



**North Carolina Department of Public Safety**  
*Prevent. Protect. Prepare.*

Roy Cooper, Governor

Erik A. Hooks, Secretary

**MEMORANDUM**

**TO:** Chairs of the Joint Legislative Oversight Committee on Justice and Public Safety

**FROM:** Erik A. Hooks, Secretary *EAH*  
Timothy D. Moose, Chief Deputy Secretary *RM*

**RE:** Prison Reform Report

**DATE:** August 1, 2019

*Pursuant to Session Law 2018-05 SECTION 16C.2.(b), "The Department of Public Safety (Department) shall report quarterly beginning November 1, 2018, and continuing quarterly until November 1, 2019, to the Joint Legislative Oversight Committee on Justice and Public Safety on the implementation of the recommendations contained in the National Institute of Corrections Security Operational Assessment report of November 2017.*

*The report by the Department shall include all of the following:*

- (1) All modifications to Department rules, policies, and procedures related to disciplinary actions against correctional officers and other correctional staff.*
- (2) All modifications to Department rules, policies, and procedures related to disciplinary actions against inmates.*
- (3) Information regarding improvements in collaboration between the Department and Correction Enterprises.*
- (4) The amount, content, quality, and frequency of staff training.*
- (5) Modifications to inmate work assignments, including assessments of the appropriateness of particular work assignments based on inmate classification.*
- (6) The results of security audits and inspections, listed both by facility and aggregated.*
- (7) Facility infrastructure improvements made to emergency communication, location tracking capabilities, and installation of additional cameras.*
- (8) Increased availability of staff personal safety equipment and institutional safety equipment.*
- (9) Adequacy of staffing of prison facilities and actions taken to increase staffing levels.*
- (10) Changes to the hiring and orientation processes and procedures for correctional officers.*

## OVERVIEW

The Department of Public Safety (DPS) remains committed to its focus to improve prison security and safety, first and foremost for the public and its employees, but also for the offenders sentenced to its custody and care. While many improvements have been made, the agency acknowledges more work is needed to ensure that the state's prison system is operating safely and efficiently, while also maintaining consistency with corrections' best practices.

One demonstration of DPS leadership's commitment to positive change is the naming of two seasoned corrections professionals to leadership roles within the Division of Adult Correction and Juvenile Justice (ACJJ) in May 2019. Timothy D. Moose was named the chief deputy secretary for ACJJ. Mr. Moose has more than 35 years of state service and has risen through the ranks from probation officer up to director of Community Corrections. For the past seven years, he served as deputy secretary for various ACJJ sections including Community Corrections, the Special Operations and Intelligence Unit, Reentry Programs and Services, Staff Development and Training, Combined Records, and Critical Incidence Responses Administration.

Todd Ishee was named to the newly created position of Commissioner of Prisons, with oversight for Prisons operations, Health Services and Correction Enterprises. Mr. Ishee has 29 years of corrections experience and most recently served as deputy director for the Ohio Department of Rehabilitation and Correction (ODRC) Office of Reentry and Enterprise Development. He started his career as a correctional officer and moved through the ranks eventually serving as a region director, warden, security administrator, operations chief and other supervisory roles. Ishee is a certified auditor for the U.S. Department of Justice auditor and the American Correctional Association and has provided technical assistance to the National Institute of Corrections.

While DPS continues to focus on security and safety enhancements, expanding program and reentry opportunities is a priority as well. The State Reentry Council Collaborative (SRCC) has developed 40 recommendations addressing the major barriers to successful reintegration by justice-involved individuals. Additionally, the Department has established 12 minimum custody reentry facilities focused on comprehensive planning and preparation including hands-on involvement of Reentry Probation/Parole Officers (RPPOs). As a result, the transition process is more focused on developing concrete and realistic goals after release and making referrals for direct services to the Local Reentry Councils that provide reentry services in 19 counties across the state.

DPS continues to leverage both internal and external resources to enact prison reform initiatives. Five internal multi-disciplinary workgroups continue their work in the follow areas:

- (1) Enhancing Security Policies and Practices
- (2) Reducing Contraband in Prison Facilities
- (3) Increasing Hiring and Retention
- (4) Improving Training for New and Veteran Employees
- (5) Improving Communication with Internal and External Stakeholders

In addition, DPS continues to seek outside expertise. Senior Executive Advisor Gary Mohr, the current president of the American Correctional Association, remains actively engaged with the agency. Among Mohr's contributions is the development of key performance indicators to measure successes and opportunities for improvement, and a review of leadership training programs.

DPS leadership also continues to receive input and counsel from its Prison Reform Advisory Board, which has met six times since its inception. The Board is currently working toward submitting its recommendations to DPS leaders by the end of 2019.

The Department appreciates and values the support of and collaboration with the General Assembly to fund and enact meaningful reform. DPS leadership welcomes the opportunity to share its progress regarding prison reform from April 1 to June 30, 2019 in this report, and future quarterly reports.

In response to the specific requirements outlined in SL 2018-05 Section 16C.2. (b) for the report, DPS provides the following:

**(1) All modifications to Department rules, policies, and procedures related to disciplinary actions against correctional officers and other correctional staff.**

As noted previously, DPS developed and piloted a new system to manage the confidential review and electronic dissemination of information related to staff investigations. The tool, known as the Employee Relations System (ERS), is an automated centralized disciplinary/investigation system developed to track staff job performance and personal conduct issues in the workplace. Prisons implemented the system in January 2019.

DPS continues to follow the Office of State Human Resources (OSHR) Disciplinary Action Policy, most recently revised effective Oct. 1, 2017.

**(2) All modifications to Department rules, policies, and procedures related to disciplinary actions against inmates.**

The Department reported in its previous quarterly reports on policy changes related to disciplinary actions against offenders who violate prison rules. As reported previously, offenders found guilty of an assault on staff resulting in serious injury will have visitation suspended for a minimum of 12-24 months. A review will be conducted after the initial 12 months to determine if restoration of the visitation privilege is warranted, based on the offender's behavior. Once visitation privileges are restored, only non-contact visits will be allowed for the remainder of the offender's period of incarceration. Offenders will also be placed in a Rehabilitative Diversion Unit (RDU) after serving a minimum of 12 months in restrictive housing for control purposes. Additionally, offenders will be considered for out-of-state housing, and will forfeit current and future good, earned, and merit time. As of June 30, 2019, this sanction has been applied to six offenders.

The Department continues to review existing policies to determine if additional modifications may enhance the safety and security of facilities. Sixty-eight policies have been reviewed, modified and re-issued since January 2018. This includes policy changes to the Prisons Policy and Procedure Manual, Security Manual and Health Services Manual.

Prisons is constantly exploring methods to improve safety, security, and overall operations. While agency leadership recognizes that there is much work to be done, it is noted that, according to the DPS Office of Safety, Occupational and Environmental Health, in 2018 the incidence rate for assault related injuries that caused restricted work activity or days away from work decreased 28 percent from 2017.

**(3) Information regarding improvements in collaboration between the Department and Correction Enterprises.**

The agency is enhancing collaboration between Prisons and Correction Enterprises on multiple fronts. For example, Prisons and Correction Enterprises leadership are meeting on a consistent basis to discuss ongoing operational needs and future projects. The Correction Enterprises director attends monthly camera installation progress meetings. In June 2019 the director of Prisons and Correction Enterprises director met to discuss the consolidation of Correction Enterprises facilities to improve efficiency and to better utilize resources.

The Correction Enterprises executive team attended the 2019 National Correctional Industries Association's National Training Conference in April. Correctional industries professionals from across the country met to network and learn from national experts in the areas of reentry, resolving conflict, certification programs, sales force management, employee communications and more. Correction Enterprises hosted three staff from the California Prison Industry Authority and one from the California Department of Corrections and Rehabilitation in June 2019. The purpose of the visit was to review new hire orientation, attend new employee basic training and tour several Correction Enterprises facilities. Correction Enterprises' human resources is collaborating with Prisons operation managers to conduct in-service training for Correction Enterprises staff. In May 2019, all plant managers attended training entitled Basics of Working in Corrections.

Either the Correction Enterprises director or deputy director attend the monthly Prisons meetings with the region directors and management team. During this reporting period, Correction Enterprises general managers attended monthly meetings of Prisons' facility heads on a regional basis. Additionally, Correction Enterprises general managers meet with facility administrators on a regular basis. Plant managers for Correction Enterprises attend interdisciplinary meetings at prison facilities where plants are located. The safety consultant for Correction Enterprises safety provides copies of semi-annual safety inspections to the respective prison facility heads.

*Measures to address improved safety and security collaboration between Prisons and Correction Enterprises are addressed in section 6 of this report.*

**(4) The amount, content, quality, and frequency of staff training.**

Prison employees receive training on various topics throughout the year, beginning with New Employee Orientation during their first week of employment. In their second week of employment, all new correctional officers and case managers begin a six-week, 220-hour Basic Correctional Officer Training (BCOT) program, which is taught by Office of Staff Development and Training (OSDT) certified instructors. During 2018, a multi-disciplinary team from OSDT and Prisons reviewed and modified the standard curriculum for basic correctional officer training and recommended expansion of the program to six weeks. In November 2018, DPS received provisional approval from the N.C. Criminal Justice Education and Training Standards Commission (CJETTS) and began teaching the new six-week curriculum in January 2019.

From April 1, 2019-June 30, 2019, OSDT began 24 classes with a capacity to train 624 students. During those three months, 17 classes graduated with a total of 336 students

successfully completing basic training. In the first six months of 2019, 503 students graduated basic training.

OSDT is currently partnering with three community colleges located near prison facilities with high vacancy rates. The goal of this partnership is to provide additional training slots for new correctional officers whose employment may otherwise be delayed pending enrollment into training on other OSDT classes. DPS HR is targeting recruitment efforts near and around these facilities to help ensure a sufficient number of new recruits are available to fill the newly added training slots.

On an annual basis, both certified and non-certified employees complete 40 hours of in-service training on various topics such as firearms recertification, control restraints and defensive techniques, bloodborne pathogens, fire safety, and maintaining professional boundaries. In-service training for certified Prisons staff is provided by instructors at community colleges in geographic proximity to prison facilities through formal cooperative agreements.

Supervisory training for front-line supervisors, mid-level managers, and prospective agency leaders is conducted by OSDT. First Steps for first-line supervisors and Peak Performance for mid-level managers are week-long courses. The Correctional Leadership Development Program (CLDP) is a year-long class, which culminates with a capstone group project. Participants for the next CLDP class, which begins in September 2019, have been selected.

Supervisory training continues to be a priority in 2019, with additional front-line supervisor and mid-level manager classes scheduled by OSDT. Twenty employees are currently enrolled in the pilot offering of Credible Leadership, a new online program developed in partnership with Wake Technical Community College and the International Academy of Public Safety. The course, hosted by Wake Tech, is offered at no cost for certified staff and is designed to be delivered in three phases, and will help to reinforce and enhance the leadership lessons learned in traditional classroom environments. These first students will complete the first phase of the program in October.

In order to reinforce correctional operational principles, the curriculum for unit management training was updated. Unit management is an approach to offender and institutional management that delegates decision-making to a unit team that works collaboratively in close proximity to each other and to the offenders they manage. During this reporting period, 104 employees participated in unit management training classes.

Prisons developed and implemented a training titled “Prisons - New Managers Orientation.” This training is designed to connect new facility heads with support section contacts such as administrative services, offender classification and population management, human resources and the general counsel’s office. It is a 30-hour training conducted over four days. In March 2019, 11 wardens promoted within the preceding nine months attended the training. An additional session for newly promoted wardens is planned for Fall 2019.

In addition to OSDT and Prisons management, DPS Human Resources conducts training on various topics including interviewing, mediation, and diversity. Appendix A provides a summary of training classes, hours, and number of students from April 1, 2019 to June 30, 2019.

**(5) Modifications to inmate work assignments, including assessments of the appropriateness of particular work assignments based on inmate classification.**

As noted in previous reports, a new policy regarding offender job assignment was approved in October 2018 and formalizes actions taken by the Secretary immediately following the tragedy at Pasquotank Correctional Institution regarding assignment of offenders to Correction Enterprises and incorporates other changes.

Offenders who are qualified to fulfill the essential functions of a job and who are assigned a job may not refuse the assignment. Offender refusal may result in disciplinary action. The institution head may refuse an assignment to any offender based on Security Precaution Factors (SPF) or who, in the judgment of the institution head, constitutes a serious threat to the safe, secure and orderly operation of the facility.

Revisions to the Offender Assignment Manual and associated forms are under review by the management staff of the Re-Entry Programs and Services section. Approval of the final draft of the manual and associated forms is expected by the end of August 2019. In addition, the offender custody classification instrument is being revalidated with training and implementation anticipated in the fall/winter of 2019. Programming changes to the offender computer system are underway and an internal workgroup is developing training for staff. The National Institute of Corrections is providing technical assistance for the revalidation process.

**(6) The results of security audits and inspections, listed both by facility and aggregated.**

Following the 2017 incidents at Bertie and Pasquotank, safety and security assessments were conducted at all Correction Enterprises operations, all close custody facilities, and major medium custody facilities throughout the state. Assessments were based on Prisons policy and facility standard operating policies and were conducted by an independent group of former correctional professionals with explicit knowledge of prison operations. After receiving the assessments, Correction Enterprises and Prisons staff worked collaboratively to implement corrective action and prioritize plans for other needed actions such as adding cameras. Standard operating procedures (SOP) for Prisons and Correction Enterprises security practices were consolidated into a single SOP at prisons where Correction Enterprises plants are located to ensure consistency and uniformity in policy application.

In January and February 2019, security compliance auditors from the Prisons Security Accountability Section conducted reassessments to determine compliance with previously identified deficiencies and identify any new concerns. The security compliance auditors' reviews are separate and independent from unannounced security audits.

Among the actions to enhance security within Correction Enterprises plants are removing seldom used or unnecessary tools, increasing correctional officer posts in plants where needed, adding security cages in tool rooms and inventory storage areas, installing door alarms where recommended, and relocating equipment workstations and inventory to improve line of sight. Chase Laundry in Goldsboro installed additional exterior cameras to help alleviate and reduce the amount of contraband materials inside the facility. The Sign Plant at Franklin Correctional Center in Bunn added enclosures on scrap metal hoppers.

A centralized security accountability section created within Prisons in December 2017 consists of 16 security compliance auditors. In February 2018, the National Institute of Corrections trained 24 staff to conduct security audits using a standardized audit tool. Following the NIC training, Prisons staff used the NIC model to develop a new security audit tool, which contains 336 standards, and updated policy regarding security standards.

In September 2018, the team began unannounced audits and completed 18 unannounced security audits by Dec. 31, 2018. In January 2019 the security accountability section began the process of conducting unannounced security audits at 55 facilities for the calendar year. Since January, 37 unannounced security audits and corresponding follow ups have been completed. The findings of the audits are recorded in a formal report. Any deficiencies and/or best practices are communicated in writing and during daily verbal debriefs. Non-emergency deficiencies are required to be corrected within 45 days. Any major life/safety findings must be corrected immediately.

Regional inspections, focused on general operational functions and sanitation, continue to be conducted annually under the guidance of Prisons regional staff.

*As noted in previous reports, pursuant to G.S. 132-1.7, results of security audits and inspections are not public records, and therefore, are not included in the quarterly prison reform legislative reports.*

**(7) Facility infrastructure improvements made to emergency communication, location tracking capabilities, and installation of additional cameras.**

The Department is working to upgrade its security infrastructure and technology on several fronts:

**Man-Down Technology**

DPS continues to work toward deployment of personal alarm “man-down” technology through Prisons’ existing radio network. The DPS Radio Communication team is upgrading Prisons’ radios to new Next Generation Digital Narrowband (NXDN) radios for a statewide trunking system to provide more secure and comprehensive coverage than the current system. A trunking radio system is a computer-controlled network that connects users to available channels.

DPS initially identified three facilities to pilot the personal alarm pinpoint “man-down” technology, and now has demonstration capability at one of those locations. Acknowledging ongoing challenges with prisons infrastructure at various facilities and the need to coordinate this effort with ongoing IT projects, the agency is shifting its focus to deployment of an emergency radio frequency communication feature by adding additional functionality to the existing radio network. There is currently physical infrastructure to support this functionality at 20 facilities.

When activated, this system will enable any radio user in a facility to trigger an emergency alarm that opens a communications channel to every other radio in the facility. As programmed, the alarm will also notify the central monitor in the Control Room of the name of the user initiating the alarm. This implementation stage does not include pinpoint location, or Asset Tracking, because that application requires Bluetooth or Wi-Fi infrastructure that is not currently available in the prison facilities.

### **Cameras**

DPS Central Engineering and Prisons Facility Maintenance staff are coordinating efforts to design, purchase, and install additional high definition cameras to enhance camera surveillance within prisons. Since April 2017, nearly 1,480 cameras have been installed, including 160 between April 1, 2019 and June 30, 2019. DPS secured funding through a special \$1.5 million reallocation from the Office of State Budget and Management in January 2018, and over \$5 million in funds from the General Assembly to install more than 3,000 additional cameras. To date, approximately \$1,245,000 of the \$1.5 million allocation has been spent on camera projects and \$1,500,000 of the \$5 million allocation has been spent on camera projects.

Construction began on camera projects at four sites in the second quarter of 2019 and an additional four projects are scheduled to begin in the third quarter 2019. These eight new projects will result in the installation of 1,154 cameras at a cost of \$1.6 million. As reported previously, DPS is actively working on multiple strategies to install the funded cameras. DPS' installation strategy includes hiring temporary staff to work alongside maintenance staff as a force multiplier for the project. However, the state salary scale, and the demand for tradespeople in the community due to economic growth and hurricane recovery have hampered DPS' ability to hire the needed workers.

During this reporting period, the agency has experienced some limited success in the recruitment of temporary employees to support this project. DPS continues to explore other strategies, including contracting portions of the installation work, although doing so is estimated to cost four times more than completing the projects with internal resources. As a result, Correction Enterprises will use its internal staff for projects at two Enterprises locations. Other Enterprises locations are prioritized for deployment in concert with co-located prisons.

### **(8) Increased availability of staff personal safety equipment and institutional safety equipment.**

The agency continues to review and consider what personal and institutional safety equipment provides the greatest enhanced security to its staff.

### **Safety Package**

Prisons instituted and distributed a consistent safety package including - batons, radios, and increased concentration OC pepper spray - for certified staff across all facility security levels. This includes custody staff and programs staff. Final distribution of items was completed in February 2019. Since Dec. 1, 2017, DPS purchased more than 8,500 radios to replace old radios still in service. Non-certified staff, such as maintenance, medical, and Correction Enterprises, were approved to carry OC pepper spray upon completion of training. More than 4,000 non-certified staff were issued safety whistles as a method to alert other staff for assistance when no other means of communication, such as radio or telephone, is available.

### **Stab-resistant Vests**

Prisons is providing 13,000 stab resistant vests for its employees. To date, vests have been issued to staff in close, medium, and minimum custody facilities, with the exception of Lumberton Correctional Institution, N.C. Correctional Institution for Women, and Neuse Correctional Institution. Procurement of vests is pending at the three facilities, as well as for replacement vests at other locations. Based on feedback from staff, Prisons management is researching other styles/manufacturers such as an outer carrier vest and is transitioning to



a lighter-weight material for its uniform shirt, which should improve overall comfort of the vest when paired with the uniform. Prisons is providing polo style uniform shirts to custody staff at facilities that are 68% or more non-air conditioned.

### **Tasers**

A pilot program is underway for the use of Tasers, when warranted, by custody supervisors at four close custody facilities - Maury, Scotland, Marion, and Pasquotank. Policy regarding appropriate use of Tasers is in place, and staff approved and trained to carry Tasers are equipped with this additional security tool at all four pilot locations. Prisons management will assess effectiveness of Tasers at the four pilot locations and determine if they should be deployed to additional facilities.

### **Institutional Safety Equipment**

As previously reported, much of the purchased equipment focuses on use by individual employees. However, DPS is also improving security for staff by deploying technology to detect, intercept and block the use of unauthorized cell phones in the facility. Prisons is currently implementing two methods of managed access systems: stationary systems and mobile. Scotland and Maury correctional institutions will have stationary managed access systems. The system at Scotland CI is functional as of June 2019. The system at Maury CI is anticipated to be operational in late summer 2019. The use of mobile managed access systems began in November 2018 and as of June 30, 2019, 30 assessments were completed. The assessments have provided insight into the number of illicit cell phones within a facility. Prison staff and the Office of Special Operations and Intelligence collaborate on identifying which offenders may possibly be in possession of the cell phones. In addition, Prisons previously deployed Cell Sense phone detection equipment at every facility.

Portable towers that span 14 feet were ordered for nine close and medium security facilities. The towers will improve safety and security on facility offender recreation yards and other areas as needed through an elevated, unobstructed aerial view of the area. Towers have been delivered and training is complete. The DPS Safety Office is expected to issue a safety protocol for the towers' use in early August 2019.

In May 2019, Prisons provided Naloxone (Narcan) to all 55 facilities for use by custody staff. A corresponding policy and training module were implemented to provide procedural guidelines and training related to the proper use of the medication during emergent overdose or exposure events.

*See section 6 for discussion on installation of man-down technology and additional cameras.*

## **(9) Adequacy of staffing of prison facilities and actions taken to increase staffing levels.**

Recruiting and retaining staff across multiple disciplines continues to present challenges for Prisons, as well as other sections within DPS and state government. The statewide vacancy rate for correctional officers was 20.33 percent in June 2019. The correctional officer vacancy rate remained at 20 percent during the reporting period. The number of applications received in May and June of 2019 increased by about 6.5% as compared to the same period in 2018.

As previously reported, one of the most important ways the agency tries to ensure having adequate levels of staff in prisons is the daily review of offender population in relation to the number of staff at each facility. Dynamic population management techniques are critical to identify where offender populations can be shifted to promote higher staff to offender ratios. Because of this daily monitoring, Prisons management reduced offender populations at five close and medium custody facilities over the last year, in some cases resulting in entire housing areas being taken out of service which allowed facility heads to re-deploy existing staff to other locations in the prison.

In June 2019, Prisons suspended operations at the Robeson Confinement in Response to Violation (CRV) Center, and reassigned 42 staff in an effort to enhance staffing levels at the following facilities with high vacancy rates: Columbus CI, Harnett CI, Tabor CI, and Morrison CI. The CRV offenders were temporarily moved to Morrison CI for housing and programming. Prisons management will assess vacancy rates at the aforementioned facilities at the end of 2019 to determine if operations at Robeson can be resumed.

The high number of staff vacancies continues to impact DPS's ability to accept new offenders who are being sentenced to serve active prison sentences through the state court system. As a result of taking housing areas out of service due to vacancy rates in some prisons, there is a backlog of offenders in county jails awaiting transfer to the state prison system. The jail backlog remained low until the end of 2018, when numbers climbed to several hundred offenders a day awaiting transfer. The jail backlog average of unscheduled offenders was 677 during this reporting period. DPS pays counties \$40 a day for each day an offender is awaiting transfer to the state prison system.

### **Recruitment**

As previously reported, a recruitment team within the DPS Human Resources office was established in March 2018 to increase recruitment of correctional officers, and to build on previous recruitment initiatives. The unit has eight full-time recruiters deployed across the state. Since the unit's inception, recruiters participated in more than 845 events throughout the state, including 264 between April 1 and June 30, 2019. While many of the recruitment events focus exclusively on corrections, in April 2019 DPS held a department-wide career fair at the Kerr Scott building on the State Fairgrounds in Raleigh. All DPS sections had staff present to discuss job opportunities with over 250 members of the public.

Partnering with external organizations such as NCWorks and the community colleges continues to be a cornerstone of the recruitment effort. In addition, recruiters are actively working with staff from the prison facilities to strategize and implement processes for recruitment of new correctional officers from the surrounding community. Career information events have been held at several prisons with the highest vacancy rates such as Polk, Columbus, Tabor, and Southern Correctional Institutions. These events engage potential applicants by providing them a tour of the facility, giving them an overview of merits of a career as a correctional officer and giving them an opportunity to apply that day.

Concentrated recruitment efforts are underway in areas of the state with the highest vacancy rates. Local advertising through the use of billboards and yard signs have been incorporated to promote career events at Columbus and Tabor. These types of "grassroots" recruiting efforts appear to be effective especially in the more rural areas of the state.

Renewed efforts are being made to reach out to soldiers who are transitioning out of

military service. For example, DPS HR is currently working with Fort Bragg to solidify a Career Skills Program that will allow soldiers who are in the process of exiting the military to complete the hiring process and Basic Correctional Officer Training while still in active duty status. Upon successful completion of the hiring process and Basic Correctional Officer Training they may then be hired as correctional officers as soon as they exit active military service.

The agency's digital marketing and recruitment campaign to promote career opportunities in corrections was fully activated during this reporting period. The campaign, focusing on digital and social media, includes video and static display advertisements that have been sent to thousands of electronic devices (smart phones, tablets, PCs and Smart TVs) in counties with prisons that have some of the highest correctional officer vacancy rates. Using various technologies now available, potential applicants are identified by location so that ads are sent to their electronic devices on a recurring basis for a limited period of time. Many ads include a link to the correctional officer web page which provides more information about a career as a correctional officer along with an opportunity to complete and submit an application. To date, over 330,000 ads have been viewed on YouTube along with video streaming services such as Pluto TV, Crackle and Sling. Another 1,100,000 plus ads have been sent to smart devices through a process known as "geo-fencing" which identifies devices held by potential applicants in specific geographic locations.

As mentioned above, DPS recruitment staff attend many events each month to promote correctional officer career opportunities. While a list of all events is maintained on the DPS website, a number of these events are "boosted" on Facebook by advertising them directly to Facebook users who have visited the DPS Facebook page in the past. This "active" rather than "passive" type of Facebook advertising increases the reach of potential applicants.

As a result of multiple initiatives, DPS has received more than 3,300 applications for correctional officer positions during this period. The number of applications received in May and June of 2019 increased by about 6.5% as compared to the same period in 2018. Recruiters have reached out to nearly 8,000 potential applicants during this reporting period in order to provide information on DPS job opportunities, and to assist them with the application and hiring process.

### **Retention**

Retention is key to stabilizing the prisons workforce. Retention initiatives include:

Development of Prisons Career Pathways, which includes assessing and analyzing Prisons supervisors' knowledge, skills and abilities in order to meet current and future leadership staffing needs. The project goals are 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.

- Establishment of a Facility Enhancement Fund, from revenues generated through Correction Enterprises, to provide facilities an annual allocation ranging from \$1,000 to \$3,000 to develop programs and activities to increase morale and enhance personal and professional development among correctional employees. The fund and associated policy took effect July 1, 2018. As of June 21, 2019, 50 of 55 prisons had used all or a large portion of their allocated funds to host staff recognition events, training, and other staff activities. Some facilities are providing small commemorative items such as a North Carolina flag coaster, logo-engraved pens, and facility travel mugs or tumblers as tokens of appreciation. Feedback received from facility management is positive regarding the impact on employee morale.

- Implementation of an Employee Recognition Program to honor Prisons employees for exemplary service on the job and in the community. *As noted previously, in February 2019, 12 staff received 2018 Employee of the Year awards in various categories during a statewide recognition event.*
- Development of a Field Training Officer (FTO) program to mentor new correctional officers after they complete Basic Correctional Officer Training. *See section 10 for a discussion of the FTO program.*
- Development of an Integrative Behavioral Health Services program to address the mental health needs of employees who suffer work-related primary and secondary victimization or stress arising out of critical incidents or their ongoing dangerous work environment. Funded through a two-year grant from the Governor’s Crime Commission, the program will employ behavioral health professionals deployed throughout the state in correctional and law enforcement settings. Total budget for the program is \$4.3 million, including federal and state funds. The program will be integrated with the current Employee Assistance Program, as well as existing DPS peer-to-peer outreach programs. Recruitment for the program director has been challenging. The position classification was recently revised to attract a broader set of applicants. Delivery of services is now targeted to begin in November 2019.

**(10) Changes to the hiring and orientation processes and procedures for correctional officers.**

As noted in previous reports, the hiring process for correctional officers has been reviewed and modified many times during the last decade. This process is multi-faceted and contains many Criminal Justice Education and Training Standards (CJETS) requirements for certification as well as shared responsibilities between DPS Human Resources and Prisons facility, region, and central administration staff. The hiring process continues to be reviewed and modified. Recent changes include:

**Application Process** – As previously reported, consolidation of the three levels of correctional officer (CO) positions into a single posting was implemented in March 2018. This change significantly improved the application screening process by reducing duplication and processing time frames. Executive Order 93 was signed in April 2019, and prohibits the use of salary history in the state hiring process. As a result, the state application form was updated to make sure salary history information does not appear on new applications. The agency revised the correctional officer continuous posting to ensure prior salary information no longer appears on new applications.

**Expanded Background Check** – In August 2018, the agency expanded its criminal background check and employment references to align agency procedures with Criminal Justice Standards requirements, and to improve the selection process. Employment reference checks on previous criminal justice employment (corrections and law enforcement) continue to be obtained during the application screening process to ensure eligibility for certification prior to placing applicants on an interview roster. References on previous ‘non-criminal justice’ employment are completed on selected candidates after the interview. Effective May 1, 2019, new procedures were implemented to standardize the requirements for references on selected candidates.

**Physical Abilities Test** - Effective Jan. 1, 2019, DPS suspended the use of the Correctional

Officer Physical Abilities Test (COPAT) until an alternative tool to assess physical ability to complete essential job functions can be established.

**Interviews** - As reported previously, facility-based CO interviews were expanded to all 55 facilities effective January 1, 2019. This change continues to be favorably received by prison staff and prospective employees. In addition, this change has allowed prison facilities to partner with HR Recruitment and take an active role in their communities to target hiring for critical vacancies.

**Pre-employment screening -**

The agency's contract with a third-party vendor to complete the pre-employment physical and psychological evaluations ended on April 30, 2019. Currently, the agency contracts with medical providers statewide for pre-employment medical services, including a medical examination, drug testing and TB testing. Medical providers are conveniently located in 42 counties across the state. Additionally, a psychological screening assessment is administered to applicants at the DPS regional employment offices and proctored by trained staff. The psychological assessment program is operated under the authority of a DPS licensed psychologist who also manages the same program for applicants for certified positions in Juvenile Justice. Applicants take an on-line assessment known as a MMPI-2-RF, which is a widely used testing instrument. If, after completing the MMPI-2-RF or based on other factors identified in the selection process, an applicant requires an in-person screening interview with a licensed psychologist or psychiatrist, the screening interview will be conducted by Cary Psychology, the agency's contract provider, which has multiple offices across the state.

**Timing of Basic Correctional Officer Training (BCOT)** – All new Prisons employees complete 40 hours of orientation during their first week of employment. Then new certified staff immediately begin BCOT during their second week of employment. Effective Jan. 1, 2019, Basic Correctional Officer Training expanded from a four-week, 160-hour program to six weeks and 220 hours. This onboarding process continues to ensure new officers are more fully trained before they assume their facility duties.

**Correctional Officer Field Training Program** – In April 2018, Prisons implemented the Correctional Officer Field Training Program, which pairs a new basic training graduate with a field training officer (FTO) for three weeks of facility-based "hands-on" experience before a new officer is assigned to work a post independently. This gives the new correctional officer an opportunity to apply the skills learned in training while under the direction and guidance of a seasoned officer and better prepares new staff with the necessary skills, qualities, and confidence to effectively meet the challenges they face daily once given a specific assignment inside the facility. As of June 30, 2019, there are 363 FTOs and approximately 1,521 new correctional officers have completed the three-week training program.

**CONCLUSION**

DPS leadership appreciates the opportunity to report on progress to implement prison reform initiatives. Additional details regarding prison reform can be found at <https://www.ncdps.gov/prison-reform>.

**Appendix A**  
**Training Offered April 1, 2019-June 30, 2019**  
**Courses Managed by Office of Staff Development and Training**

<b>Course Title</b>	<b>Course Description</b>	<b>Total Classroom Sessions Completed</b>	<b>Training Hours</b>	<b>Total Completions (*Note 1)</b>
OSDT - Basic Correctional Officer Training	This is the 220.5-hour (6 week) basic training program for Correctional Officers and Case Managers.	17	220.5	336
NCDPS - Fire Safety (Classroom Only) (In-Service)	This training is equivalent to the online training course for all certified and non-certified Prisons in-service training. The purpose of Fire Safety Training is to identify the actions that should be taken by the North Carolina Department of Public Safety – Division of Adult Correction and Juvenile Justice (NCDPS - DACJJ) personnel in the event of a fire or similar emergency situation. In addition, actions are identified which must be implemented and documented, where required, in order to maintain fire protection systems and assist in the prevention of fire on the NCDPS - DACJJ premises. The Fire Safety Training covers fire prevention, evacuation and emergency response.	31	1	153
OSDT - Staff & Offender Relations - Maintaining Professional Boundaries (Participants) (In-Service)	The purpose of this course is to provide the NCDPS – DACJJ staff with the skills and knowledge regarding maintaining professional boundaries in their relationships with offenders and juveniles.	439	2	5457
OSDT - Unlawful Workplace Harassment (UWPH) - Initial Participant Course (In-Service)	The purpose of this course is to provide the NCDPS - DACJJ employees with a clear understanding of the NCDPS’ zero tolerance for unlawful workplace harassment. This is the initial training course provided to all newly hired NCDPS employees with the exception of certified staff.	18	4	88
OSDT In-Service - Controls, Restraints and Defensive Techniques (CRDT) Phase I - Annual Refresher Training	This course is designed to provide NCDPS Adult Correction officers with refresher training in Controls, Restraints and Defensive Techniques (CRDT) which helps them handle violent offenders, withstand personal attacks and work effectively in emergency situations.	179	4	2483
OSDT In-Service – Prisons /Community Corrections Block of Professional Ethics: On & Off Duty	The purpose of this course is to provide trainees with an understanding of ethics, ethical conduct and practice with making ethical decisions. This course can be used for new hire orientation and annual in-service training for all North Carolina Department of Public Safety – Division of Adult Correction and Juvenile Justice (NCDPS - DACJJ) Sections.	190	2	1153

Course Title	Course Description	Total Classroom Sessions Completed	Training Hours	Total Completions (*Note 1)
OSDT In-Service - Unlawful Workplace Harassment (UWPH) - Refresher Course for NCDPS - DACJJ Staff	This class provides the NCDPS - DACJJ employees with a clear understanding that the NCDPS has a zero tolerance for harassment of any kind and is committed to prevention and eliminating of all workplace harassment behavior and retaliation.	396	1	5539
In-Service- Occupational Exposure to Infectious Diseases (BBP)	The purpose of this course is to assist the NCDPS – DACJJ employees and offender workers in eliminating or minimizing occupational exposure to blood borne pathogens and tuberculosis through education and training in compliance with Occupational Safety and Health Administration (OSHA) Rule 29 part 1910.1030, NC Tuberculosis Control Program (10ANCAC 41A.0205) and recommendations from the Center for Disease Control and Prevention (CDC). Every instructor tasked with teaching this course has successfully completed the eight (8) hour Occupational Exposure to Infectious Diseases (BBP) Instructor Training Program taught and coordinated by the NCDPS Safety, Occupational and Environmental Health Office located at 2020 Yonkers Road, Raleigh, NC 27604, 919-716-3590.	27	2	723
Prisons- OC Pepper Spray (SOP Refresher) (In-Service)	The purpose of this course is to provide Prisons personnel with a review of Pepper Spray (Oleoresin Capsicum), its chemical make-up, its correct application, legal considerations of application, first aid procedures for OC exposure and decontamination procedures.	242	2	2954
Prisons In-Service - Expandable / Rigid Baton: Refresher	The purpose of this course is to provide the employee with a review of all skills learned during the Expandable / Rigid Baton: initial training or Correctional Officer basic training. This course will also review the escalation of trauma chart as well as the Prisons Use of Force Policy. This lesson plan will also cover the basic drawing techniques for use with the Monadnock Expandable / Rigid Baton for facilities which still use equipment.	175	4	2445
Prisons In-Service - Fire Safety (822 Part III)	This training is designed to refresh each employee on the basics of using fire extinguishers to put out a fire.	129	1	576
Prisons In-Service - Prison Emergencies: Prevention and Response (822 Part II)	The purpose of this course is to prepare correctional staff to deal with prison emergencies in a safe, effective and lawful manner.	376	2	3862
Prisons In-Service - Safe Search Practices (816-B)	The purpose of this course is to provide correctional employees with a comprehensive understanding of safe searching techniques as well as providing them with the necessary skills to conduct searches on offenders and searches within a facility.	199	2	2768

<b>Court Title</b>	<b>Course Description</b>	<b>Total Classroom Sessions Completed</b>	<b>Training Hours</b>	<b>Total Completions (*Note 1)</b>
Prisons In-Service - Security Risk Groups within Adult Correction	The purpose of this course is to present Division of Adult Correction personnel who have a responsibility of supervising offenders assigned to the Prisons or Community Corrections a general working knowledge of Security Risk Groups presence, origins, characteristics and identifiers used by these groups in their working environment.	173	3	2426
Prisons In-Service - Suicide Prevention / Self-Injurious Behavior	The purpose of this course is to familiarize the participant (usually a non- Mental Health staff member) with the changes in the policy, the risk factors usually present in cases of self-injury and the actions required of them in cases where the risk factors indicate preventative measures are necessary, to provide Prisons staff with a clear understanding of the Suicide Prevention Program and the causes and procedures for dealing with offenders with self- injurious behavior tendencies.	399	2	4174
Prisons In-Service Firearms - 501 Part I - Law & Policy Concerning Use Of Deadly Force	The purpose of this course is to provide the Prisons officer with a review of applicable law, department and section policy concerning the use of deadly force.	215	1	3097
Prisons In-Service Firearms - 501 Part II - Firearms Safety	The purpose of this course is to provide the Prisons officer with a review of Firearms Safety Procedures and the knowledge, skills and ability to handle firearms in a safe manner when on duty.	234	1	3180
Prisons In-Service Firearms - 501 Part III - Handgun Proficiency / Requalification Training	The purpose of this course is to review and recertify the Prisons officers annually with the standard issue handgun.	233	3	3125
Prisons In-Service Firearms - 501 Part V - Shotgun Proficiency Training	The purpose of this course is to review and recertify the Prisons officers annually with the standard issue shotgun.	233	2	3134
Prisons - Reasonable Accommodations for Inmates with Disabilities (ADA)	This course presents to the personnel of Prisons, the Reasonable Accommodations for Inmates with Disabilities Policy and Procedures.	103	1	308



Course Title	Course Description	Total Classroom Sessions Completed	Training Hours	Total Completions (*Note 1)
PREA - Sexual Abuse and Sexual Harassment 101	The purpose of this course is to provide the NCDPS - DACJJ employees with an understanding of their role in preventing and responding to sexual abuse and harassment. This training will provide the NCDPS staff with a clear understanding of North Carolina General Statute 14.27.7, the Prison Rape Elimination Act and the NCDPS policies relating to offender / juvenile and staff sexual abuse and harassment.	220	1	790
OSDT - Situational Awareness	This course provides correctional staff with the knowledge and skills that will assist them in improving job performance as it relates to officer safety by increasing situational awareness during the course of their daily duties.	256	4	3660
OSDT - First Steps to Supervision Leadership Course	The purpose of this course is to provide first line supervisory training to selected supervisory staff. "First Steps" is a 40-hour NCDPS - DACJJ training program for first-line supervisors, focusing on the transition from staff member to supervisor and developing the skills necessary to become a successful manager. The blocks of instruction are designed to assist supervisors in building the foundation that allows you to become a confident and effective supervisor.	4	40	61
OSDT - Peak Performance	The purpose of this course to provide mid-level management training to selected supervisory staff. "Peak Performance" is a 40-hour Department of Public Safety training program designed to provide supervisors with a solid foundation for achieving proficiency in dealing with people. Peak Performance is an adult learning course requiring workgroup dynamics, participant interaction and individualized reading/writing assignments. Classroom involvement is instructor dedicated to open discussion and forums focusing on instructors and participant's knowledge, experience and expertise.	2	40	48
<b>Total (from A-1 to A-4)</b>				<b>52,540</b>

**Courses Managed by Prisons  
(All courses are for Prisons employees only)**

<b>Course Title</b>	<b>Course Description</b>	<b>Total Classroom Sessions Completed</b>	<b>Training Hours</b>	<b>Total Completions (*Note 1)</b>
Motivational Interviewing	Motivational Interviewing provides a soft skill technique necessary for prisons program staff to have in their tool kit as they continue to implement evidence-based practices. Staff are tasked with obtaining information from offenders during the assessment process, relaying their findings no matter regardless of how sensitive the topic and responding appropriately to offender behavior.	12	4	378
	<b>Total</b>			378

**Courses Managed by Human Resources**  
**(Courses are open to all Department of Public Safety employees, except where noted otherwise)**

Course Title	Course Description	Total Classroom Sessions Completed	Training Hours	Total Completions (*Note 1)
Progressive Disciplinary Process: A Guide for Supervisors and Managers	This training is to assist staff with understanding the progressive disciplinary process for dealing with employees when job-related performance and/or behavior does not meet expectations and communicated performance standards. Course Objectives: develop and enhance the knowledge and skill level of participants in the disciplinary process, demonstrate an understanding of the sequence and procedures necessary to complete a disciplinary action, understand the grievance process and participate in class activities which will assist participants in administering discipline.	3	8	34
Coaching for Leaders: Creating an Engaged Workforce	The results of coaching benefit organizations because they improve the speed of decision-making, free up management time for higher-level activities, and increase job satisfaction among team members. Leaders need to develop coaching qualities, skills and competencies that include core elements. This course will help develop skills and competencies needed to successfully coach staff to create an engaged workforce. Course Objectives: learn how a performance management culture can drive both employee and organizational success, understand the nature of coaching, know the difference between coaching and other forms of engagement, use effective techniques to maximize your employees'/ team's performance and use skill practice to reinforce coaching techniques.	5	4	35
Employment Interviewing	This course is to provide the NCDPS employees designated to participate in employment interviews with appropriate laws and federal acts regarding the hiring process, legal interviews and skills needed to make the interview effective. Course Objectives: identify the key landmarks that are the basis of applicant rights, define structured interview, develop interview questions and benchmarks, use the interview guidelines DPS-Internal Policies & Procedures to conduct an interview and document interview results using DPS forms required during the interview process.	10	4	121
LAAL-S: Managing Work for Supervisors (NCDPS)	This is a basic course for individuals who currently have formal supervisory responsibility for frontline employees. Course Objectives: assess leadership performance relative to seven Leading at all Levels competencies, describe the three-step ethical decision-making process, set and maintain standards for accountability, use proven productivity tools and techniques to work smarter and serve customers better, use a change management model to respond positively to new information and changing conditions and use effective communication and coaching techniques to manage performance.	1	16	8

Course Title	Course Description	Total Classroom Sessions Completed	Training Hours	Total Completions (*Note 1)
LAAL-S: Supervisory Foundations (NCDPS)	This is the initial leadership training course for those individuals who currently have formal supervisory responsibility for frontline employees. Lead workers and those who have more informal leadership roles should attend LAAL courses for individual contributors. Course Objectives: describe the scope and responsibilities of a frontline supervisor, identify supervisory competencies and success factors, demonstrate the three steps to ethical decision making, set and maintain standards of accountability for your team, define your customer network and customer satisfaction metrics, describe how effective supervisors lead change and use a structured two-way discussion model to ensure communications are clear, efficient, results- focused and respectful.	6	16	60
NCVIP New Supervisor Performance Management Training	This course is mandatory for supervisors / managers and will provide an overview of the Performance Management / NCVIP. Detailed information will be given to allow managers to effectively manage and conduct performance evaluations. Course Objectives: cover the three Performance Management stages – Work Plan, Interim, and Annual Performance Evaluation (APE); cover how supervisors / managers should effectively communicate with staff by using discussion tools provided in the training, ensure employees have a clear understanding of their performance expectations and core values and the importance of documentation and feedback and ensure employees have a clear understanding of how their performance expectations and core values contributes to the agency goals / mission.	15	8	165
Timesheet Training for Supervisors	The purpose of this training is to provide the knowledge and resources needed for supervisors to accurately document the attendance and absence of employees ensuring that all compensation and leave benefits are correctly administered. Course Objectives: familiarize staff with the basic steps of the time administration Process, identify the policy and laws governing attendance, absence and overtime compensation, define the methods used to document attendance and absence, identify procedures to document attendance ensuring proper credit for premium hours is applied and understand leave functions and the procedures to document absences properly.	7	8	60

Course Title	Course Description	Total Classroom Sessions Completed	Training Hours	Total Completions (*Note 1)
DPS Equal Employment Opportunity Diversity Fundamentals	This course, as mandated by G.S. 126.16.1, is required for all state government employees who were hired, promoted or appointed to the position of supervisor or manager on or after July 1, 1991. Managers and supervisors hired, promoted or appointed prior to July 1, 1991 are strongly encouraged to attend the Institute. This course is designed with the latest information needed to help managers and supervisors understand federal and state equal employment opportunity/affirmative action laws in the context of daily work situations. The course is offered in a blended format, 3.5 hours of online training which includes a final assessment and one full day of instructor-led classroom training. Course Objectives: upon completion of this training, participants should be able to explain equal employment opportunity, affirmative action, protected classes and other concepts and principles related to EEO, understand standards courts and investigators use to determine if and when illegal discrimination has occurred in the workplace, describe federal and state laws related to EEO and the scope and responsibilities of supervisors / managers for enforcement of these laws, engage in legally defensible hiring practices, recognize, prevent and correct unlawful workplace harassment, understand employees', supervisor's and manager's rights and responsibilities with regards to upholding EEO policies and practices; create / maintain an inclusive and productive environment where all employees feel valued and respected and identify best practices for working in a diverse work environment.	10	8	129
DPS HR - Unlawful Workplace Harassment - Sexual Harassment	This course will help employees identify unlawful harassment, stop it when it occurs, and prevent it in the work unit. Course Objectives: define unlawful workplace harassment, identify offensive behaviors that can be considered harassment, identify actions to take to prevent and stop harassing behavior, understand bystander responses, understand how to apply bystander approaches to intervene, identify and discuss proper reporting and filing procedures and develop a written unit / departmental message.	9	8	226
<b>Total</b>				838

**\*Note 1 – Includes Classroom and Online Completions**