

What are we going to do to battle staff shortages?

Back-to-Basics One Stop Hiring....

Dan River Prison Work Farm
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Why are we struggling to hire staff?

- Work Force/Low Unemployment
- Pay/Benefits
- Appeal
- Transparency
- Length and Inconvenience of Hiring Process

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What can we assist with at the Facility level?

- Transparency
- Length and Inconvenience of Hiring Process

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Times has changed! People have become reliant on instantaneous

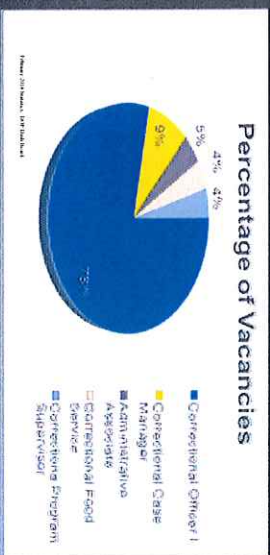
- Cell phones instead of land lines
- Order groceries online
- Buy music and movies online
- Amazon delivers in three days
- Walmart and Target curb pick up

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What is the solution to shortening the hiring process?

- Bring it back to the prison (ie...drug testing, physicals) Let us make it work!!
- Mandatory tours before the interview
- Superintendent extends conditional offer of employment
- Superintendent sets date of hire
- For non-certified positions the Superintendent is able to extend the offer of employment

Percentage of Vacancies-Dan River Prison Work Farm



- Vacancies
- Length of time since oldest position
- Officer and non-certified Staff interviews
- Staff assaults
- Morale
- Overtime Reports

How can we back it up?

- Vacancies
- Length of time since oldest position
- Officer and non-certified Staff Interviews
- Staff assaults
- Morale
- Overtime Reports

Length of Vacancies

All Positions

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Why do we need staff especially Correctional Officers?

Dorms:

- A Dorm: 70 inmates
- BCDE: 60 inmates
- FGHI: 60 inmates
- J dorm: 70 inmates
- Restrictive Housing: 20 inmates

Imagine..... 2 Correctional staff for each dorm

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Development of the Hiring Process

- Training for line staff to observe and document behaviors during tours
- Applicant applies for position
- Applicant information is available for viewing on ATS system and vetted within one week or less
- Applicant is contacted by facility within 48 hours
- Applicant is scheduled for an interview
- Applicant in giving information to complete testing before interview with email confirmation
- Applicant tours, interviews, upon recommendation by interview team, conversation with management, sent for drug testing and physical at our local medical facility set up by account through Raleigh
- Within three days have hiring packet for facility head to review and sign off
- Total amount of turnaround for facility: Max 11 days
- Total amount of turnaround until employee is at facility: Max 7 weeks 11 days

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A Typical Day One Stop Hiring.....

- 9:00 AM Applicants Arrive
- 9:00 AM Line staff and a Lieutenant conducts group tour for applicants
- Applicants will be encouraged to ask questions
- Applicant tour will consist of Dormitory, Dayrooms, Recreation Areas, Kitchen, and any other job specific areas such as Programs, Medical, Administrative or Maintenance.
- Points are made concerning facility operations during tour such as work environment, shift rotations, overtime, employee equipment, inmate movement, night security rounds, searches, no electronics allowed such as cell phones, supervise offenders alone at times, and supervise weekend blood sugar checks
- Lieutenants are trained to observe applicants for feedback during tour
- Interviews are conducted by Interview Team at conclusion of tour
- Conditional offer made by Superintendent the same day of tour and interview
- Physical and Drug Test completed locally with Raleigh account
- Based on Sanford School of Public Policy Study recommend the discontinued use of psychological screenings.

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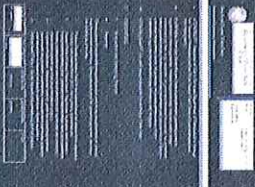
Interview Questions for the Applicant Pool

Recommend that Behavioral Interviewing be implemented which is based on the premise that past performance is the best predictor of future performance. Designed to reveal the extent to which a candidate possesses the core characteristics or competencies desired. Questions are neither probing and more specific than Traditional Interview questions and are geared toward exploring the candidate's demonstrated behaviors in their previous work experiences.

- Interpersonal Relationships and Communications
- Decision Making and Problem Solving
- Character Traits
- Leading and Developing Others
- Stress Management/Emotional Maturity
- Agency Mission
- Dependability/Work Ethic
- Motivation/Flexibility
- Working Well with Others
- Career vs. Job

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SOP Hiring Practices Dan River.doc



What we need to know

- 10 months and 20 days or less for interviewees
- 4 Correctional Officer interviewees
- Average age group: 30 year olds +
- Sex: 4males, 1female
- Ethnicity: 2African American 3 Caucasians

Questions asked:

1. How has your process from application due to hire date?
2. Where did you have to go for testing? How many places?
3. Where did you have to go for testing? How many places?
4. What do you wish you had known before you started working for the state?
5. What is the main factor why you choose to come work for NCDPS?
6. What would it take for DPS to keep you?
7. Where do you see yourself in 5 years with NCDPS?

Retention..... What do we need to do to retain?

- Step Raises
- Communication
- Collective Involvement (especially with line staff for CO)
- positions being highest vacancy/rate
- Making benefits better not worse
- Transparency and honesty about hiring process
- 1 year documented program on New Hires
- Consider retention bonus (\$100.00 at completion of basic and \$400.00 after six months)
- Consider 10 hour work days for Programs

How can follow-up on Retention?

- The Superintendent, Assistant Superintendents, and HR staff must actively work together to document and engage new applicants.
- We must now all become coaches
- We must address In concerns and questions
- Open door policy
- Documented system for 30, 60 and 90 day progress through the first three months of the hiring process and longer if needed

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What we need to know

Non-Certified Staff Interview


Non-Certified Staff took longer to process

- Interviewee: 4 Months
- One n
- Age group: 20+
- Sex: Male
- Ethnicity: Caucasian
- RTP (request to post) to final approval: 4 months

Questions asked:

- How long was your process from application date to hire date?
- Where did you have to go for testing? How many places?
- What do you wish you had known before you started working for the state?
- What is the main factor why you chose to come work for NCDPS?
- What would it take for DPS to keep you?
- Where do you see yourself in 5 years with NCDPS?

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Conclusion

We all collectively owe it to our staff to ensure that we uphold our mission and values. Engaging and communicating before important decisions are made that affects facilities is a necessity. If we want to effectively hire and retain our staff we must first realize where the needs are. We must make ourselves known, make our benefits better, and consider paying more to retain our staff. In order to be productive and grow our facility we must be able to look someone in the eye and help follow them on their path to success within DPS. Growth is always the option not the exception.

We must all be available for questions and whether we know the answers or not, find it. We have to be accessible. We can as a DPS family make it stronger by really investing and showing we truly care about our people, and especially those that remain loyal to DPS family. By shortening the hiring process, we get the critical staff needed to run the facility and we ensure the safety and security of the public, ourselves, and the offender.

Thank you for your time and the opportunity to discuss these important matters, to finally have a voice. Kendall Duncan, Angela Carrington, Shakira Gailther, Paul Jossey, Patti Howlett, Annette Stublefeldt, and Derrita Chappell

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