

# Career Pathways for Prison Custody & Program Staff

Presented to the Prison Reform Advisory Board Barb Kunz, HR Consultant

## Career Pathways for Prison Custody & Program Staff

- Goal: to establish the Prisons profession as a Career of Choice, to develop strategies to retain leaders, and to prepare Prison staff for future promotional opportunities.
- Sponsors: Deputy Secretary Tim Moose, Deputy Secretary Tracy Little, Commissioner Todd Ishee, Director of Prisons Kenneth Lassiter, DPS Human Resources Director Michael Dail.
- Initiative Coordinators/Facilitators: Lynn Freeman, Barb Kunz
- Core Team Members: LuAnn Roberts/HR, Josh Panter/EO, Erica McKever/HR Metrics, Judy Cummings/Stats, Jerry Higgins/Prisons Comms, James Weston/Survey, Sarah Cobb/Adult Prison Programs, Felicia Banks/OSDT.



### **Initiative Highlights**

- Interviews with Prison Management team to identify key competencies needed by leadership at all levels.
- Meet with Regional Directors and Wardens to identify key competencies needed by leadership at all levels and to introduce the initiative
- Draft and review with Prison Management a project plan
- Draft initial set of Leadership Competencies and review with Prison Management
- Meet with regional focus groups to review competencies and identify core leadership competencies
- Draft electronic survey for all Prison leaders Sergeant to Director
- Review survey results with Prison Management team



#### **Prison Career Pathways Competencies**

Assessment	Diversity/Inclusion	Program Planning	
Coaching	Flexibility/Resilience	Resolving Conflict	
Communications	Interpersonal Interactions	Strategic Planning	
Creativity/Innovation	Managing Change		
Developing Others	Motivation	Technology	
Developing Teams	Problem Solving/Decision Making	Administrative Tasks	



#### **Prison Career Pathways Core Competencies**

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					Recommendations
Planning	Id Method	Develop Survey	Initiate Survey	Analyze <b>Results</b>	Report Results
Align w/Prison Reform	DIT encouraged use of Microsoft 365 Forms with a BI app	6 focus groups held to id core competencies across state. Seven core competencies	1-2 wks. prior to launch communications from Director to be read at line-up /also emailed to	DIT group to do 1st run of results	Develop executive summary & comprehensive report
Id competencies needed by current and future leaders Senior Leaders were interviewed and were asked what	tool Same tool was used w/ the recent Legislative survey on Prison Reform confirming tool could be distributed to all prisons	identified Based on input from sub group on survey, draft is entered into Forms tool	Communication to Wardens & RDs 2-3 days prior to launch introduce survey and how to access	Sub team to outline survey results HR and IT to use BI tool to prepare visuals	Regional focus groups to review results - involve regional trners
competencies were needed currently and in the future for all leaders	All prison leaders currently have active email	Field test survey w/ CP to ensure text & technology viable	initiate email with Survey link for 2 wk+ period	Core Team reviews high level results w Leadership Communication to	
Based on research of professional corrections literature and interviews, 17	DPS IT confirmed resources available to run the survey	Update Aug Prison Leadership Mtg on survey timeline, process and their roles	IT to monitor survey participation and alert director & executive officer if any prisons are slow to respond	thank staff for participating Potential regional Town Halls w/	
competencies were identified & definitions developed		Core Team recommends final survey to Leadership	After first week of launch send reminder to take survey. Last reminder 2 days before close	Commissioner & Director	
Completed	Completed	Completed	Aug 21-Sep 6	Sep 10- Oct 4	Sep 25-Oct 9

Prison Leadership Competency Survey Workflow

DPS.

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Phase II -Recommendations

## **Questions?**



North Carolina Department of Public Safety