

## **Workforce Committee Meeting**

Sunday, August 12, 2007

Noon to 1:30 p.m.

**Welcome and Introductions:** Committee Chair Joyce Fogg opened the meeting by asking each attendee to introduce him/herself. Attendees included: Debbie Boyer, Oklahoma Department of Corrections; John Wilson, Maryland Department of Corrections; Steve Fuller, GEO Group, Inc.; Paul Broughton, Virginia Department of Corrections; Scott Salley, Collier County Sheriff's Office; Brian Cronin, ICF International; Marilyn C. Moses, National Institute of Justice; Richard Tewksbury, National Prison Rape Elimination Commission; Jerry Butler, SAFER Foundation; Carl Nink, MTC Institute; Calvin Edward, Lewis University; Charles Kehoe, ACA/G4S; John Shaffer, Pennsylvania Department of Corrections; and Lawrence Hicks, Oklahoma County Juvenile Bureau.

**Project Update and Status:** Ms. Fogg then provided the committee an update on the workforce project noting that the first phase of the project, which focused on correctional officers and was funded by the Bureau of Justice Assistance grant, has been completed, and the project report is available for review on the American Correctional Association (ACA) web site. She advised that the next phase of the workforce project will focus on the areas of mental health, health, and education. Ms. Fogg and Mr. Kehoe have been meeting with ACA staff monthly for the past year to discuss the project. Ms. Fogg announced that Debbi Seeger has been hired by ACA to assist with the workforce project.

**Focus Group Meeting:** Joyce also advised that the workforce committee, in coordination with the American Correctional Association, held a focus group work session on August 11, and she was pleased to report that 80 conference participants attended the session. The session opened with a briefing on the history of the workforce project. The agenda then focused on the next phase of the project and sought input from participants on current workforce trends, needs and expectations for the ACA workforce center (i.e., What kind of help and support is needed? What kind of information is needed?), how the success of the workforce center can be measured, and how can the workforce center remain "fresh" and focus attention on this important topic. Ms. Fogg stressed that this workforce effort is a journey and not a destination.

The group then brainstormed related to the project vision, the web site, webinars between conferences including potential webinar topics, surveys, and updating the original survey information, including best practices on the web site so that readers can access information about what is working in other states; and including links to other state web sites. It was noted that the *Corrections Yearbook* is no longer being published, and there is not a repository for workforce information. It was also noted that the workforce center can serve as a marketing and recruitment tool. It can provide a consistent message about the field of corrections. Everyone agreed they are excited about creating the workforce center.

Committee Co-Vice Chair John Wilson asked Ms. Fogg how she would most directly define the workforce center. Joyce responded that initially the workforce center was thought of as a center where workforce information would be collected and compiled from various states. The initial vision for the workforce center has now expanded to be more geared toward the corrections profession in its entirety. Carl Nink suggested that development of the web site be sectionalized so that it can be continually developed in the future but some sections could be ready now. Ms. Fogg advised that the focus group results will be compiled and e-mailed out to get further input. She noted that she is very encouraged by the enthusiastic response from the focus group and the thoughtful and positive input focus group participants provided.

Ms. Fogg also reported that the first workforce workshop was held August 11 to a very positive response--there was standing room only (approximately 100 attendees with others turned away).

**Progress Report:** Ms. Fogg then turned the agenda over to Committee Co-Vice Chair Debbie Boyer for a committee progress report (copy attached). Ms. Boyer discussed the progress report including the schedule of workshops for this conference (copy attached).

It was discussed that the American Correctional Association would like the committee to continue to publish a newsletter quarterly, and all committee members are responsible for submitting articles.

The committee has already published two technical bulletins, and the goal is to produce a quarterly bulletin. The next Technical Bulletin will focus on the workforce telephone survey conducted by the American Correctional Association. Six or eight states were surveyed regarding the challenges they face related to recruitment and retention of employees in health care, mental health, and education. The purpose of the survey was to see if these areas were an appropriate focus for the next phase of the workforce project. It was noted that there are some considerations related to these three groups i.e., privatized health care versus public health care; education systems with services provided by local school districts versus those who provide their own services. There were also some regional issues to consider; however, the challenge is clear—states are experiencing challenges related to the recruitment and retention of teachers, psychologists, health care workers, and social workers.

The goal is to develop a follow-up survey for issuance in late September/early October. ACA will use SurveyMonkey.com to automate the survey so that it can be completed online. The survey will be distributed to 50 adult corrections agencies, 50 juvenile corrections agencies, Bureau of Prisons, and the top 10 jails and top 10 juvenile detention centers across the nation. Distribution will not include private contractors (federal grant money cannot be construed as aiding private companies).

**Workshops:** The group then brainstormed potential workshop topics for the 2008 Winter Conference to include: Branding and Marketing; Workforce Action Pack; Hiring and Selection Technology Tools (video testing, etc.); Technological Approaches for Recruiting and Retention; Changes in Policies and Procedures (i.e., someone from the Federal Bureau of Investigation to talk about the change in drug policies); Growing Debate over Two Training Philosophies (i.e., paramilitary versus bookwork academics) including E-Learning and Blended Learning; Establishing the Culture (i.e., kinder and gentler culture versus the paramilitary culture and which provides the best outcomes), etc.

**Book Outline:** Ms. Boyer presented a proposed book outline (see attached) for the committee's feedback. Committee members provided positive feedback noting there will need to be an introductory chapter and a concluding chapter. Positive feedback was also received regarding using various authors; however, it was noted that there may be difficulties in coordinating submissions and meeting deadlines. Once the outline has been approved by the American Correctional Association, authors will need to be immediately identified. A question was raised regarding whether the book information had to be original information or information permissible for republication. Ms. Boyer advised that this will need to be discussed with the American Correctional Association.

**Suggested Readings:** Joyce asked committee members to submit a list of suggested readings so that a Suggested Readings section can be added to the workforce web page. This would also include workforce related articles in electronic newsletters, etc. Topics could include management, leadership, workforce, recruitment, retention, mentoring, etc.

**Committee Reports:** Dr. Brian Cronin and Scott Salley provided an update on development of a strategic marketing plan (see attached).

Calvin Edwards related experience with Page County Jail educational programs, and it was noted that the workforce project needs to also embrace educational opportunities.

It was also noted that one of the advantages of the ACA web site is anonymity. The web site can serve a dual purpose for employers and potential employees and provide interested parties the opportunity to ask questions about the corrections profession.

**Workforce Data Clearinghouse:** No report. Carl Nink will contact committee members and provide an update to include with the minutes.

**Next Steps:** The group then discussed potential next steps. It was noted during this discussion that the National Association of Social Workers has a Center for Workforce Studies. They provide helpful information. The most important focus for ACA's workforce effort will be developing platforms for accessible and real-time information that can be shared with the field.

**Other Business:** Ms. Fogg then turned the meeting over to Marilyn Moses, National Institute of Justice, who provided an update on current research related to recruitment and retention best practices as well as two other studies, recently funded, that may impact, directly or indirectly, the ACA workforce project.

**Next Meeting:** The Workforce Committee will meet during the 2008 Winter Conference (Grapevine, Texas) on January 13, 2008, at 12:00 noon.