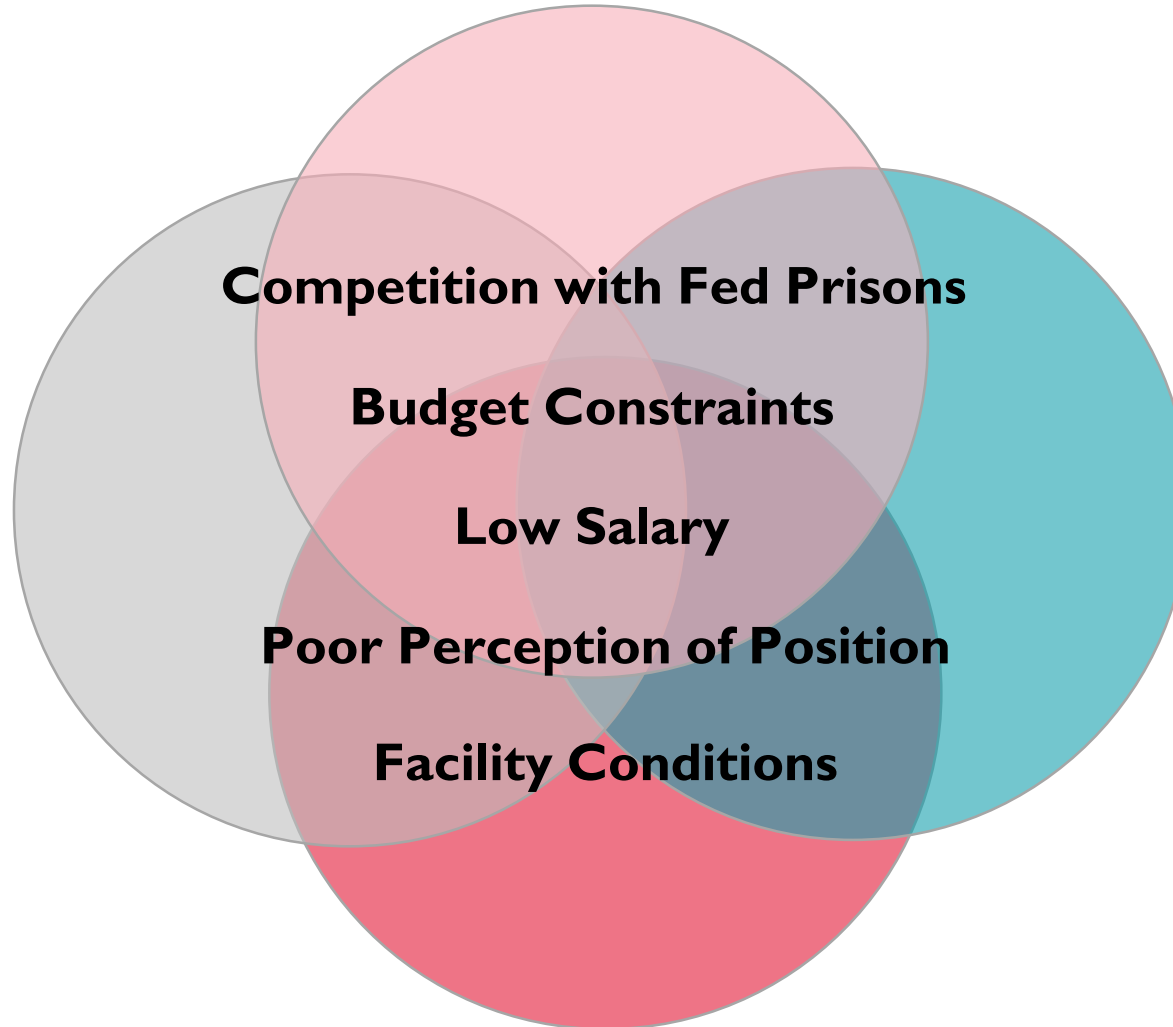


## NC DPS

- Location of prisons
- Low state unemployment rate
- Employee burnout

## On-Site Leadership

- Onboarding process too long
- Discrepancies in pay based on tenure, tasks, and security level
- False perspectives of position
- Generational cultural differences



## Correctional Officers

- Young age of COs recruited
- Poor comm/lack of respect
- Ineffective/lack of comprehensive training
- Relationships with coworkers/management
- Visibility & accessibility to career dev opportunity

## Regional Recruiters

- No follow-on communication with applicants post-app



# NC DPS is actively addressing several key findings that were identified as areas needing improvement



Identified Area for Improvement	NC DPS' Current Plan & Actions
Targeting community college & post-military applicants	Comprehensive recruiting strategy including specific targeting efforts (ex. comm. college partnerships)
Improving public image/external communications	Maintaining a website to publish prison reform initiatives
Include an opportunity to have time on-site before BCOT	Initiatives to allow for more on-site facility exposure before BCOT
Incorporate more situational training scenarios and opportunities into training	NC DPS already does this and is continuously working to increase situational training opportunities
Allow COs to work in a basic capacity before BCOT to gain awareness and experience before entering formal training	Hiring new COs ASAP, doing orientation, then assigned duties which do not involve offender contact before BCOT as of 11/4/2019
Provide/promote awareness of opportunities for career progressions	Rollout of ranking/tier system in the CO role
Create employee morale initiatives to drive up retention and develop positive work culture	DPS is implementing an Open House/Employee Appreciation Program & events; Employee Enhancement Fund
Enhance CO safety on the job wherever possible	NC DPS has given designated certified custody supervisors Tasers; personal body alarm technology for all correctional facility staff
Implement emergency call buttons for COs to have on hand	Work toward deployment of personal alarm "man-down" technology through Prisons' existing radio network.



# Other states around the nation utilize various effective strategies to reduce the vacancy rate (pt. I)



## Recruitment

### Large Scale Hiring Events

In 18 months, they've had 12 events and hired 800 people on the spot.



### COs are also Recruiters

Each prison has their own set of recruiters they send to events in each town. 8/10 of incoming COs are referrals.



### New Basic Correctional Officer Position

Shortened academy with no firearm or PT. Get paid less but hiring process is shorter.



## Hiring & Onboarding

### Flexible Testing

80% of their applicants are employed when they apply. Offering night tests and Saturday tests increases show rate.



### Workshops on Successful Onboarding Process

Teach applicants about the process to be better equipped

### Eliminated Physical Fitness Tests

50% fail rate and 70% no show rate. Decided to make a change.



## Retention

### Increased Salaries by \$10,000

Turnover rate decreased from 26% to 17%



### Pay Raises Every 6 months

For the first 2 years, there are 5% raises every 6 months.



### Mandatory Overtime System

Moving from only newest employees to sharing the overtime burden with more tenured employees



Sources: Other State Interviews



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# Other states around the nation utilize various effective strategies to reduce the vacancy rate (pt. 2)



## Recruitment



### Adjusting Training

Removed Physical Fitness and loosened up self defense



### Decrease Age Requirement to 18

Have seen an increase in applicants. Capitalizing on it by creating school programs related to the job

## Hiring & Onboarding



### \$2/Hour Pay Raise

Doubled their hiring from 50-60 to ~120/month and reduced # of COs leaving.

### Hiring Process Reduced to 25 days

All applications sent to central state agency are sent to prisons twice a week. HR has prearranges times at facilities for the interview.

## Retention



### Reorganized Vacation Time

Allows officers to ask off for holidays in draft order so less tenured officers get more equitable access to desirable holidays

### CJ College Coursework

Require COs to have 15 credit hours in criminal justice or 30 hours of college coursework.

### Wellness Unit

Six employees staffed with the purpose of helping COs with stress and suicide prevention

Sources: Other State Interviews





# Yearly costs due to high vacancy and replacing voluntary separations can amount to \$93M



Salary		
Overtime Pay for Current Employees	\$	55,346,492
High Vacancy Facility Supplemental Pay	\$	6,180,000
<b>SALARY TOTAL</b>	<b>\$</b>	<b>61,526,492</b>
<b>Hiring</b>		
Advertising Spend (Digital & Print)	\$	13,000
Physical, TB test, and Drug Screen	\$	344,318
Psychological Test (MMPI)	\$	20,910
In-Person Psych Interview	\$	81,898
Application Processing	\$	811,762
<b>HIRING TOTAL</b>	<b>\$</b>	<b>1,271,888</b>
<b>Training</b>		
BCOT	\$	11,197,305
Staff Salary for 1-Week Orientation	\$	362,440
Standard Issue Uniforms and Equipment	\$	1,081,744
FTO Cost, Not Including Their Regular Salary	\$	260,678
<b>TRAINING TOTAL</b>	<b>\$</b>	<b>12,902,167</b>
<b>Other Costs</b>		
Offender Backlog at County Jails	\$	14,600,000
Loss of Productivity (100% CO Salary for 1-Week Orientation and 50% for 120 Hours with FTO)	\$	2,578,203
<b>OTHER TOTAL</b>	<b>\$</b>	<b>17,178,203</b>
<b>Total Cost of Vacancy and Replacing Separations</b>	<b>\$</b>	<b>92,878,749</b>

A= Assumptions/Estimated Data    I= Inputs/Fact-Based Data

A/I	Title	Number
I	2018 July-Dec Voluntary Separations	756
A	Annualized Voluntary Separations in 2018	1394
A	Number of Applicants Needed to Directly Replace Separations	1394
I	Vacancy Rate as of August 2019	21%
I	Total Overtime Salary Paid to COs in 2018	\$61,496,102
I	Average Annual CO Salary	\$36,990
I	Average Hourly CO Salary	\$18.50
A	% of Overtime Pay Attributed to Vacancy	90%
I	2018 Annual Advertising (Digital & Print) Spend	\$70,000
I	CO Headcount as of Dec 31, 2018	7544
A	Turnover Rate Based on Annualized Voluntary Separations in 2018	18.48%
A	Advertising (Digital & Print) Spend Allocated to Separations	\$13,000
I	Physical, TB Test, and Drug Screen	\$247
I	Psychological Test (MMPI)	\$15
I	In-Person Psych Interview	\$235
A	Number of Recruits to Replace Voluntary Separations Who Do Not Pass MMPI	349
I	Total Cost For One BCOT Student	\$8,033
I	Staff Salary Allocated to Each New Hire for 1-Week Orientation	\$260
I	Number of Offenders Held in County Jails	1000
I	Daily Cost to Hold an Offender in a County Jail	\$40
I	Standard Issue Uniforms and Equipment	\$776
I	Annual Supplemental Pay for High Vacancy Facilities	\$6,180,000
I	FTO Cost, Not Including Their Regular Salary	\$187
A	Total Annual Staff Salary Related to Hiring	\$4,393,066
A	Total Staff Salary Allocated to Replacing Separations	\$811,762

Source: Team Analysis, NC DPS Data, Vendor Data



# Sensitivity analysis of yearly costs due to high vacancy and replacing voluntary separations can range from \$83M-\$97M



## Low Estimate

Cost of Vacancy and Replacing Voluntary Separations	
This sheet adds the annual cost to replace the number of correctional officers who voluntarily separate as well as the costs associated with the vacancy rate	
# of Voluntary Separations During This Time	1255
Vacancy Rate as of August 2019	21%
Cost Drivers	Total Cost
<b>Salary</b>	
Overtime Pay for Current Employees	\$ 49,811,843
High Vacancy Facility Supplemental Pay	\$ 6,180,000
<b>Salary Total</b>	<b>\$ 55,991,843</b>
<b>Hiring</b>	
Advertising Spend	\$ 11,700
Physical, TB Test, and Drug Screen	\$ 309,985
Psychological Test (MMPI)	\$ 18,825
In-Person Psych Interview	\$ 73,708
Application Processing	\$ 730,586
<b>Hiring Total</b>	<b>\$ 1,144,804</b>
<b>Training</b>	
BCOT	\$ 10,080,788
Staff Salary for 1-Week Orientation	\$ 326,300
Standard Issue Uniforms and Equipment	\$ 973,880
FTO Cost, not Including Their Regular Salary	\$ 234,685
<b>Training Total</b>	<b>\$ 11,615,653</b>
<b>Other Costs</b>	
Offender Backlog at County Jails	\$ 14,600,000
Loss of Productivity (100% CO Salary for 1-Week Orientation)	\$ 2,321,123
<b>Other Total</b>	<b>\$ 16,921,123</b>
<b>Total Cost of Vacancy and Replacing Separations</b>	<b>\$ 85,673,421</b>

## Base Estimate

Cost of Vacancy and Replacing Voluntary Separations	
This sheet adds the annual cost to replace the number of correctional officers who voluntarily separate as well as the costs associated with the vacancy rate	
# of Voluntary Separations During This Time	1394
Vacancy Rate as of August 2019	21%
Cost Drivers	Total Cost
<b>Salary</b>	
Overtime Pay for Current Employees	\$ 55,346,492
High Vacancy Facility Supplemental Pay	\$ 6,180,000
<b>Salary Total</b>	<b>\$ 61,526,492</b>
<b>Hiring</b>	
Advertising Spend	\$ 13,000
Physical, TB Test, and Drug Screen	\$ 344,318
Psychological Test (MMPI)	\$ 20,910
In-Person Psych Interview	\$ 81,898
Application Processing	\$ 811,762
<b>Hiring Total</b>	<b>\$ 1,271,888</b>
<b>Training</b>	
BCOT	\$ 11,197,305
Staff Salary for 1-Week Orientation	\$ 362,440
Standard Issue Uniforms and Equipment	\$ 1,081,744
FTO Cost, not Including Their Regular Salary	\$ 260,678
<b>Training Total</b>	<b>\$ 12,902,167</b>
<b>Other Costs</b>	
Offender Backlog at County Jails	\$ 14,600,000
Loss of Productivity (100% CO Salary for 1-Week Orientation and 50% for 120 Hours with FTO)	\$ 2,578,203
<b>Other Total</b>	<b>\$ 17,178,203</b>
<b>Total Cost of Vacancy and Replacing Separations</b>	<b>\$ 92,878,749</b>

## High Estimate

Cost of Vacancy and Replacing Voluntary Separations	
This sheet adds the annual cost to replace the number of correctional officers who voluntarily separate as well as the costs associated with the vacancy rate	
# of Voluntary Separations During This Time	1534
Vacancy Rate as of August 2019	21%
Cost Drivers	Total Cost
<b>Salary</b>	
Overtime Pay for Current Employees	\$ 60,881,141
High Vacancy Facility Supplemental Pay	\$ 6,180,000
<b>Salary Total</b>	<b>\$ 67,061,141</b>
<b>Hiring</b>	
Advertising Spend	\$ 14,300
Physical, TB Test, and Drug Screen	\$ 378,898
Psychological Test (MMPI)	\$ 23,010
In-Person Psych Interview	\$ 90,217
Application Processing	\$ 892,938
<b>Hiring Total</b>	<b>\$ 1,399,363</b>
<b>Training</b>	
BCOT	\$ 12,321,855
Staff Salary for 1-Week Orientation	\$ 398,840
Standard Issue Uniforms and Equipment	\$ 1,190,384
FTO Cost, not Including Their Regular Salary	\$ 286,858
<b>Training Total</b>	<b>\$ 14,197,937</b>
<b>Other Costs</b>	
Offender Backlog at County Jails	\$ 14,600,000
Loss of Productivity (100% CO Salary for 1-Week Orientation)	\$ 2,837,133
<b>Other Total</b>	<b>\$ 17,437,133</b>
<b>Total Cost of Vacancy and Replacing Separations</b>	<b>\$ 100,095,573</b>

Source: Team Analysis, NC DPS Data, Vendor Data



# Primary Interview Contacts



- 2 Previous STAR Faculty Advisors
- Associate Professor of Marketing
- Professor of the Practice of Strategy and Entrepreneurship
- OB PHD Program Coordinator
- 3 OB Professors
- Professor of Practice and Senior Pharmaceutical Executive
- First Year OB MBA Students

*\*OB =Organizational Behavior*



## Orange County – Warren – NCCIW – Bertie – Polk

- Wardens
- Deputy Wardens
- Associate Warden of Custody
- Assistant Superintendent of Custody
- Program Director
- Parole Officer

- Chief of Security
- Director of ODST
- Asst. Director of Custody & Ops
- Human Resources
- Training Coordinator
- Federal Recruiter for Medical Jobs
- Asst. Superintendent of Programming
- Correctional Administrative Services Manager
- FTO/Trainer for Basic
- Director of Locks
- Various Correctional Officers (*tenure from new hire to 27 yrs*)
- Head of Maintenance



# Main Findings from Interviews and Prison Visits

*“They call us law enforcement, but it **doesn’t feel** like that”  
- Correctional Officer with 20+ years of experience*

*“The process takes too long. People are waiting months for training. **The waiting is hurting.**”  
- Management at a Facility*

*“We had a day where you didn’t have to go to Raleigh to get through onboarding. **85 people came through.**”  
- Management at a Facility*

*“**Communication is 100% of the job**, but COs do not come out of basic knowing how to communicate”  
- Correctional Officer*

## Examples of Findings:

- COs talked about how much they value having an FTO
- COs feel like they do not have a voice nor get the respect they deserve
- The onboarding process has too much paperwork and could be a time to inspire new COs
- There are passionate veteran COs in each prison that are not being leveraged
- COs don't know about career development opportunities

# Other Findings from Interviews and Prison Visits

*Morale is down and they believe that the biggest factor is that “years of **experience don’t matter** to anybody”*  
- Management at Prison

*“FTO has been in place for about 2 years. It would be beneficial to have **more time with FTO**, but you can’t do that when you’re understaffed.”*  
- Correction Officers

*“OST was saying that staff know nothing about the prisons. Basic is like foreign language”*  
- Management at a Facility

## Examples of Findings:

- Motivation lacks when pay is not correlated with experience and promotion
- How to teach Correctional Officers about the prison system so Basic Training makes more sense.
- COs aren’t aware of the vacancies. Telling them could influence them to recruit more people.
- Overtime and understaffing are critical problems they deal with on the regular.

# Survey developed to be used by NC DPS in the future to gain insights from COs



**N+C DPS** DEPARTMENT OF PUBLIC SAFETY  
PREVENT. PROTECT. PROMOTE.

## DRAFT - Adult Correction Employee Survey

This survey aims to examine the current CO work environment and potential recommendations to increase CO recruitment and retention. Any survey responses submitted will be completely anonymous. Your suggestions could be used to help improve the CO role across the state of North Carolina.

\* Required

1. What is your Gender? \*

- Male
- Female
- Prefer not to answer
- Other

2. What is your Race and ethnicity? \*

- American Indian or Alaska Native
- Asian
- Black or African American
- Hispanic or Latino
- Native Hawaiian or Another Pacific Islander
- White/Caucasian
- Other, including two or more races

## Survey questions examine work environment and cover potential recommendations

### Topics include:

- Application process
- FTO
- BCOT
- On the job training
- Mentoring
- Career advancement opportunities
- Job expectations
- Job satisfaction

Finalized survey can be deployed at a strategic time to benchmark the success of NC DPS initiatives

# External-facing online presence does not convey mission and values effectively



## **Pennsylvania Dept of Corrections:**

*“Our mission is to reduce criminal behavior by providing individualized treatment and education to inmates, resulting in successful community reintegration through accountability and positive change.”*

## **Ohio Dept of Rehabilitation & Correction:**

*“Mission: Reduce Recidivism Among Those We Touch”*

## **Michigan Dept of Corrections:**

*“Mission: Create a safer Michigan by holding offenders accountable while promoting their success”*

## **NC DPS:**

*“The overall mission of the Department of Public Safety is to improve the quality of life for North Carolinians by reducing crime and enhancing public safety.”*

## **NC Dept of Corrections:\***

*“The mission of the North Carolina Department of Correction is to promote public safety by the administration of a fair and humane system which provides reasonable opportunities for adjudicated offenders to develop progressively responsible behavior.”*

NC DPS’s website can increase impact with more visible and purpose-driven language

**Source:** Pennsylvania, Ohio, Michigan Departments of Correction websites; NC DPS Website

\* This mission statement is for the old Department of Corrections. However, it is still available online with a quick search.



# The offer letter does not incorporate any of NC DPS's key messaging phrases



The letter is a **conditional** offer of employment, pending the applicant passes additional screenings

Applicants are also sent:

- DPS Employee Statements
  - *Details regarding overtime pay, employment of relatives, prior criminal convictions, Prison Rape Elimination Act (PREA) standards*
- Basic Correctional Officer Training (BCOT) Information
  - *Training schedule, orientation, dress code, conduct*

<Enter DATE here>

<Enter CANDIDATE's NAME here>

<Enter CANDIDATE's ADDRESS here>

<Enter CITY, STATE and ZIP of Candidate's address here>

Dear <Enter CANDIDATE's NAME here>:

I am pleased to offer you the position of <enter POSITION TITLE and NUMBER here> with the <Enter DIVISION/SECTION here> effective <Enter EFFECTIVE DATE here>. This position is a <Enter SALARY GRADE or BAND LEVEL here>, with an annual salary of \$<Enter SALARY here>. This is a <Select position type from drop-down> position and is <Select from drop-down> from the Fair Labor Standards Act (FLSA).

Additionally, in accordance with the State Adverse Weather Leave Policy and the Emergency Closings Policy, you are a *(please check the appropriate box below)*.

- Mandatory employee, which means you are required to work during adverse weather conditions; or
- Non-mandatory employee, which means you may be approved for a leave of absence during adverse weather conditions.

Individuals receiving original appointments to permanent positions must serve a probationary period. The probationary period is an extension of the selection process and allows management time to evaluate your performance. After successful completion of the probationary period, you will be granted permanent status. Additionally, all new hires are required to attend New Employee Orientation. Details regarding your orientation will be provided on your first day.

Please plan to report to work at <Enter Facility/Office/Duty Station Name and Address here> on <Enter DATE and Time here>. Again, I would like to welcome you to the Department of Public Safety (DPS) and hope that this is the beginning of a rewarding career. If you have any questions, please do not hesitate to contact me at: <Enter contact information of HR Employment Specialist here>.

The offer letter is a sales opportunity for NC DPS, yet nothing related to “a career that matters” is included.





# Mission, Vision, and Core Values Case Examples

## Southwest & Arizona Department of Corrections



### Mission Statement

#### Agency Vision

Safer communities through effective corrections.

#### Agency Mission

To serve and protect the people of Arizona by securely incarcerating convicted felons, by providing structured programming designed to support inmate accountability and successful community reintegration, and by providing effective supervision for those offenders conditionally released from prison.

#### Agency Core Values

- P = Professionalism: Modeling the ideal
- R = Responsibility: Owning your actions
- I = Integrity: Doing the right thing
- C = Courage: Taking action despite fear
- E = Efficiency: Making every action count



Arizona Department  
of Corrections

#### Agency Guiding Principles

- We have the legal and operational responsibility to be accountable and responsive to the judicial, legislative, and executive branches of government; to our employees; to inmates; and most importantly, to the citizens of Arizona.
- We value honesty and integrity in our relationships, and we place a high priority on quality of services and development of teamwork, trust, and open communication.



### Our Mission

The mission of Southwest Airlines is dedication to the highest quality of Customer Service delivered with a sense of warmth, friendliness, individual pride, and Company Spirit.

### To our Employees

We are committed to provide our Employees a stable work environment with equal opportunity for learning and personal growth. Above all, Employees will be provided the same concern, respect, and caring attitude within the organization that they are expected to share externally with every Southwest Customer.

Source: Arizona Department of Corrections, Southwest Airlines



UNC  
KENAN-FLAGLER  
BUSINESS SCHOOL

STAR  
STUDENT TEAMS ACHIEVING RESULTS

# Digital media is getting great impressions, but is not resulting in increased applications



**Is the message not effective, or are the wrong people being reached?**

## Video Ad Campaign Statistics (April 22-July 31, 2019)

- 98% Completion Rate
  - 80% industry standard
- 242K total impressions

## Youtube Ad Campaign Statistics (April 22-July 16, 2019)

- 0.52% Click Thru Rate
  - 0.33% industry standard
- 7,700 views per week
- 481 total clicks to Application Page

## Applications Received (April 1 - July 31)


2018: 436

2019: **392**

# Marketing Materials- Digital Ads

Targeted Email Ad

**BE A CORRECTIONAL OFFICER**



**A Career That Matters**

JOB  
REQUIREMENTS

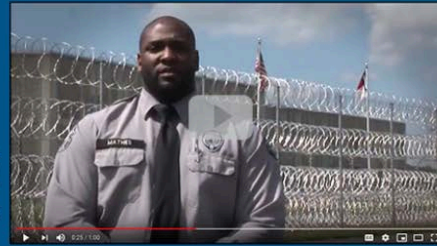

APPLICATION  
PROCESS

APPLY  
TODAY

Correctional Officers Have:

- ✓ Health Care
- ✓ Paid Leave
- ✓ Paid Shift Premium
- ✓ Retirement
- ✓ Specialized Training

LEARN MORE, WATCH THIS

Community College Flyer

*Congratulations* ON YOUR GRADUATION!

Now...let's talk about starting your new career in public safety.



**CONTACT OUR RECRUITER TODAY!**  
**WWW.NCDPS.GOV**



Kevin Whitaker, Recruiter  
214 West Jones Street Raleigh, NC 27699  
office 919-457-1193 cell 984-239-4598  
email Kevin.Whitaker@ncdps.gov

<https://www.ncdps.gov/careers/careers-correction/correctional-officers>

Source: NC DPS Communications

# Marketing Materials- Veteran Magazine Ads



**NEW SERVICE,  
NEW CAREER**

Now Hiring Correctional Officers  
Across North Carolina

- Paid Vacation Leave
- Paid Sick Leave
- Paid Holidays
- Military Leave
- Insurance Benefits
- Career Advancement
- Educational Opportunities
- Veterans' Apprenticeship Program

go online  
[www.ncdps.gov/jobs](http://www.ncdps.gov/jobs)




**NEW SERVICE,  
NEW CAREER**

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Across North Carolina

- Paid Vacation Leave
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- Paid Holidays
- Military Leave
- Insurance Benefits
- Career Advancement
- Educational Opportunities
- Veterans' Apprenticeship Program

go online  
[www.ncdps.gov/jobs](http://www.ncdps.gov/jobs)



Source: NC DPS Communications

# Marketing Materials- Corrections Pamphlet

**Consider a Career in Corrections**  
**Challenging Careers, Exceptional Employees**

**Correctional Officer Positions**

- ▶ Correctional Officer I  
Minimum Custody
- ▶ Correctional Officer II  
Medium Custody
- ▶ Correctional Officer III  
Close Custody

All correctional officer applicants must be at least 20 years of age, possess a valid driver license, have a high school diploma or GED, pass a criminal background check and meet all other minimum requirements.

**Benefits**

- ▶ Advancement Opportunities
- ▶ Specialized Training
- ▶ Health Care Benefits
- ▶ Sick Leave
- ▶ Paid Vacation
- ▶ Military Leave
- ▶ Paid Holidays/Shift Premium
- ▶ Retirement Benefits
- ▶ Optional Dental and Vision Care
- ▶ Optional 401k/457 Supplemental Retirement

**www.ncdps.gov**

10,000 copies of this public document were printed at a cost of \$773.81 or \$0.08 per copy, 11/18

Apply online [www.ncdps.gov/careers/correction](http://www.ncdps.gov/careers/correction) or select the code above with a mobile device.

**Carreras en los Correccionales**  
**Carreras desafiantes, Empleados excepcionales**

**Puestos Disponibles**

- ▶ Oficial Correccional I  
Custodia mínima
- ▶ Oficial Correccional II  
Custodia media
- ▶ Oficial Correccional III  
Custodia máxima

Los candidatos deben ser ciudadanos estadounidenses, tener al menos 20 años, hablar, leer y escribir en inglés, poseer una licencia de conducir vigente, tener un diploma de escuela secundaria (high school) o GED, aprobar una verificación de antecedentes penales, y cumplir con todos los requisitos mínimos.

**Beneficios para el empleado**

- ▶ Oportunidad de avanzar
- ▶ Formación especializada
- ▶ Seguro de salud
- ▶ Permiso por enfermedad pagado
- ▶ Vacaciones pagadas
- ▶ Permiso militar
- ▶ Días festivos pagados/Prima de turno
- ▶ Beneficios de retiro
- ▶ Cobertura dental y del cuidado de la visión - opcional
- ▶ Plan de retiro suplementario 401K/457 - opcional


**N.C. Department of Public Safety / Prisons**  
 831 W. Morgan Street  
 Raleigh, NC 27699-4265  
 919-838-4000 | [www.ncdps.gov](http://www.ncdps.gov)

Se imprimieron 6,000 copias de este documento público a un costo de \$644.29 o .11 por copia, 6/18

Presente su solicitud en línea [www.ncdps.gov/careers/correction](http://www.ncdps.gov/careers/correction) o seleccione el código QR con un dispositivo móvil.

Source: NC DPS Communications

## NOW HIRING



**THE CALIFORNIA DEPARTMENT OF CORRECTIONS AND REHABILITATION**


**SALARY**  
 Basic Correctional Officer Academy - **\$20.82 per hour**  
 After academy - **\$4,438 - \$7,411 per month**

**MINIMUM QUALIFICATIONS**

- U.S. citizen or applied for citizenship
- U.S. high school diploma/GED
- 21 years of age (*20 at application*)
- No felony convictions


**BENEFITS**

- Paid academy training
- Health
- Dental
- Vision
- Retirement package



**BECOME A PEACE OFFICER**

**JOINCDOR.COM**



CALIFORNIA DEPARTMENT OF CORRECTIONS AND REHABILITATION

REV 00016

## NOW HIRING CORRECTIONAL OFFICERS



*Change Lives. Change California.*

**Now's The Time, Apply Online!**

# WWW.JOINCDOR.COM



CALIFORNIA DEPARTMENT OF CORRECTIONS AND REHABILITATION



# Florida's Marketing Materials



**NOW HIRING**  
**CORRECTIONAL OFFICERS**

FLDOCjobs.com  
@FL\_Corrections

**\$33.5K ANNUALLY - START AT 18**

**NOW HIRING**  
**CORRECTIONAL PROBATION OFFICERS**

**Requirements**

- U.S. Citizen
- Possess a Bachelor's Degree from accredited college/university
- No felony convictions
- Possess a valid driver's license

**Documents You Need**

- Valid Driver's License
- Birth Certificate
- Social Security Card
- DD214 (Military)
- Sealed college transcript
- Supplemental employment application

\*Additional documents may be needed during the hiring process

**Benefits**

- On the job paid training including Basic Recruit Academy
- Tuition-Free College (8hrs/sem)
- Excellent single/family health insurance coverage

Visit [FLDOCjobs.com](http://FLDOCjobs.com) for more information!  
To apply now, visit [jobs.myflorida.com](http://jobs.myflorida.com)!

**NOW HIRING**  
**CORRECTIONAL PROBATION OFFICERS**

**\$33.5K ANNUALLY - PAID TRAINING**

**Requirements**

- U.S. Citizen
- Possess a Bachelor's Degree from accredited college/university
- No felony convictions
- Possess a valid driver's license

**Documents You Need**

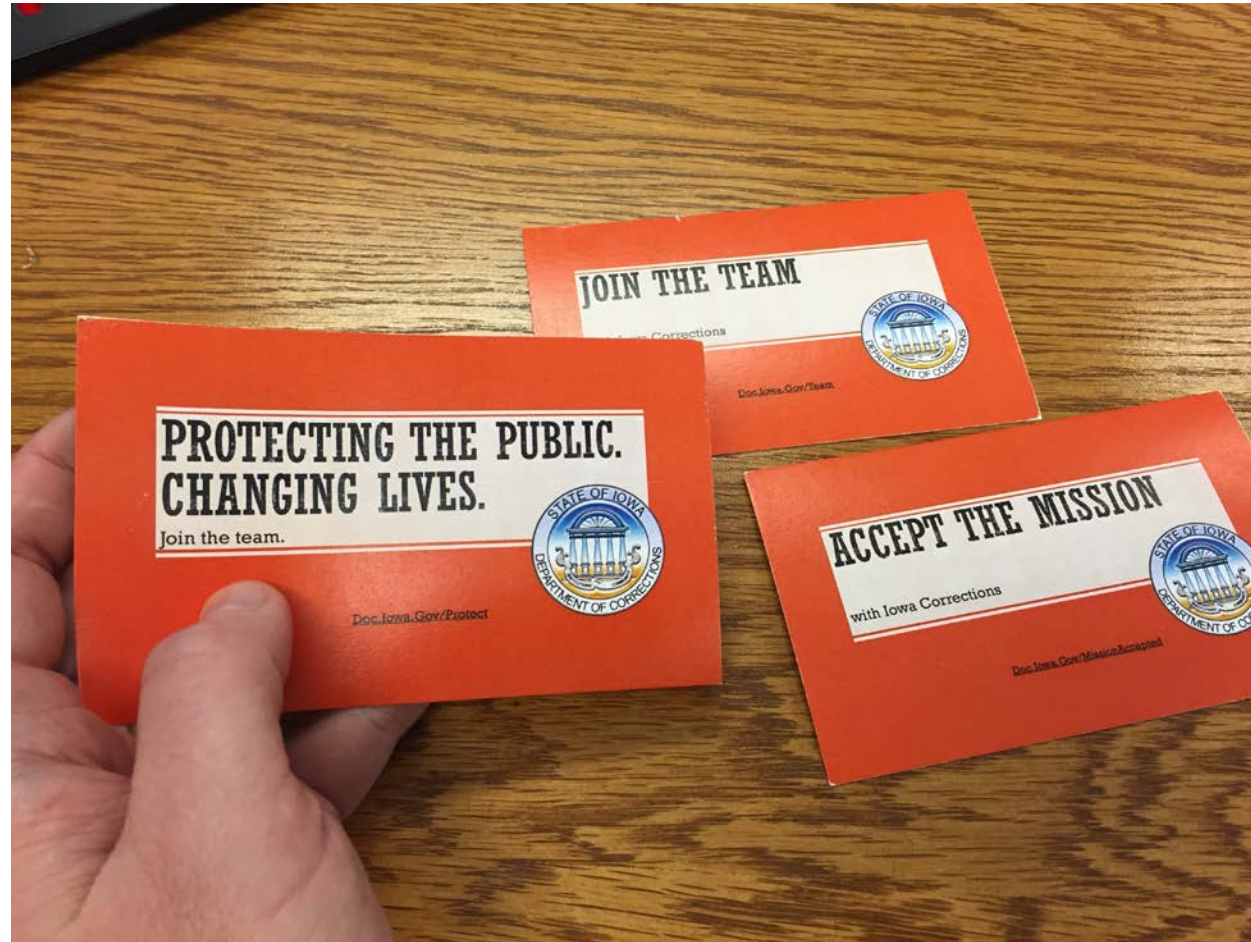
- Valid Driver's License
  - Birth Certificate
  - Social Security Card
  - DD214 (Military)
  - Sealed college transcript
  - Supplemental employment application
- \*Additional documents may be needed during the hiring process

**Benefits**

- On the job paid training including Basic Recruit Academy
- Tuition-Free College (8hrs/sem)
- Excellent single/family health insurance coverage

Visit [FLDOCjobs.com](http://FLDOCjobs.com) for more information!  
To apply now, visit [jobs.myflorida.com](http://jobs.myflorida.com)!

# Iowa's Marketing Material





# Various other states have effective recruitment videos



[Arizona](#)

Click on the state names  
to watch the videos



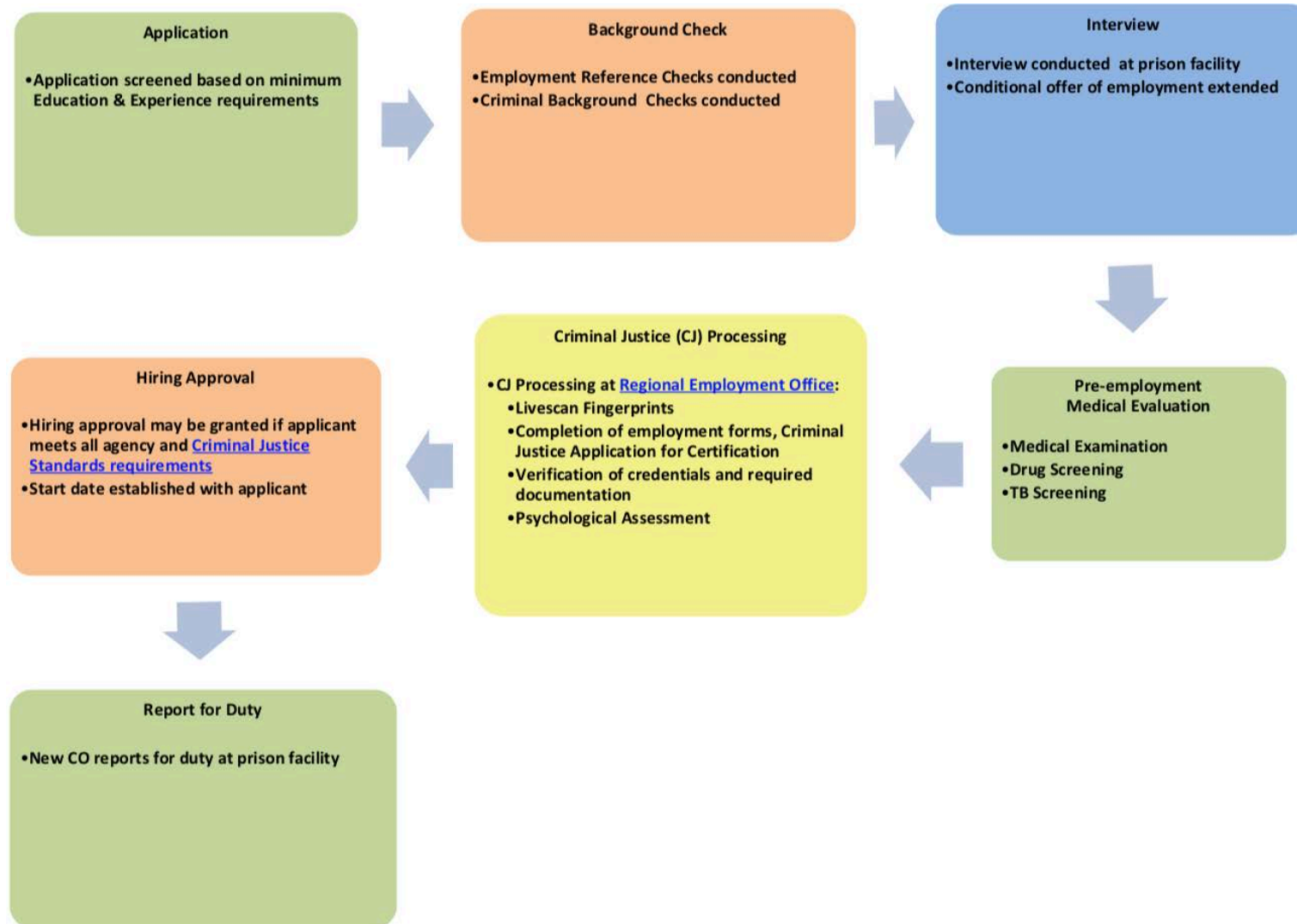
[Ohio](#)



[Ohio](#)

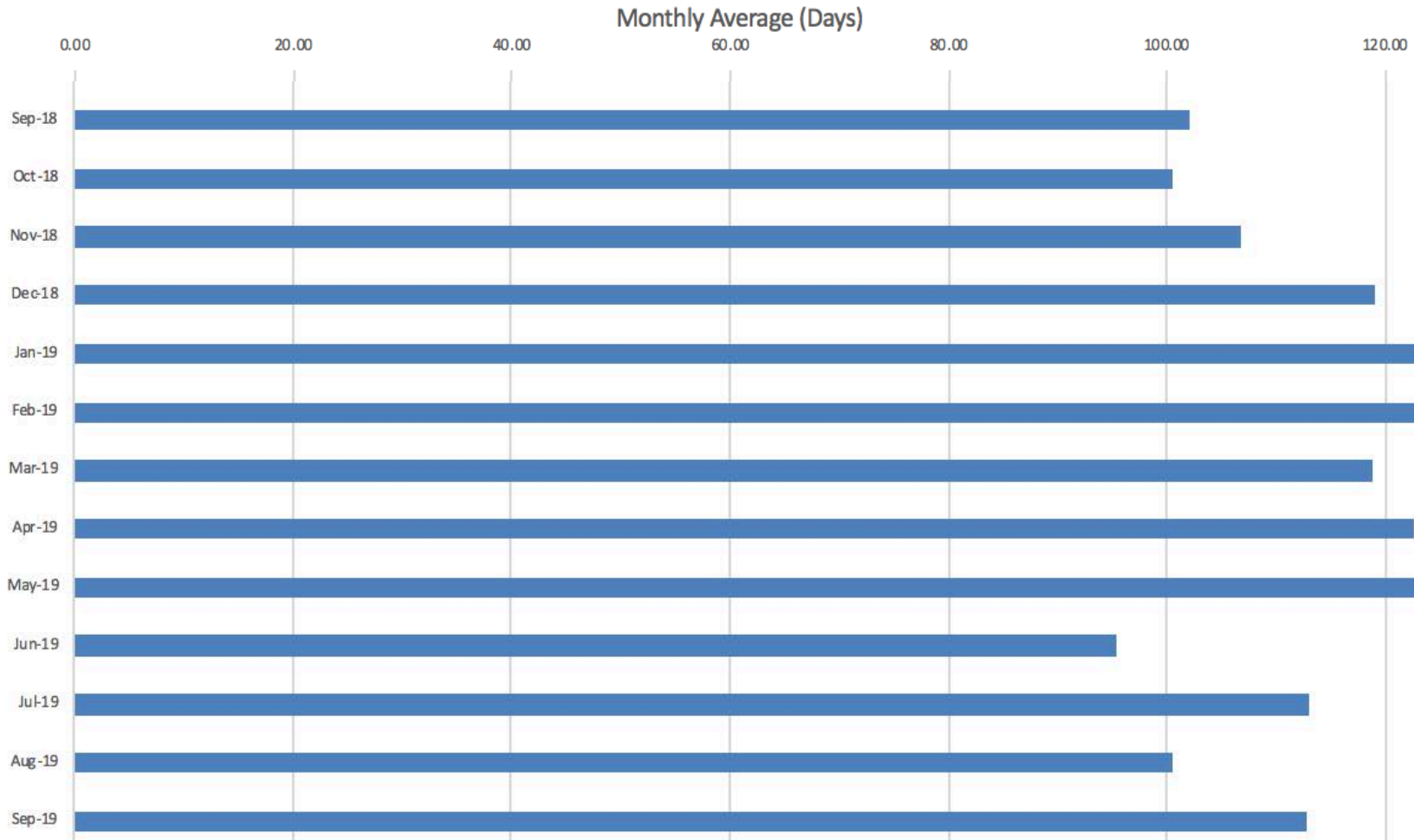
Source: Arizona, Ohio, & North Dakota Recruitment Videos retrieved from YouTube

# CO Hiring Process Flowchart



Source: NC DPS REO, Updated November

# ATS CO Step Time Report



Minimum Average  
Processing Time: **88 Days**

Maximum Average  
Processing Time: **128 Days**

### ATS Status Steps

1. Application Received
2. Assess Minimum Qualifications
3. Background Check
4. Pending Interview
5. Available
6. Criminal Justice Processing
7. Pending Start Date
8. Pending Hire Date

Source: NC DPS Human Resources



# Weekly Application Processing Report

## 2019 Summary Totals

	Total CO Apps Rec'd	Total CO Apps after Prelim Rev	Pending Ref Check	Total Added to Interview Roster	Total Scheduled for Int/ Proc	Total Scheduled for Processing ONLY	No Show	Reschedule	Total COEs Extended	Total Approvals Granted	Pending Start Date	Total Start Dates
ECREO	1976	1427	1265	1053	29	818	95	87	628	437	861	301
RREO	2571	1657	2739	1159	756	20	51	5	690	420	627	363
PTREO	1834	1433	2172	1089	0	618	10	0	559	410	211	393
WFREO	1765	973	1473	1169	0	391	25	32	324	261	427	216
<b>TOTAL</b>	<b>8146</b>	<b>5490</b>	<b>7649</b>	<b>4470</b>	<b>785</b>	<b>1847</b>	<b>181</b>	<b>124</b>	<b>2201</b>	<b>1528</b>	<b>2126</b>	<b>1273</b>
AVERAGES	CO Apps Rec'd	Total CO Apps after Prelim Rev	Pending Ref Check	Total Added to Interview Roster	Total Scheduled for Int/ Proc	Total Scheduled for Processing ONLY	No Show	Reschedule	Total COEs Extended	Total Approvals Granted	Pending Start Date	Total Start Dates
ECREO	58	42	37	31	1	24	3	3	18	13	25	9
RREO	76	49	81	34	22	1	2	0	20	12	18	11
PTREO	54	42	64	32	0	18	0	0	16	12	6	12
WFREO	52	29	43	34	0	12	1	1	10	8	13	6
<b>Tot. Avg</b>	<b>60</b>	<b>40</b>	<b>56</b>	<b>33</b>	<b>6</b>	<b>14</b>	<b>1</b>	<b>1</b>	<b>16</b>	<b>11</b>	<b>16</b>	<b>9</b>

**Total Apps Rec'd** = Total Apps Rec'd from ACS plus other REOs

**Total Apps after Prelim Rev** = Total Apps Rec'd minus DQ apps, duplicate apps, and internal transfers.

**Pending Ref Check** = Total awaiting reference check from Prison Region.

**Add to Int Roster** = Total applicants added to Interview Roster in ATS that week.

**Int/Proc Sched** = Total applicants scheduled for interview and processing that week.

**Proc ONLY Sched** = Total applicants scheduled for ONLY CJ processing appointment that week.

**NS** = Total COPAT No Show.

**R** = Total COPAT Reschedules.

**COE Ext** = Total number of applicants that were extended a COE that week.

**Approval Granted** = Total number of Approvals called out by REO to units for that week, requesting Start Dates.

**Pending Start Date** = Total waiting for Prisons to schedule Start Date.

**Start Date Rec'd** = Total number of "Start Dates" received by units for that week.

**Note:** If the # COEs extended for the week MEETS or is GREATER than the goal, than the number will be highlighted in Yellow.

Source: NC DPS Human Resources



# \$2.2M in training costs are lost from hiring unfit COs

The information below refers to 2018 data



Source: CO Workforce Analysis January 2019, NC DPS data

# Zipwhip Texting Service Features

## Automation

- Auto Replies: *assign messages to be sent outside of business hours*
- Keywords: *answer common questions by tagging keywords*
- Templates: *reusable templates for standard messages*
- Scheduled Messages: *choose day and time for messages to be sent*

## Personalization

- Custom Fields: *personalize messages quickly by choosing any contact information or identifying information, i.e. applicant number*
- Custom Signatures: *add custom recruiter or admin signatures to each message*

## Productivity and Organization

- Group Messaging: *quickly send BCC messages to up to 50 contacts at a time. May still be personalized with custom fields*
- Multi-media Messaging: *send documents, images*
- Contacts: *bulk upload & store all contact info*
- Message Feed: *view all inbound messages in a single feed rather than searching through multiple conversations*
- Notifications: *desktop, browser, and mobile alerts available*

## Analytics

- Message Reports: *make strategic decisions like when and how to contact applicants*
- Keyword Reports: *gain insight on what key words trigger engagement*

## Economy

Unlimited texting and basic features

**\$35**

per month per line

Free Trial  
Included

## Business

Features for automation and personalization

**\$100**

per month per line

Free Trial  
Included

## Enterprise

Flexible features to meet needs of large organizations

**Custom Pricing**

# Current NC DPS CO Interview Questions

1. Why would you think it is important to inspect a state vehicle prior to transporting a prisoner in it?
2. What skills do you possess or accomplishments you have made that would assist in proving you the best applicant for this position?
3. Inmates are permitted to use telephones on a structured schedule. Upon completing a call, inmate Jones is very upset at learning of the death of his brother. Jones is a religious individual and asks you to join hands and pray with him. How would you respond?
4. What are your thoughts about working in an environment in which you are the only officer in charge of 50-100 inmates?
5. COs are expected to work directly with inmates every day. What type of relationship do you think should exist between COs and inmates?



# Proposed New NC DPS CO Interview Questions

## Why NC DPS?

- What does the NC DPS Mission statement mean to you and how does it relate to your approach, thoughts, and actions about the role?
- What do you think the purpose of prison should be?

## Behavioral

- What skills do you possess or accomplishments you have made that would assist in showing us you're a good fit for this job?
- What would your past employers/references say about you personally and your work ethic?
- We all have had a time that we felt either frustrated and/or impatient when dealing with people? Tell us about a time this has happened with you and how you handle that situation?
- Attendance and punctuality are an essential function for all employees. Correctional Officers are expected to show up for work on their scheduled times; absences leave the shift short-handed and give the supervisor's no time to arrange the schedule. What are your views on attendance and punctuality, what would your past employer (s) say about your attendance? Give us an example of a time when you had to make special arrangements in order to make it to work on time.
- All employees of the NC DPS are held to a high standard of ethical conduct regarding your behavior and decision making both on and

off the job. What does this mean to you and how do you feel about this expectation?

- When working within a correctional facility you will see and be involved in tough situations that will be stressful and difficult to handle at times. Do you believe you have the ability to handle these situations? Can you give us an example of a stressful situation you were faced with and how you responded?

## Situational

- Your supervisor asks you to complete a task a certain way in the next few minutes and you do not agree with the instructions or believe there's a better way to complete the task. What would you do?
- An offender repeatedly approaches you in what you believe is an attempt to develop a friendship with you by asking personal questions about your life and family. How would you handle this situation?
- A new program launches inside the facility that seems to give perks to offenders living in the housing unit where you work. Some of the offenders in that unit are guys who seem to get in trouble a lot. It just doesn't make sense to you. Your coworkers don't think it's right. What would you say and do in a situation like this?

*\*The interview questions above were developed by referencing North Carolina's, North Dakota's, and Rhode Island's Correctional Officer interview questions.*

# Willingness Questionnaire\*



## Are you willing to:

1. Work in an occupation where you must maintain confidentiality and are not free to discuss many of your daily activities with family and friends?
2. Work 12-to-16-hour shifts?
3. Work weekends and/or holidays?
4. Work any assigned shift and rotation?
5. Work overtime to meet the needs of the facility?
6. Sit alone for long periods of time and remain alert?
7. Stand on your feet for long periods of time?
8. Return to the facility at any hour during an emergency situation?
9. Report to duty during inclement weather or a natural disaster such as a hurricane, flood, or other emergency?
10. Assist fellow officers in case of an emergency involving an offender?
11. Show respect to authority and rank and follow lawful orders of supervisors?
12. Obtain and maintain a valid driver license and operate state-owned vehicles?
13. Read and become familiar with standard operating procedures, post orders, and Department of Public Safety directives, policy and procedures?
14. Write an incident report in clear, concise language with correct grammar and spelling?
15. Be exposed to chemical agents such as pepper spray and tear gas?
16. Carry a firearm in the performance of your duties?
17. Use deadly force to prevent the escape of an offender?
18. Attend a physically intensive 6-week, in-residence training program at an academy and three weeks of field training in your assigned facility?
19. Participate in physical and firearms training?
20. Participate in defensive tactics training?
21. Maintain all training requirements, including going to annual in-service training and periodic on-line training?
22. Work with violent offenders who have been convicted of assault, murder, sex crimes, armed robbery, etc.?
23. Be locked in a housing unit with male, female and transgender offenders?
24. Perform urinalysis drug testing on offenders?
25. Manage large groups of male, female and transgender offenders, alone at times?
26. Supervise a group of male, female and transgender offenders on work detail?
27. Conduct body searches on male, female and transgender offenders?
28. Tolerate a certain amount of verbal abuse from offenders?
29. Enforce and comply with all rules and regulations governing offenders?


*\*The willingness questionnaire was developed by referencing New Jersey's, Rhode Island's, and Florida's Correctional Officer Willingness Questionnaires.*



# NC DPS released this email blast to all past contacts to publicize the Polk on-site hiring event



Polk Correctional Institution Hiring Event

 **A Career That Matters** [APPLY TODAY](#)

We are following up with you on your previous interest in employment with the North Carolina Department of Public Safety and hope you will take a look at this upcoming opportunity to join our team and find a **Career That Matters**.

Correctional officers are one of the most important positions in the criminal justice system. The officers are charged with keeping the public safe by maintaining order and enforcing rules within the prison system.

Polk Correctional Institution is hosting a hiring event on Saturday, Nov. 2. Recruiters will be onsite to conduct interviews and offer positions the same day. Applicants hired at Polk CI are eligible for a competitive North Carolina state benefits package with **additional salary pay of up to \$625 a month**.

Come see us Nov. 2 or visit a recruiter to learn more about a **Career That Matters!**


**Come See Us!**

Saturday, Nov. 2, 9 a.m. - 2 p.m.  
Polk Correctional Institution  
1001 Veasey Dr.  
Butner, NC

**Onsite Interviews For:**

Correctional Officer Positions  
Administrative Positions  
Medical Staff Positions

[Contact a Recruiter](#) [About a Career at Polk](#)

 **DPS**  
DEPARTMENT OF PUBLIC SAFETY



# Correctional Career Pathways Proposal I

Correctional Career Pathways Proposal				
<b>Designation Level Job Classification</b>	<b>First Class</b> Correctional Officer I, II, III Food Service Officer I, II, III Case Manager	<b>Senior</b> Correctional Officer I, II, III Food Service Officer I, II, III Case Manager	<b>Master*</b> Correctional Officer I, II, III Food Service Officer I, II, III Case Manager	<b>Chief*</b> Correctional Officer I, II, III Food Service Officer I, II, III Case Manager
Months of Experience	<b>Minimum of 12 Months</b>	<b>Minimum of 24 Months</b>	<b>Minimum of 36 Months</b>	<b>Minimum of 60 Months</b>
One Time Bonus	<b>\$1000</b>	<b>\$2000</b>	<b>\$3000</b>	<b>\$4000</b>
Point Requirements	<b>25</b>	<b>60</b>	<b>100</b>	<b>150</b>
Pre-Requisites		<b>First Class level for 12 consecutive months</b>	<b>First Class &amp; Senior levels for 12 consecutive months each</b>	<b>First Class &amp; Senior levels for 12 consecutive months each and Master level for 24 consecutive months</b>
Eligibility Requirements	<ul style="list-style-type: none"> <li>12 months continuous service/experience</li> <li>Completion of BCOT</li> <li>No active disciplinary action</li> <li>NCVIP-Meets expectations</li> <li><b>(Copy of Current Performance Evaluation)</b></li> <li>Supervisor's recommendation</li> <li>Completion of 1 work-related online class from list below</li> <li>Successful interview by the Regional Career Development Review Committee</li> </ul>	<ul style="list-style-type: none"> <li>24 months continuous service/experience</li> <li>No active disciplinary action</li> <li>NCVIP-Meets expectations</li> <li><b>(Copy of Current Performance Evaluations)</b></li> <li>Supervisor &amp; Indirect Supervisor recommendation</li> <li>Completion of 2 work-related elective online classes from list below</li> <li>Successful interview by the Regional Career Development Review Committee</li> </ul>	<ul style="list-style-type: none"> <li>36 months continuous service/experience</li> <li>No active disciplinary action</li> <li>NCVIP-Meets expectations</li> <li><b>(Copy of Current Performance Evaluations)</b></li> <li>Supervisor, Indirect Supervisor and Warden recommendation</li> <li>Completion of 3 work-related elective online classes from list below</li> <li>Successful interview by the Regional Career Development Review Committee</li> </ul>	<ul style="list-style-type: none"> <li>60 months continuous service/experience</li> <li>No active disciplinary action</li> <li>NCVIP-Meets expectations</li> <li><b>(Copy of Current Performance Evaluations)</b></li> <li>Supervisor, Indirect Supervisor and Warden recommendation</li> <li>Completion of 4 work-related elective online classes from list below</li> <li>Successful interview by the Regional Career Development Review Committee</li> </ul>
Core Competencies**	<div style="border: 1px solid orange; padding: 5px; text-align: center;"> <b>Communication</b>   <i>Interpersonal Interactions Resolving Conflict Diversity &amp; Inclusion</i> </div>	<div style="border: 1px solid blue; padding: 5px; text-align: center;"> <b>Problem Solving/ Decision Making</b>   <i>Program Planning &amp; Monitoring Strategic Thinking Assessment</i> </div>	<div style="border: 1px solid green; padding: 5px; text-align: center;"> <b>Developing Others</b>   <i>Coaching Developing Teams Motivation</i> </div>	<div style="border: 1px solid red; padding: 5px; text-align: center;"> <b>Managing Change</b>   <i>Flexibility &amp; Resilience Creativity &amp; Innovation</i> </div>
	<b>The core competencies are listed within the identifying colors. ** The online courses are highlighted to identify the correlating core competency. ***</b>			
Knowledge & Competency Areas	<ul style="list-style-type: none"> <li>Policies &amp; Procedures</li> <li>Professional Ethics</li> <li>Safety in the Workplace</li> <li>Staff/Offender Boundaries</li> <li>Developing Career Goals</li> <li>5 Priorities of the Correctional Officer</li> <li>Reporting Citations</li> <li>Appearance &amp; Grooming Regulations</li> <li>Offender Conduct Rules</li> <li>Key &amp; Lock Control</li> </ul>	<ul style="list-style-type: none"> <li>Inmate Use of Mail</li> <li>Offender Disciplinary Policy</li> <li>Inmate Access to Telephones</li> <li>Promotional Preparedness/OJT</li> <li>Conduct of Employees</li> <li>Visitation</li> <li>Inmate Personal Property</li> <li>Prison Entrance &amp; Exit Policy</li> </ul>	<ul style="list-style-type: none"> <li>Conditions of Confinement</li> <li>Conflict Resolution</li> <li>Use of Force Policy</li> <li>Incident Reports</li> <li>Contraband Control</li> <li>Transporting Offenders</li> <li>Operational Searches</li> <li>Clothing, Bedding, &amp; Hygiene</li> </ul>	<ul style="list-style-type: none"> <li>Inmate Sexual Abuse &amp; Harassment Policy</li> <li>Inmate Death Procedures</li> <li>Staff/Inmate Accident Reports</li> <li>Facility Audits</li> <li>Level I &amp; I Emergencies</li> <li>Recreation</li> <li>Safety Policy</li> <li>Restrictive Housing</li> </ul>

Source: NC DPS



# Correctional Career Pathways Proposal II

Online Courses *** (3 pts. each)	<ul style="list-style-type: none"> <li>Stress Management</li> <li>An Overview of NEOGOV</li> <li>Are You a Bully? Or Are You Being Bullied?</li> <li>Grievance Overview</li> <li><b>Career Development &amp; Training</b></li> <li>Zone 123-A Discussion in Ethics</li> <li><b>Communication Strategies</b></li> <li><b>Increasing Your Happiness</b></li> <li><b>Personal Productivity</b></li> <li><b>Taking Initiative</b></li> </ul>	<ul style="list-style-type: none"> <li><b>A Guide to the Academic Assistance Program</b></li> <li>Controlling Bullying in the Workplace</li> <li>DPS HR-Social Media, Interpersonal</li> <li>Communication &amp; Relationships w/Staff</li> <li>SOP-Special Management Meals</li> <li>PREA-Understanding the LGBTI Offender</li> <li><b>Assertiveness &amp; Self-Confidence</b></li> <li>Telephone Etiquette</li> <li><b>Interpersonal Skills</b></li> <li><b>Time Management</b></li> <li><b>Goal Setting &amp; Getting Things Done</b></li> </ul>	<ul style="list-style-type: none"> <li>SOP Inmate Publication Review</li> <li><b>Promotional Success</b></li> <li>Workplace Violence Awareness &amp; Prevention</li> <li>SOP-Inmate Publication Review</li> <li>Mission Impossible: Together We Can Prevent Falls</li> <li>Managing Your Inbox as a Public Record</li> <li><b>Emotional Intelligence</b></li> <li><b>Self-Leadership</b></li> <li><b>Improving Self Awareness</b></li> <li><b>Stress Management</b></li> </ul>	<ul style="list-style-type: none"> <li>Zone 123-A Discussion in Ethics</li> <li><b>Success Under Pressure</b></li> <li>Preventing Workplace Harassment</li> <li>SOP Management of Offenders-Refusing to Eat: Hunger Strike</li> <li>Offender Urinalysis Training</li> <li><b>Improving Mindfulness</b></li> <li>Civility in the Workplace</li> <li>Social Media in the Workplace</li> <li>Managing Workplace Anxiety</li> <li><b>Creative Problem Solving</b></li> <li><b>Negotiation Skills</b></li> <li><b>Organizational Skills</b></li> </ul>
Elective Classroom Courses (6 pts. Each)	<ul style="list-style-type: none"> <li>Creating a Respectful Workplace (8 hrs.)</li> <li>Managing Your Career (4 hrs.)</li> </ul>	<ul style="list-style-type: none"> <li>Understanding Cultural Competence (4 hrs.)</li> <li>From Corrections Fatigue to Fulfillment (8 hrs.)</li> </ul>	<ul style="list-style-type: none"> <li>Managing Workplace Anxiety (TBA)</li> <li>Crisis Management (TBA)</li> </ul>	<ul style="list-style-type: none"> <li>Understanding Cultural Competence (4 hrs.)</li> <li>Body Language Basics</li> </ul>
Potential Opportunities		<ul style="list-style-type: none"> <li>Eligible for Field Training Officer Position</li> <li>Eligible for Correctional Sergeant Position</li> <li>Eligible for Transportation, Clothes House, Canteen Warehouse and Receiving Positions</li> </ul>	<ul style="list-style-type: none"> <li>Eligible for all Senior Opportunities</li> <li>Eligible for Acting Sergeant role</li> <li>Eligible for Acting Officer in Charge (OIC) role in facilities where a Sergeant is regularly the OIC</li> </ul>	Applicable to Master & Chief

**ADDITIONAL POINTS – Listed below are additional criteria to earn points towards the specific incentive class.**

Points	Criteria
10	Foreign Language – <i>Credit for Spanish – tested conversationally fluent</i>
10	Governor’s Award of Excellence & Badge of Excellence Recipient
7	Bachelor’s Degree or higher
5	Associate Degree
5	Letter of Commendation for Outstanding Service or Exemplary Conduct in the past 12 months. – <b>Internal Commendation Only</b>
5	FTO, Special Teams, or General Instructor – 6 months of continued service in any of these positions – <b>5 pts. per position</b>
5	NCDPS Cadet Program – <i>Credit for successful completion of Program</i>
5	Exceeds Expectations – Overall rating on the most recent VIP
5	Employee of the Year
3	Employee of the Month
3	Technical & Trade Diploma or Certificate
3	NC Apprenticeship Program – Completion of the program
2	College – <i>minimum of 12 college credits</i>
2	Time in Service – <b>2 pts. per year working as Certified staff – No point limit</b>
2	Basic Correctional Officer Honors Graduate – <i>Highest written test or perfect firearm qualifications</i> – <b>2 pts. each</b>
2	Professional Organization Memberships – (NCCA, ACA, CPOF) – <b>2 pts. each, not to exceed 4 pts.</b>
1	Prior Law Enforcement – <b>1 pt. per year of service up to 20 years</b> – Corrections, Federal, State, County, Municipal
1	Military Service – <b>1 pt. per year of service up to 20 years</b> – With Honorable or General Discharge – <b>Includes Active Duty Reserves</b>

Source: NC DPS

# Correctional Career Pathways Proposal III

## Correctional Career Pathways Proposal

### CLASS DESIGNATION OPTIONS FOR EXISTING ELIGIBLE STAFF UPON IMPLEMENTATION OF PROGRAM:

#### **24 to 35 months of service –**

- Option 1 – Senior Designation
  - Meet all eligibility requirements for First Class and Senior designations and receive a one-time bonus of \$2,000.
- Option 2
  - Meet all eligibility requirements for First Class designation and receive a one-time bonus of \$1,000.
  - Wait 12 months and meet all eligibility requirements for Senior designation and receive a one-time bonus of \$2,000.

#### **36 + months of service –**

- Option 1 – Master Designation
  - Meet all eligibility requirements for First Class, Senior and Master designations and receive a one-time bonus of \$3,000
- Option
  - Meet all eligibility requirements for First Class designation and receive a one-time bonus of \$1, 000.
  - Wait 12 months and meet all eligibility requirements for Senior designation and receive a one-time bonus of \$2,000.
  - Wait 12 months and meet all eligibility requirements for Master designation and receive a one-time bonus of \$3,000

#### **60 + months of service –**

- Option 1 – Chief Designation
  - Meet all eligibility requirements for First Class, Senior and Master designations and receive a one-time bonus of \$4,000
- Option 2
  - Meet all eligibility requirements for First Class designation and receive a one-time bonus of \$1, 000.
  - Wait 12 months and meet all eligibility requirements for Senior designation and receive a one-time bonus of \$2,000.
  - Wait 12 months and meet all eligibility requirements for Master designation and receive a one-time bonus of \$3,000.
  - Wait 24 months and meet all eligibility requirements for Chief designation and receive a one-time bonus of \$4,000.

Source: NC DPS



# NC DPS offers annual and optional trainings for a wide variety of topics



## Annual Training Content

- Firearms (Including Law & Policy, Safety, And Qualification)
- Security/Safety/Fire/Medical Emergency Procedures
- Supervision of Offenders Including Training on Sexual Abuse and Assault
- Control, Restraints, Defensive Techniques (4-4090)
- Fire Safety
- Occupational Exposure to Infectious Disease
- Self-Injurious Behavior Prevention
- OC (Pepper Spray Refresher) (4-4092) CPR (Bi-Annual)
- Expandable/Straight Baton
- Safe Search Practices
- Staff Offender Relations - Undue Familiarity Unlawful Workplace Harassment
- Ethics and Professional Conduct
- Security Awareness Training

## Additional Training Content

- Armorers School,
- Basic First Aid and CPR
- Baton Instructor School,
- Conflict Resolution
- Controls, Restraints, & Defensive Techniques Instructor School (CRDT) (2 Weeks – Criminal Justice Certified Training)
- [Correctional Development Leadership Program](#) (CLDP) (Year Long Training Program)
- Correctional Firearms Instructor School (2 Weeks – Criminal Justice Certified Training)
- From Corrections Fatigue to Fulfillment
- CPR Instructor School
- Cultural Diversity
- Equal Employment Opportunity Institute (EEOI)
- [First Steps of Supervision](#) (40 Hours)
- [General Instructor School](#) (80 Hours- Criminal Justice Certified Training)
- LMS Basic ILT Administrator
- [PEAK Performance](#) (40 Hours)
- Restraints, Controls, & Defensive Techniques Instructor School (RCDT) (2 Weeks – Criminal Justice Certified Training)
- Stress Management
- Stun Shield/Belt Training
- Unlawful Workplace Harassment (Instructor Training)
- [Wellness Instructor School](#)

Source: NC DPS



# NC DPS has a thorough BCOT curriculum



SECTION	LESSON PLAN	HOURS
<b>FIREARMS</b>	Firearm Safety (BCO 100)	2
	Handgun Familiarization/Proficiency (BCO 101)	22.5
	Shotgun Familiarization/Proficiency (BCO 102)	8
	Low/Limited Light (BCO 103)	3
		<b>35.5</b>
<b>LEGAL ISSUES FOR CORRECTIONAL SUPERVISION</b>	The North Carolina Prisons Employee (BCO 110)	2
	Report Writing (BCO 111)	3
	You and The Law (BCO 112)	4
	Unlawful Workplace Harassment (BCO 113)	2
	Staff and Inmate Relations (BCO 114)	4
	Career Survival: Integrity and Ethics (BCO 115)	2
		<b>17</b>
<b>EMERGENCY PROCEDURES</b>	Prison Security Functions and Procedures (BCO 120)	4
	Hostage (BCO 121)	2
	Prison Emergencies: Prevention and Response (BCO 122)	6
	Situational Awareness (BCO 123)	4
	Crisis Intervention (BCO 124)	4
	Conflict Resolution (BCO 125)	4
	Understanding and Managing Stress in Public Safety Settings (BCO 126)	2
		<b>26</b>
<b>PSYCHOMOTOR SKILLS</b>	Basic Expandable Baton (BCO 130)	8
	Mechanical Restraints: Handcuffing (BCO 131)	4
	Tactical Handcuffing (BCO 132)	4
	Controls, Restraints and Defensive Techniques (CRDT) (BCO 133-1)	34
	CRDT: Edged Weapons Defense (BCO 133-2)	4
	CRDT: Weapons Retention (BCO 133-3)	4
	Employee Fitness and Wellness (BCO 134)	8
	Basic Life Support: CPR (BCO 135-1)	4
	Basic Life Support: First Aid (BCO 135-2)	4
	Team Building (BCO 136)	4

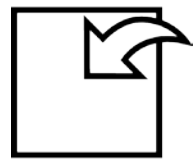
SECTION	LESSON PLAN	HOURS
<b>THE PRISON CULTURE</b>	Management and Supervision of Inmates (BCO 140)	8
	Understanding Inmate Behavior (BCO 141)	4
	Cultural Awareness (BCO 142)	1
	Security Risk Groups (BCO 143)	4
	Multi-Generational Workforce (BCO 144)	2
	Understanding Workplace Differences (BCO 145)	4
	Prison Subculture (BCO 146)	4
		<b>27</b>
<b>OPERATIONAL PROCESS</b>	Contraband and Techniques of Search (BCO 150)	12
	Inmate Classification Process and Programs (BCO 151)	3
	Cross Gender Supervision (BCO 152)	4
	Mental Health (BCO 153)	4
	Introduction to Victim Services (BCO 154)	2
	Drug Identification (BCO 155)	4
	Transporting Inmates (BCO 156)	8
		<b>37</b>
		<b>220.5</b>
<b>ADMINISTRATIVE MATTERS</b>	Orientation	2
	Drill and Ceremony	6
	Firearms Remedial	4
	Reviews	4
	Exams (Mid Term/Final)	3
	Administrative Hours (Pre/Post Exam)	3

Source: NC DPS BCOT Syllabus



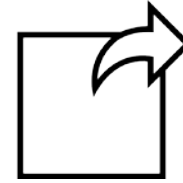


# Opportunity exists to improve organizational culture to increase CO retention



In 2018 there were

**1700 hires**



However,

**1600 left that year**

## Factors Noted as Reasons COs Separated:

- Overtime and low wages
- Lack of decision making
- Lack of promotional or career advancement
- Problems with management or coworkers

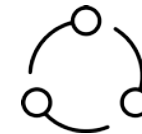


## Opportunity

Increase retention rate by improving factors of the job



Mentorship



Multigenerational  
Workforce



Trust

*HR Exit Survey, Indeed Reviews*



# Interviews and research have shed light to issues regarding salary, compensation, and benefits



## **Grading/Varying Salary:**

- Tenure (# of years)
- Day shift vs. night shift
- Tasks, duties responsibilities, & expectations
- Model after Military Pay Scale

## **Compensation/Benefits:**

- Law Enforcement recognition
- College educational opportunities
- Early retirement
- Weekly/biweekly pay instead of monthly



# Introducing a payment structure to create incentives to combat COs leaving within the first two years



**Positive Reinforcement**

**Motivational Tool**

**Feel Valued**

*“You have to make an **investment**, or you’ll never get out of the **vicious cycle**”*

*Chief of HR at Colorado Corrections Department*



**35%**

of employees will start looking for a job if they don't receive a **pay raise** in the next **12 months**

*“We saw that the pay raises became goals for COs. Also, once they hit the 2-year mark it’s as if they tell themselves ‘okay, I got this’. It’s about **encouraging them to get there**”* *HR California Corrections Department*

Source: 2019 Compensation Best Practices Report - Payscale



UNC  
KENAN-FLAGLER  
BUSINESS SCHOOL

STAR  
STUDENT TEAMS ACHIEVING RESULTS

# Peer Counselor programs are proven to be effective



- Selects 10-15 employees a year to serve as volunteer MITR counselors
- Trains them and deploys them in their workplace settings
- Help their fellow employees cope with the challenges

Wipro's Emotional well-being program called **MITR**

- ✓ 2015 Arogya World Healthy Workplace Award
- ✓ 2016 Platinum Healthy Workplace Award
- ✓ Proven to benefit both employee counselors and employees receiving help

“MITR’, means a friend in Hindi, someone one could speak to, when feeling low.”

Source: [Arogya World, National Institute of Health](#)

# A multigenerational workforce raises an additional layer to tackle to improve retention



**Millennials are projected to be 50% of the workforce by 2020**

Interviews show issues regarding millennials in the workforce:

1. *Tough communicating with other generations (the “why” generation)*
2. *Difficulty keeping them occupied*
3. *Struggle for them to gain credibility with older offenders*

Research points to specific issues with millennials:

1. *Communication with more experienced COs is a problem due to generational differences*
2. *12 hour shifts without breaks cause issues with reduced attention span*
3. *Innate need for connection creates a problem with the inability of phone usage*

Further research to be conducted regarding problems with millennials entering the workforce

Source: The Bureau of Labor Statistics, Interviews



# Lack of communication doesn't allow for a sense of trust between Correctional Officers and their supervisors



## Current Situation:

Communication between CO and supervisor occurs in the first 15 mins of a 12 hour shift  
Over 90% of comments regarding DPS management were negative

*“Many people are put in supervisory or leadership roles and have no idea how to lead/supervise, and hold no qualities of a leader/supervisor”*

*“Inability to communicate with staff and get support from supervisors to correct hostile work environment”*

Poor communication - Lack of Respect - Manager isn't qualified - Unfair Treatment - Enforcement of Policies/Procedures

Explore interviews & surveys to research further communication between supervisors and COs

Source: HR Survey & Interviews



UNC  
KENAN-FLAGLER  
BUSINESS SCHOOL

STAR  
STUDENT TEAMS ACHIEVING RESULTS