



NORTH CAROLINA

DEPARTMENT OF PUBLIC SAFETY

PREVENT. PROTECT. PREPARE

NC DPS – STAR Preliminary Findings

October 10, 2019

Kevin Rodriguez, Project Leader
Kevin_Rodriguez@kenan-flagler.unc.edu
(786) 709-8224

Nick Didow, Faculty Advisor
Nick_Didow@kenan-flagler.unc.edu
(919) 962-3189



UNC
KENAN-FLAGLER
BUSINESS SCHOOL

STAR
STUDENT TEAMS ACHIEVING RESULTS

Today's Agenda



Introductions

Key Question

Research Overview

Interview Results

Recommendations

Next Steps & Final Deliverables

Timeline

Our Team



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



UNC
KENAN-FLAGLER
BUSINESS SCHOOL

Nicholas Didow
Faculty Advisor



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



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



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



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



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

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

Research Overview

We interviewed 75+ NC DPS employees to gain diverse perspectives on the issues causing high vacancy rates.

4
Prisons Visited



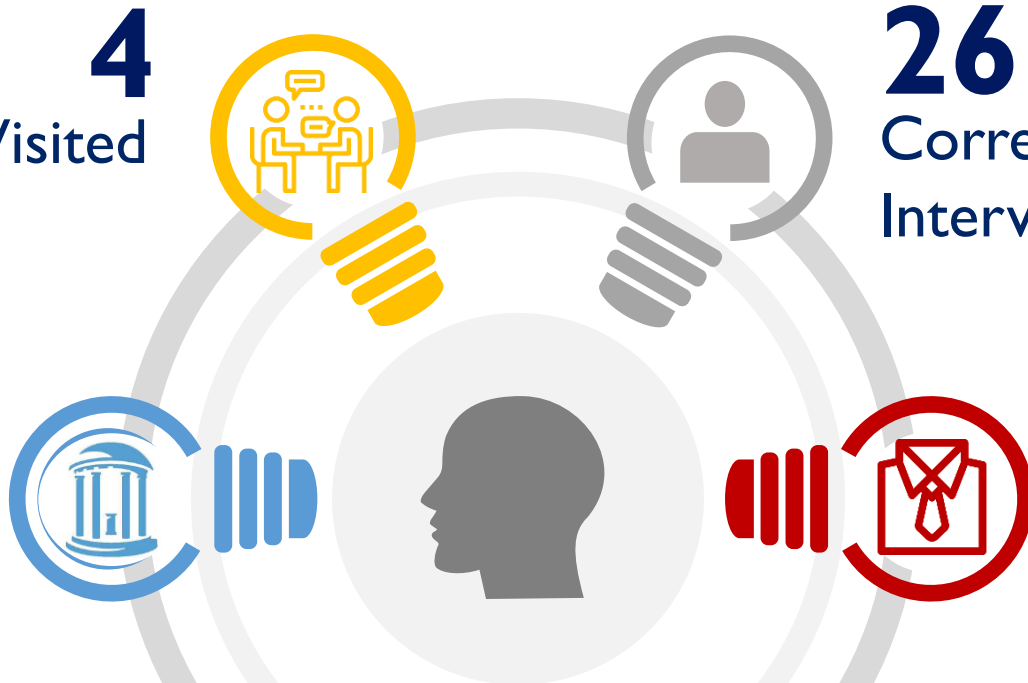
26
Correctional Officer
Interviews



15
Organizational Behavior
Faculty and PhD students
in Focus Group



20
Prison Management
Interviews



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:

- CO’s talked about how much they value having a FTO
- CO’s feel like they do not have a voice nor get the respect they deserve
- The onboarding process has too much paperwork and has the opportunity to 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

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

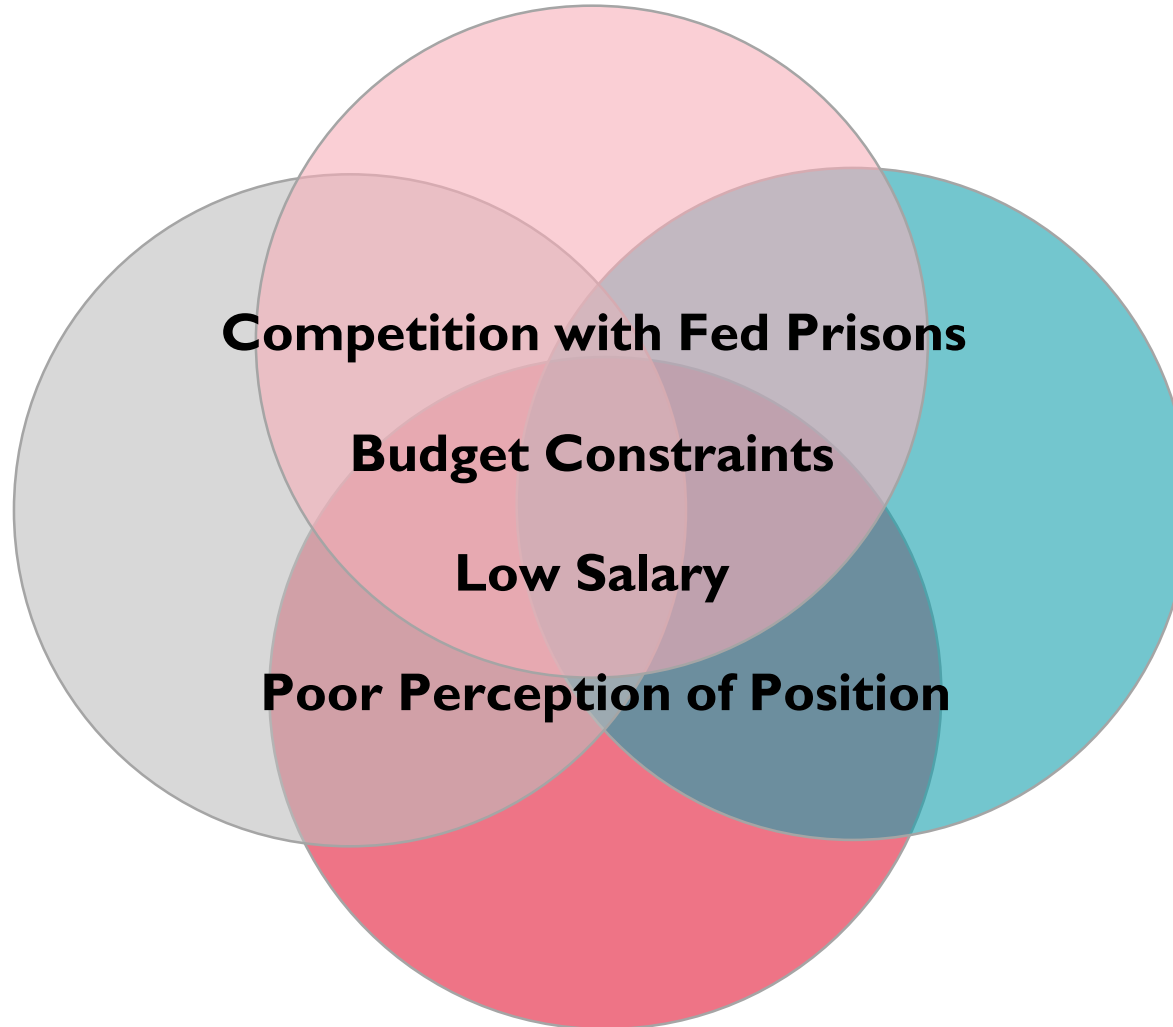


NC DPS

- 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



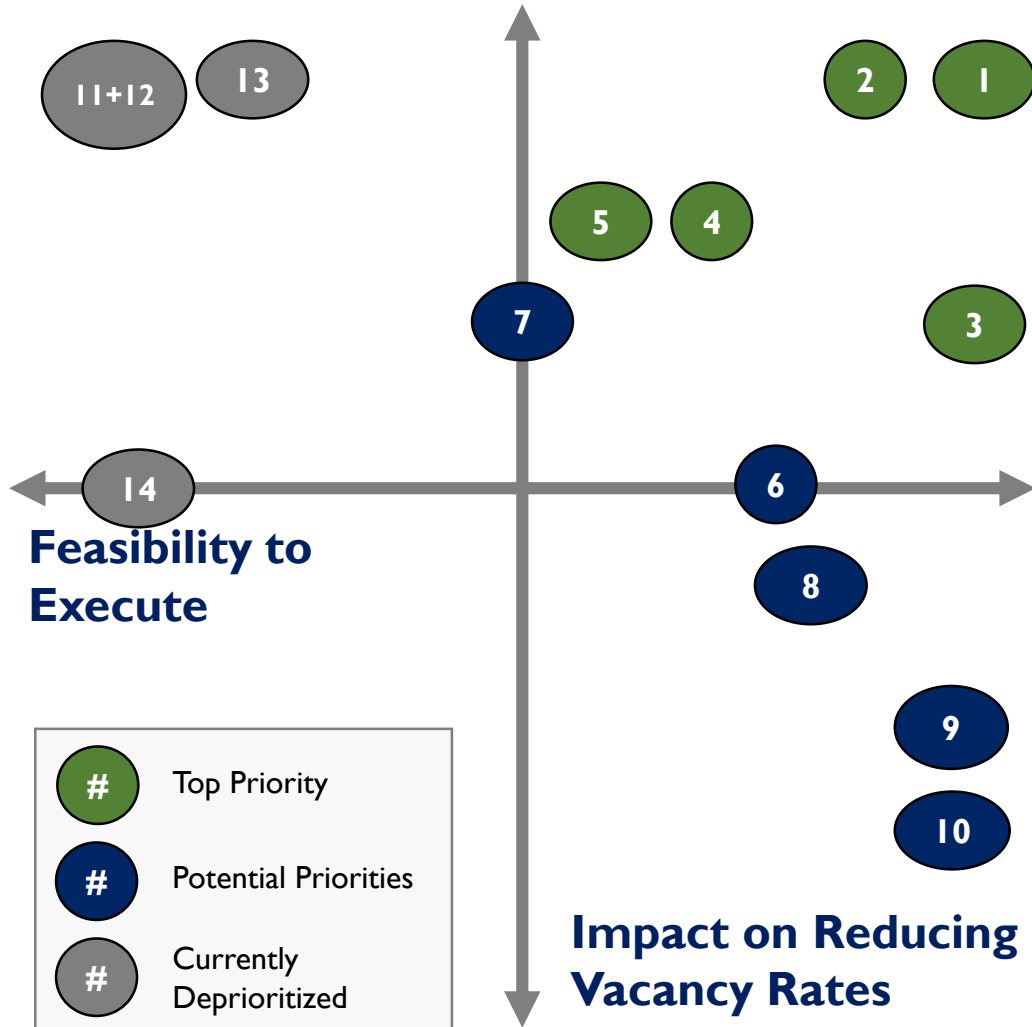
Correctional

- Young age of CO's 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
- **[In Progress]**

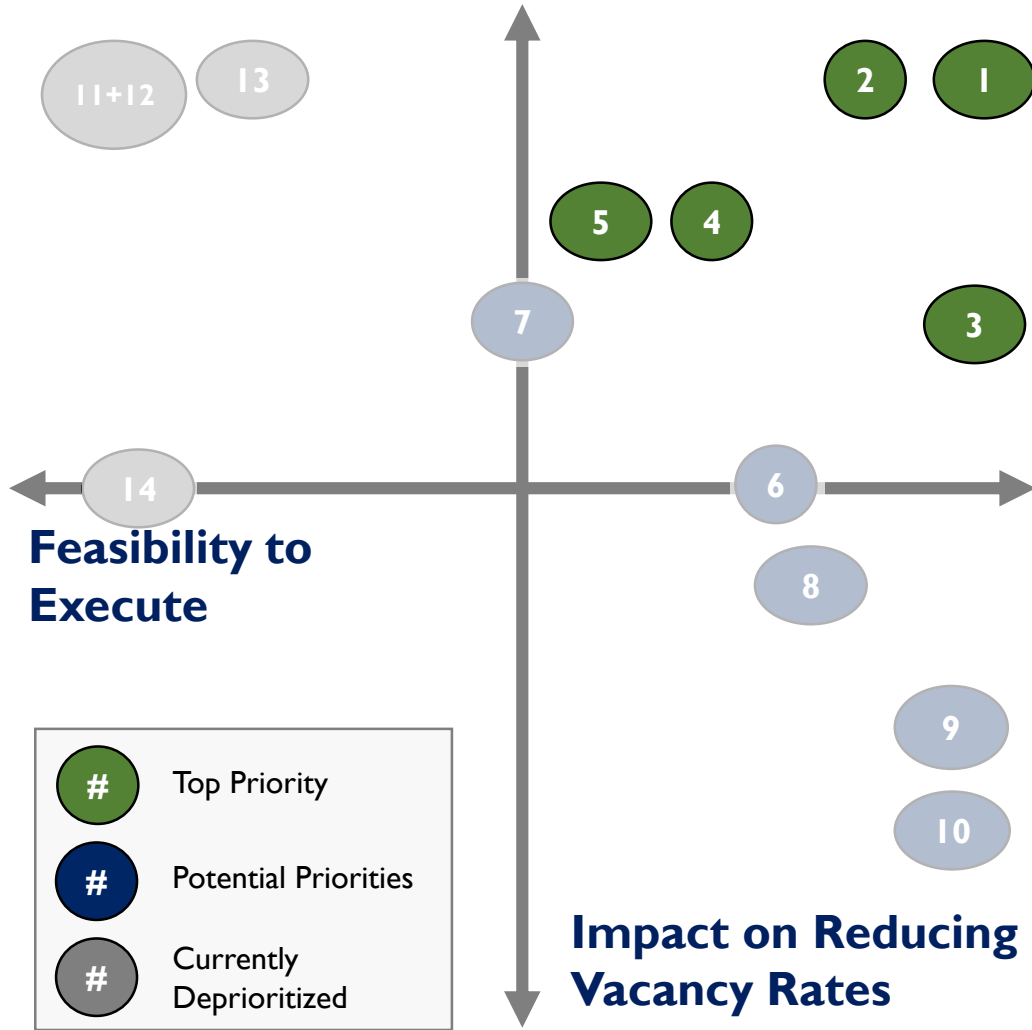
In addition to out of scope salary & comp issues, we have identified 14 other potential recommendations



Potential Areas/Strategies to Explore Further

- Incorporating **current/past CO's in onboarding** process
Providing perspectives, building rapport, developing enthusiasm for new hires
- Interview Changes**
More reviewers, longer interview, more pointed questions, specific millennial questions
- Providing CO's with physical **badges** & planning a **ceremony**
- Using **orientation as an opportunity** to build motivation & confidence
- Improving **FTO program**
Timing in onboarding process, structure of program, training FTO's themselves
- Write material for a **new/revamped video** to give effective job preview
- Mentorship program** outside of FTO training
- Formal **facility-centric training session**
- Update site info to **convey more comprehensive/meaningful job preview**
- Add Corr's **Mission Statement, Values, Purpose** in recruitment/hiring materials
- Alter BCOT to include more opportunities for **Situational Training**
- Exploring potential **improvements for on the job training**
- Including a **focus in training on communication** (with fellow CO's, offenders, supervisors, etc.) in BCOT
- Ensuring **CO feedback is heard and acted upon** in prisons and by management

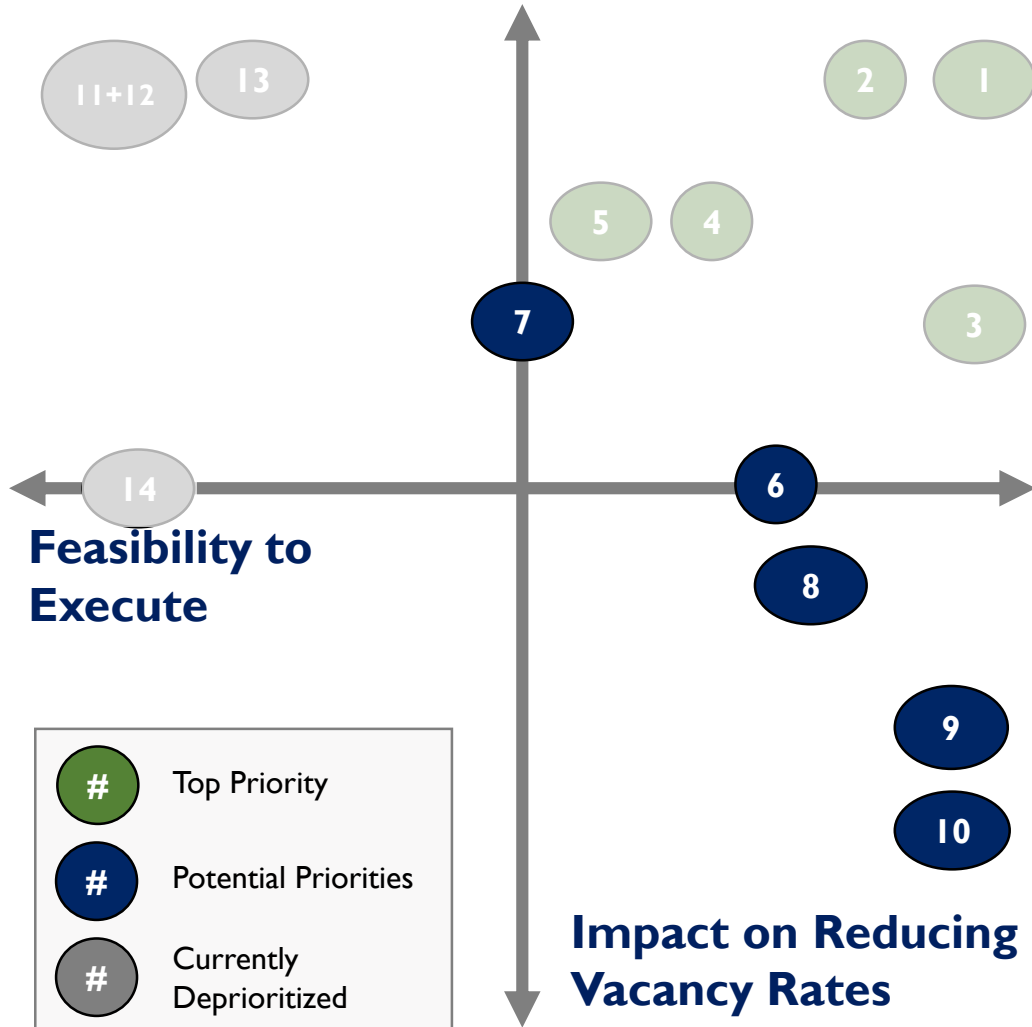
In addition to out of scope salary & comp issues, we have identified 14 other potential recommendations



Potential Areas/Strategies to Explore Further

1. Incorporating **current/past CO's** in **onboarding** process
Providing perspectives, building rapport, developing enthusiasm for new hires
2. **Interview Changes**
More reviewers, longer interview, more pointed questions, specific millennial questions
3. Providing CO's with physical **badges** & planning a **ceremony**
4. Using **orientation as an opportunity** to build motivation & confidence
5. Improving **FTO program**
Timing in onboarding process, structure of program, training FTO's themselves

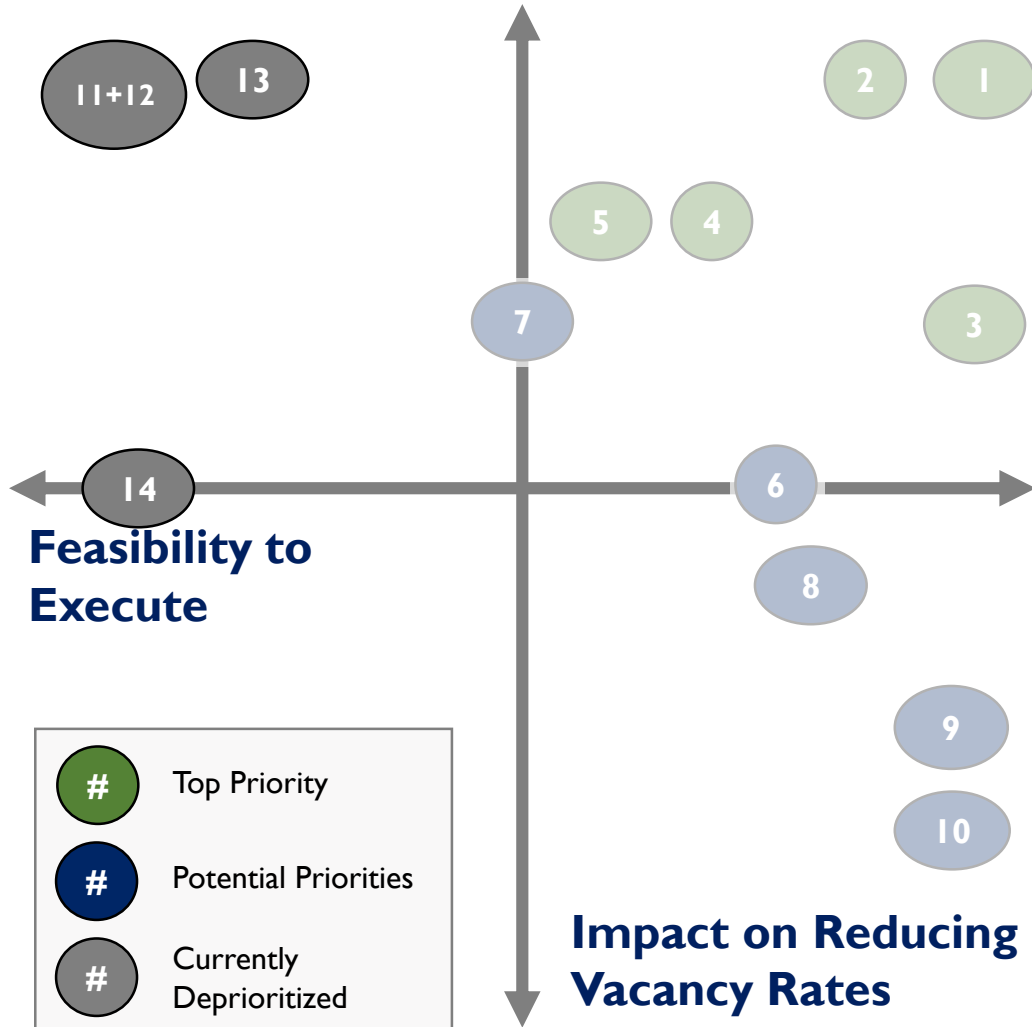
In addition to out of scope salary & comp issues, we have identified 14 other potential recommendations



Potential Areas/Strategies to Explore Further

6. Write material for a **new/revamped video** to give effective job preview
7. **Mentorship program** outside of FTO training
8. Formal **facility-centric training session**
9. Update site info to **convey more comprehensive/meaningful job preview**
10. Add Corr.'s **Mission Statement, Values, Purpose** in recruitment/hiring materials

In addition to out of scope salary & comp issues, we have identified 14 other potential recommendations



Potential Areas/Strategies to Explore Further

11. Alter BCOT to include more opportunities for **Situational Training**
12. Exploring potential **improvements for on the job training**
13. Including a **focus in training on communication** (with fellow CO's, offenders, supervisors, etc.) in BCOT
14. Ensuring **CO feedback is heard and acted upon** in prisons and by management

Digital marketing is reaching rural NC, but not accurately portraying the life of a CO



Video ads focus on the flexibility of job hours and outside work opportunities



Most successful video ad (most views & most plays to completion) discusses fulfilling nature of the job

As corrections officers, you are working side-by-side for a common goal: to help those who are incarcerated correct their lives and make better choices, so that they can become a positive and productive member of society- and doing so in a safe, protective, and respectful manner.

**Michigan Department of Corrections
Recruitment Video**

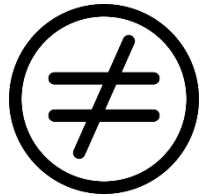
Hypothesis: Purpose-driven messaging will improve branding and impact of videos

Video Benchmarking: NC DPS vs Other States

Accuracy, Clarity, and Purpose in CO Recruitment Videos



NCDPS Recruiters seek applicants who want this role as a career choice



Most DPS videos only cover how being a CO pays bills and allows for a flexible schedule

	<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

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.

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

NC DPS' application and website does not list the "why" behind the work, only the "what" is described...



Work Environment

Schedule

Employees must be able to work any shift including rotating, fixed shift or split shift. All shifts may include days, nights, weekends, holidays and mandatory overtime as required.

Dress Code

DPS policy on personal grooming is enforced during Basic Training. Officers wear their duty uniform every day for class.

Conduct

"No alcohol" policy. Cell phones, cameras and/or recording devices are not allowed in any building, classroom, gymnasium, or firing range where training is being conducted. Failure to follow the dress code or rules of conduct could result in immediate separation from training and disciplinary action, including dismissal.

Description of Work

NCDPS is recruiting for Correctional Officer I, Correctional Officer II, and Correctional Officer III positions.

Correctional Officers ensure the care, custody, and control of inmates. Officers must tour assigned areas which will require periodically climbing stairs; observing inmate activity in person and on closed-circuit monitors; identify inmates who have behavioral, medical, or other problems so that appropriate safety and security measures may be taken; and perform general security duties to prevent escape, disorder, rule infractions, and harm to inmates, visitors, and staff. The general security duties performed by officers require them to search inmates, visitors, cells and other areas for weapons and contraband; monitor and regulate inmate and staff movement; maintain and record inmate counts, cell assignments, and other pertinent information; escort inmates within and outside the institution; use and maintain keys and other equipment; and supervise inmate work details. Specific security duties vary by post assignment.

...while Ohio places its purpose & mission at the top of its application



Department of
Rehabilitation & Correction

APPLY ... to change lives **DEVELOP**... to challenge yourself **INSPIRE**...
to impact society

Guided by the Agency's Mission "To reduce recidivism among those we touch", successful Correction Officers believe that everyone is capable of positive change and serve as role models for pro-social behavior conveying an attitude of dignity and respect in the treatment of others.

Source: NC DPS, Ohio Department of Rehabilitation & Correction

The short interview process incurs costs and does not allow for reviewers to determine the best CO candidates



NC DPS CO interviews consist of:

- 1** Candidates go through 1 interview during the process

- 2** Candidates are interviewed by 2 assessors

- 7** The interview is composed of 7 situationally based questions

- 20** Interviews last for an average of 20 minutes

Additional interviewers...

>3

At least 3 reviewers should be involved in an interview process to determine the best candidate

The Behavioral Insights Group

...and more pointed questions...

- Questions need to adequately address the knowledge, skills, and abilities required as a CO
- Younger COs need to be asked additional questions to gauge communication ability

...will reduce cost and drive retention.

\$7,500

The cost of turnover for a CO is 20% of a CO's annual salary

Center for American Progress

Additional interviews would increase the number of accepted CO's fit for the job—reducing future vacancies.

The offer letter does not incorporate any of NC DPS' 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.

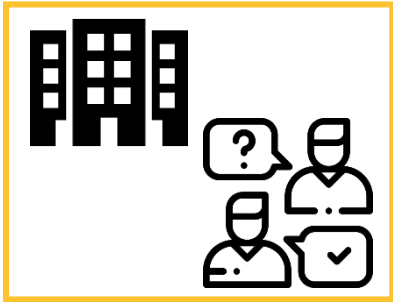
Onboarding should give new COs an effective job preview, develop confidence, and build motivation



Orientation



Opportunity to build motivation & confidence



Addition of more exposure to work prior to training

BCOT



FTO



On the job



Addition of mentorship programs

More intense scenario and situational training would benefit CO's

"I feel like most people don't actually know what the job entails. CO's aren't prepared to really deal with the challenges that can happen."

-Correctional Officer

Benefits of situational training



Context to implement best judgement



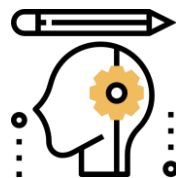
Engages Emotions



Enables "Failing Forward"



More comfort with the uncomfortable



Triggers memories



Promotes community

Currently only

4

hours

spent on each situational awareness, crisis intervention, and conflict resolution in BCOT

Situational training opportunities for CO's

Common circumstances: physical fights, arguments, medical challenges, etc.

Rare circumstances: escapes, assaults, serious self-harm, etc.

De-escalation and communication techniques

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

NC DPS should give correctional officers metal badges

If you cannot recognize COs as law enforcement, then make them *feel* like law enforcement

Benefits of Badges and Ceremony

- Decreases psychological barrier between COs and police officers
- Serves as a recognizable sign of authority which improves command presence
- Instills sense of pride and purpose
- A memento that will increase job affiliation for years “Once a CO always a CO”

“No tool in police work holds the legal or emotional significance of the badge” –New York Times Article



Next Steps & Potential Final Deliverables

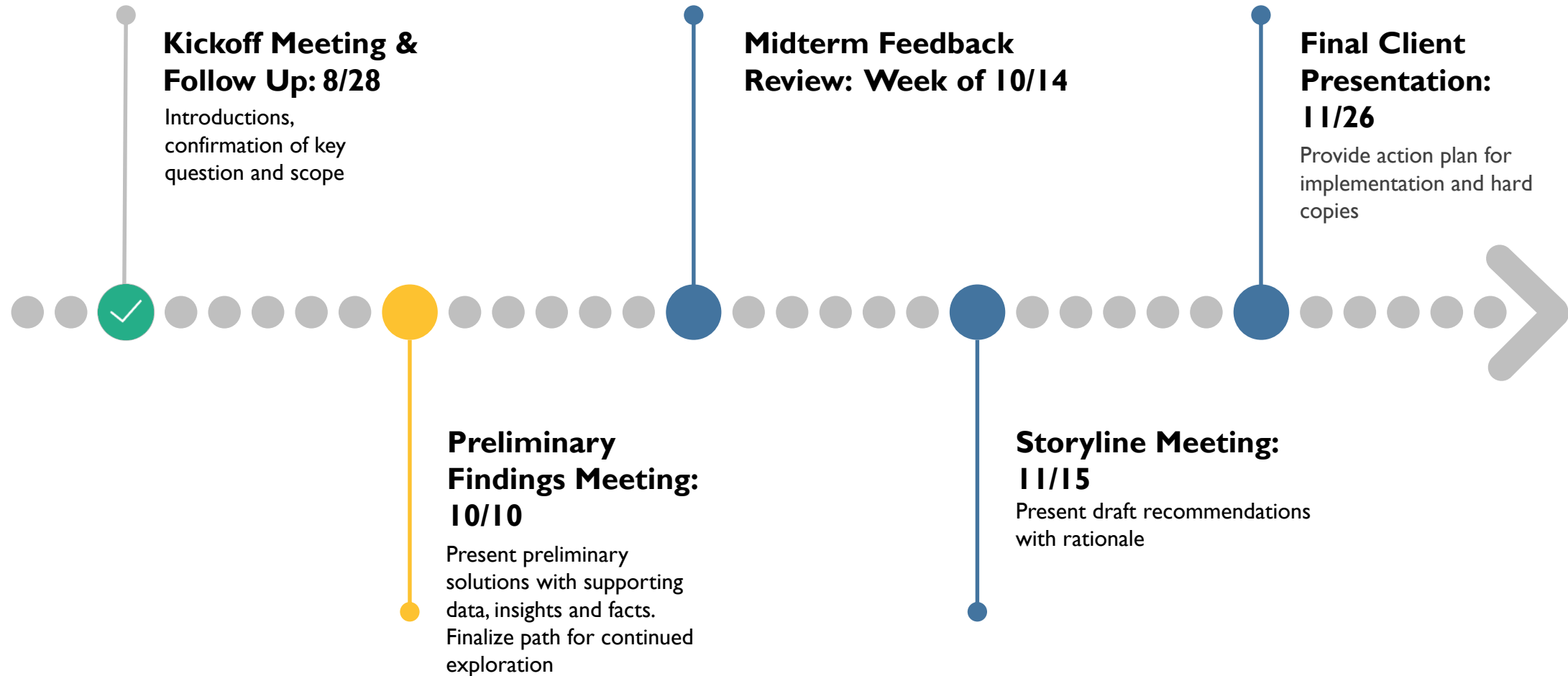
Action Items

- **Interviews:** Other state prisons, federal prisons, Highway Patrol, TSA, Firefighters, EMS, regional recruiters
- **Further research:** Best practices: onboarding, training, retention

Potential Deliverables

- One-off recommendations & findings to be shared with NC DPS team as project progresses (badges, vests, on-site recruiting events, promotional recommendations)
- Comprehensive new interview guide, structure, and plan
- Badge rollout plan
- Training recommendations
- Implementation timeline
- Pro forma income statement (costs and potential savings of recommendations)

Proposed Timeline of Touchpoints & Deliverables





NORTH CAROLINA

DEPARTMENT OF PUBLIC SAFETY

PREVENT. PROTECT. PREPARE

Appendix

Benefits of Scenario-Based Training



7 Benefits of Scenario-Based Training

- Scenarios Enable “Failing Forward”
- They accelerate time
- Scenarios promote critical thinking
- They provide shared context
- Scenarios engage our emotions
- They are a form of story telling
- They trigger our memories

Source: E-Learning

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



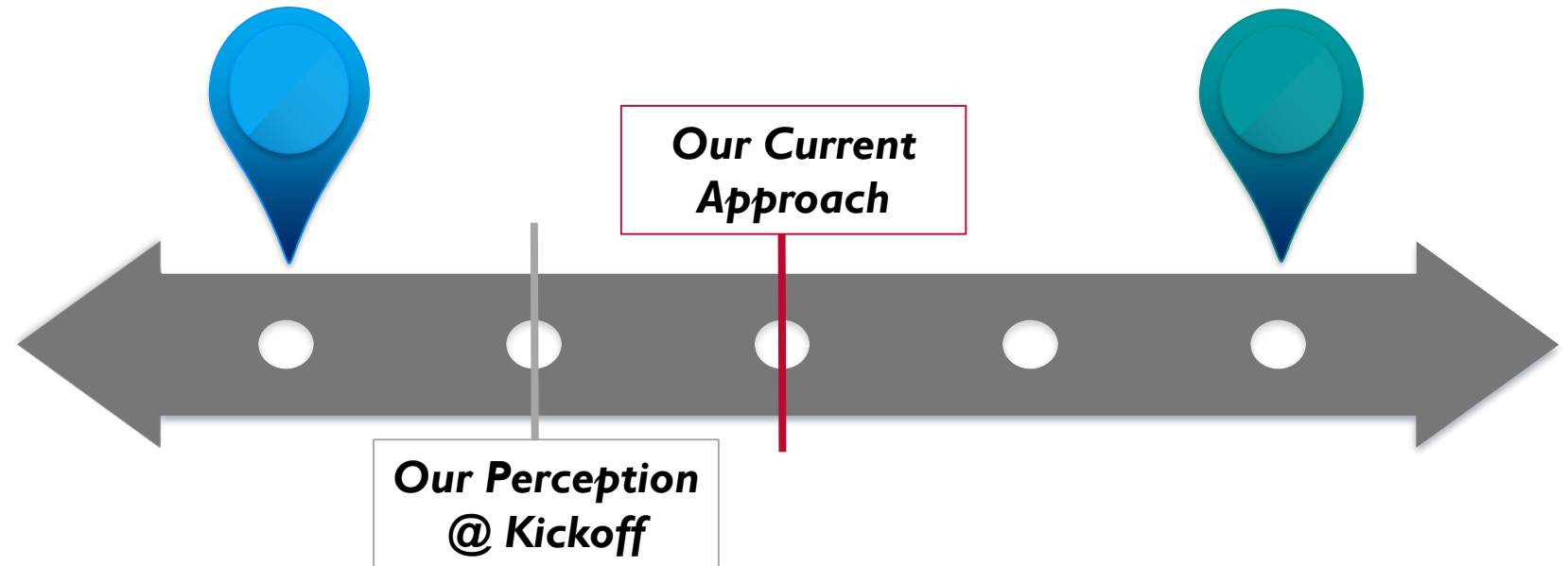
Identified Areas of Focus:

- **Marketing & Recruitment**
 - Messaging/Branding
 - Target Markets
 - Promotional Materials
- **Hiring, Training, & Onboarding**
 - App to Offer
 - Initial Training
 - Ongoing Training
- **Retention**
 - Communication/Morale
 - Mentorship
 - Safety
 - Prof./Ed. Opportunities

Strategic Lens to Approach Research

Conservative End:
Could be implemented easily
High feasibility
Low costs

Ambitious End:
Requires large lift to implement
Harder to predict feasibility
Variable costs



Current messaging, brand, and recruitment efforts will be explored to identify potential changes & recommendations



Is the job of a CO being **accurately and appropriately** portrayed?

Do CO's feel that their role is **"a career that matters"**?



**Recruitment &
Target Market**

Who are the right people to **target**?

Is the message **reaching the right people**?

Once in the role, internal communications do not reinforce that CO's are valued and performing impactful work



“Albemarle Correctional Officers Save the Day!”

-Internal Newsletter Headline

“Division of Prisons Honors a Dozen Staff Members as Employees of the Year”

-Internal Newsletter Headline

“Outstanding people have one thing in common: an absolute sense of mission.” This, in my belief, describes DPS employees. We are a family of outstanding and hardworking public servants who have achieved much working together...on behalf of the executive management team, I want you to know that we really appreciate your efforts.”

-Message to Employees, Internal Newsletter

“I would have stayed if I felt fulfilled at all. My work as a CO left me feeling that what I had accomplished that day, did not matter. I never felt like I helped anyone and that Piedmont did not even notice if I was there or not. I had been there for 8 months before the assistant superintendent asked me what my name was.”

-Former Correctional Officer

“The state does not see us as any more than security guards, so how can others see us as more than that?”

-Current Correctional Officer

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

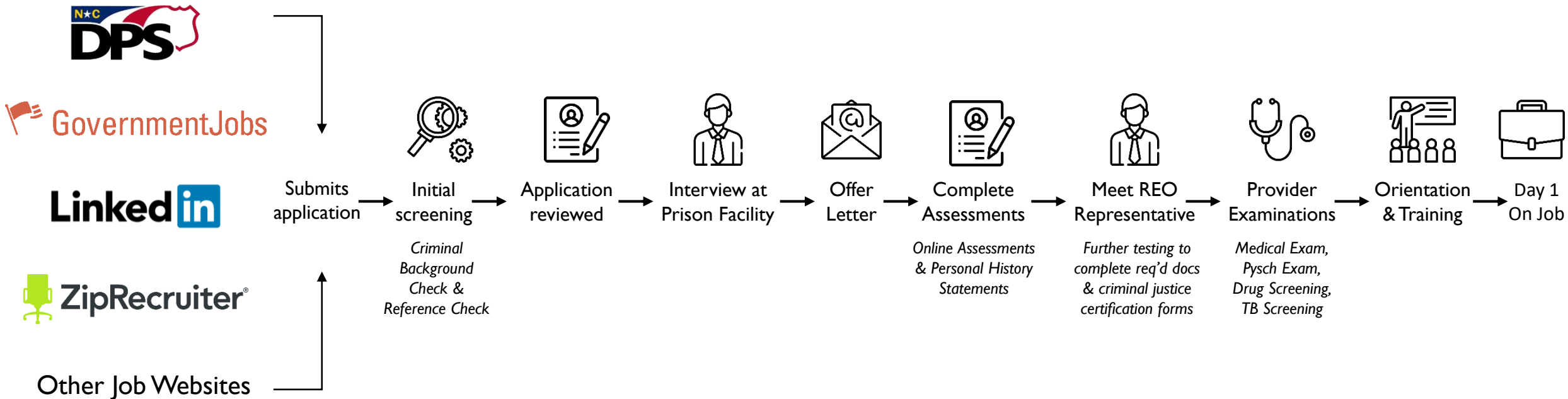
Next Steps

- Learn more about how recruiters contact, manage and track applicants:
 - Interview 8 regional full time recruiters
 - Look into what happens at job fair: script/materials
- Work with KFBS resources (research tools, marketing professors)
 - Targeting rural demographics

The hiring process is long & inefficient, reinforcing the current vacancy issue



Continuous Posting



"The entire process may take 60 to 90 days to complete." - NC DPS



Onboarding process is decentralized and faces various challenges

Current Content

- Takes place at facility of work
- Organized by the prisons, not DPS leadership
- Large amounts of paperwork
- Explanation of HR and benefits
 - Insurance representatives often attend to discuss options
- Primarily focused on logistics
- Pepper sprayed to be allowed to carry pepper spray

Challenges

- CO's do not have a realistic expectation of their roll
- Resources(~\$8,000) are spent on training before knowing if CO will actually stick with the job
- New hires are not very accustomed to the culture, tasks, coworkers, offenders, or facility
- Inefficient use of time

Source: BCO Course Syllabus, Correctional Officers and leaderships at Orange County CI, Dan Hill, Felicia Banks, "Improving Staff and Security in North Carolina Prisons"

Basic and ongoing trainings exist, but are they effective?

Basic Training

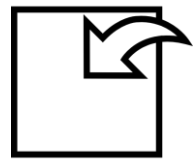
- Basic Correctional Officer Training (BCOT)
- 6 weeks of classroom based curriculum: *fire arms, legal issues, emergency procedures, psychomotor skills, prison culture, operational process*
- Organized by OSDT
- Required before hands on work
- Hosted regionally in residential & commuter style settings
 - Attend 1 of 3 locations

Ongoing Trainings

- Organized by OSDT Career Development
- 13 annual trainings required
- Learning Management System (LMS): *online program for continued certifications/ trainings*
- Trainings in various topics for personal/ professional growth
 - Specific locations, hard to attend when understaffed
 - Often do not address highest needs of Correctional Officers

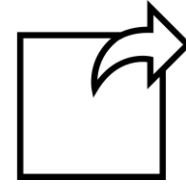
Sources: BCO Course Syllabus, Correctional Officers and leaderships at Orange County CI, Dan Hill, Felicia Banks, "Improving Staff and Security in North Carolina Prisons"

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

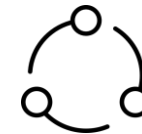


Opportunity

Increase retention rate by improving factors of the job



Mentorship



Multigenerational
Workforce



Trust

HR Exit Survey, Indeed Reviews

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 CO's

Source: HR Survey & Interviews