



Strategy to Improve Prison Safety and Security

Goal 3: Increase Hiring and Retention

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- ▶ Goal 3: Increase Hiring and Retention
 - Objective 3.1 Improve Recruitment
 - Objective 3.2 Improve Hiring Process
 - Objective 3.3 Improve Retention

Objective 3.1 Improve Recruitment

Alternate Title and Content

- ▶ Correctional officer recruitment previously done by Prisons. This responsibility transferred to Human Resources in March, 2018.
- ▶ March, 2019 eight full-time dedicated recruiter positions have been filled. Assigned to eight regions around the state.
- ▶ Recruiters assigned to, and focus upon, recruitment for the Prison Facilities within their zones.

Objective 3.1 Improve Recruitment

▶ Major Initiatives

- DPS Human Resources will coordinate with OSHR and OSBM to develop recommendation for sign-on bonus for high vacancy correctional facilities.
- DPS Human Resources will coordinate with OSHR and OSBM to develop recommendation for referral bonus “pilot” for high vacancy correctional facilities.
 - Obtained OSHR Approval to modify sign-on bonus policy to allow for 1st payment following successful completion of BCOT.
 - Obtain OSHR approval to conduct referral bonus pilot program.
 - Identify facilities to include initially in sign-on bonus program based upon vacancy rates.

Objective 3.1 Improve Recruitment

▶ Major Initiatives

- Recruitment staff will coordinate development of updated recruitment materials and methods of CO recruitment.

Major Milestones

1. In collaboration with Communications Staff, develop updated pamphlets, videos and enhance information on the DPS website.
2. Enhance image at job fairs by promoting a more professional image through updated signage, banners, displays and giveaway items.
3. Digital media advertising campaign – targeted emails, blueprinting, Social Media and OTT
4. Consistent message to the public “A Career That Matters” through ad campaigns (radio, digital, print) highlighting Correctional Officer as a career opportunity to protect and serve the community.

Objective 3.1 Improve Recruitment



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- ▶ **Blueprinting/Geo Fencing**
 - Location-based media sends ads to those who meet defined demographics within a specific geographic area.
 - Targeted 30 mile radius of prisons with highest vacancy rates.
 - Ads delivered to cell phones and transfer to other devices based on user information for 8 weeks



The advertisement features a black and white photograph of a man in a police uniform and cap, looking down. The text is overlaid on the image. At the top, it says 'Be a Correctional Officer' in yellow and white. Below that is a yellow button with the text 'LEARN MORE'. At the bottom left is the logo for the North Carolina Department of Public Safety (DPS). At the bottom right, it lists benefits for Correctional Officers.

**Be a
Correctional
Officer**

[LEARN MORE](#)

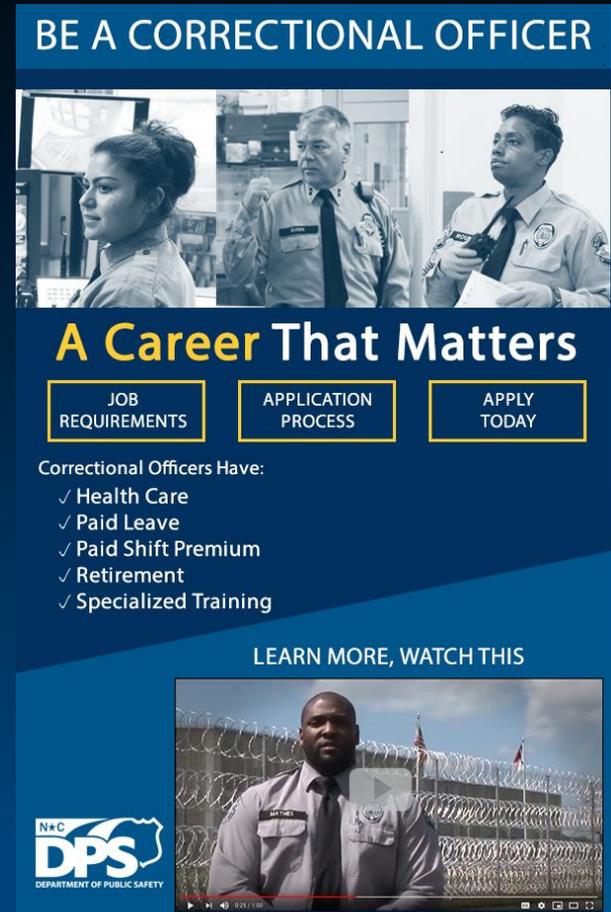
Correctional Officers Have:

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

**N+C
DPS**
DEPARTMENT OF PUBLIC SAFETY

Objective 3.1 Improve Recruitment

- ▶ Targeted Email and Social Media Campaign
 - “Boost” applicant engagement events on Facebook
 - Targeted email – sent to targeted and responsive audiences with permission-based email marketing.



BE A CORRECTIONAL OFFICER



A Career That Matters

[JOB REQUIREMENTS](#) [APPLICATION PROCESS](#) [APPLY TODAY](#)

Correctional Officers Have:

- ✓ Health Care
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LEARN MORE, WATCH THIS



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DEPARTMENT OF PUBLIC SAFETY

Objective 3.1 Improve Recruitment

▶ Major Initiatives

- Recruitment staff will collaborate with internal and external partners to extend recruitment outreach.
 1. Regionally assigned recruiters will meet regularly with Wardens or assigned designees within assigned area to develop and execute regional recruitment plans.
 2. Recruitment staff will build relationships with NC Community College system to promote Correctional Officer as a career choice, e.g. HS equivalency students.
 3. Recruitment staff will collaborate with NC Community Colleges to develop coursework designed to introduce students to field of CO and to prepare them for this career choice.
 4. Recruitment staff will partner with regional and local NC Works offices to expand recruitment of COs.
 5. Recruitment staff will engage members of the community at community-sponsored events by establishing a formal, recurring presence at these

Objective 3.1 Improve Recruitment

▶ Major Initiatives

- Recruitment staff will gather information in order to develop and track recruitment effectiveness.
 1. Development of monthly activity reports per recruiter and for unit including: job fairs/public engagements, college/university events and facility visits.
 2. Applicant engagement and tracking sheets
 3. System generated reports, CO demographics, applications received, vacancy rates, hiring and turnover rates, etc.
 4. Vendor generated dashboards of applicant engagement via digital ads.

Objective 3.2 Improve Hiring Process

▶ Major Initiative

- Reduce average time from receipt of application to hiring date
Goal is to reduce from avg. 90-120 days to avg. 60-90 days
- Reduce number of steps in the process (number of hands involved, etc.)
- Reduce average time from hire date to start of training

Objective 3.2 Improve Hiring Process

Major Milestones

1. Interviews now held on-site by Prison Facility Staff (January, 2019)
2. Medical evaluations to be conducted by authorized medical vendor closer to applicant location. (May, 2019)
3. Additional screening, including psychological assessment conducted at nearest Regional Employment Office. (May, 2019)
4. Additional Basic Correctional Officer Training slots made available. (May, 2019)

Objective 3.3 Improve Retention

2018 CO Hires: 1812

2018 CO Exits: 1742

As of January, 2019

CO I (Minimum Custody) – 1,873 FTE

CO II (Medium Custody) – 4,029 FTE

CO III (Close Custody) – 3,411 FTE

Total - 9,313 FTE

Average Vacancy Rate between 18% and 19%

Objective 3.3 Improve Retention

▶ Major Initiatives

- Develop and implement a Correctional Officer exit survey to gather data to better ensure efforts are targeted appropriately.
 - Survey piloted in late 2017 at two prisons
 - Implemented in July, 2018 at all prisons

Objective 3.3 Improve Retention

▶ Key Results of Correctional Officer Exit Survey

- Please rate each of these internal factors which may have impacted your decision to separate*:

	Rated Significant or Very Significant Factor
• Workload or lack of adequate staffing	45.7%
• Inadequate compensation	33.2%
• Unsafe working environment	31.2%
• Lack of say in decision-making, responsibility or authority	27.6%
• Scheduling	26.6%
• Lack of career development opportunities	21.4%

*Results as of May 8, 2019 – total of 18 factors rated

Objective 3.3 Improve Retention

▶ Major Areas to consider Based upon Survey Results

- Prison Safety
- Adequate Staffing Levels / Work Scheduling
- Compensation
- Career Development Opportunities
- Being heard, having say in decision-making process
- Employee sense of feeling valued
- Improved relationship with prison management

Objective 3.3 Improve Retention

- ▶ Major Initiatives – Separate Committees Focusing on:
 - Improving Prison Safety
 - Career Development Opportunities – training for advancement of skills, financial incentives tied to skill development.

Objective 3.3 Improve Retention

▶ Major Initiatives

- Compensation-related initiatives completed
 - Address short-term, salary disparities for Correctional Officers performing duties associated with higher job classifications. Ongoing
 - Salary Increases for all Prisons staff , July 1, 2018 4% salary increase for all staff assigned to work in a prison.
 - Improve Correctional Officer life insurance benefits. Doubled the line-of-duty death benefits for prison workers.
 - Added pay incentive for participation on special Prison Teams, i.e. PERT. (\$1500 salary increase for those who volunteer)

Objective 3.3 Improve Retention

▶ Major Initiatives

- Compensation-related initiatives still under consideration.
 - Sign-on bonus, second half of bonus received after serving 18 months.
 - Address Correctional Officer Salary Compression -Salary Step Program proposal
 - Improve Correctional Officer retirement benefits. -Proposal to contribute annually to individual 457 Retirement plans.
 - Site differential pay at certain locations with extremely high vacancy and/or turnover.

Objective 3.3 Improve Retention

▶ Major Initiatives

- Implement programs to improve morale and employee involvement in decision-making.

- New employee engagement questionnaire
- Enhanced supervisory and managerial training
- Facility Enhancement Fund
- Employee Recognition Program