



## Human Resources

# InfoLink

A Forum for Information Sharing Among Human Resources Professionals in Corrections Provided as a Service of the American Correctional Association Workforce Project

January 2004

Issue 1

### Greetings from Committee Chair

Welcome to the first issue of *Human Resources InfoLink*, an electronic newsletter created by the newly established American Correctional Association Human Resources Committee to serve as a forum for information sharing among human resources professionals in corrections. Corrections professionals face critical workforce challenges now and will continue to do so in the future. We can continue our traditional approaches to recruitment, selection, and retention of employees or we can work together to develop creative and innovative strategies for the future. Information sharing is critical to successfully addressing these workforce challenges. It is my hope you will use this newsletter as a forum for sharing information regarding current issues, trends, and best practices.

Debbie Boyer, SPHR  
Chairperson, Human Resources Committee

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### Committee Report

The Human Resources Committee was established by the American Correctional Association as part of a project entitled *Building a Strategic Workforce Plan for the Corrections Profession*.

The project is funded by the Bureau of Justice Assistance and is guided by a project steering committee appointed by American Correctional Association (ACA) President Charles Kehoe and chaired by Joyce Fogg, Public Relations Manager with the Virginia Employment Commission, Richmond, Virginia.

Project consultation and technical assistance are provided by Edward D. Barlow, Jr., with Creating the Future, Inc., St. Joseph, Michigan, as well as Dr. Richard Judy and Dr. Jane Lommel with Workforce Associates, Indianapolis, Indiana.

There are three distinct phases to the project: Discover, Create, and Implement.

During the **Discover Phase**, information was gathered to identify trends that impact the corrections workforce. This phase included a survey of correctional agencies, the results of which were provided to 2004 Winter Conference attendees during Dr. Judy's presentation entitled *Correctional Employees: Why They Came, Why Some Stayed, and Why Others Left* on Sunday, January 11, 2004.

Please contact Dr. Judy for a copy of this PowerPoint presentation at:

[wf21@workforceassociates.com](mailto:wf21@workforceassociates.com)

During the **Create Phase**, goals, objectives, and action strategies will be developed to address issues identified during the Discover Phase.

One of the primary goals is to create a mechanism for the exchange of information among corrections professionals. It is anticipated this goal can be accomplished through the establishment of a web site (i.e., [www.ceoexpress.com](http://www.ceoexpress.com)) where human resources and corrections professionals can access information regarding current issues, trends, and best practices in **real time**. Additionally, the web site will provide a method of making information available to ACA members who are unable to attend annual conferences.

The **Implement Phase** will include development and distribution of a final action plan to key constituencies for use in developing workforce initiatives and incorporation into staff and supervisory training.

**Committee Purpose:** The purpose of the Human Resources Committee is to monitor the activities of the ACA workforce initiative; advise on the integration of the results of the ACA strategic workforce plan project into the ACA program and service activities; recommend programs for the newly created Human Resources workshop track at upcoming conferences; and formalize a structure and scope of activities for the committee.

**Committee Roles and Responsibilities:** Committee roles are defined as scanning, convening, facilitating, providing, and evaluating.

*Scanning:* The scanning role includes monitoring corrections employment trends; developing scenarios of future corrections employment needs; identifying gaps between labor supply and demand; creating an annual *State of Corrections Workforce* report; and establishing and maintaining an electronic clearinghouse of relevant corrections workforce information.

*Convening:* The convening role includes offering a special human resources related workshop track at upcoming ACA conferences to receive and discuss information related to corrections workforce issues; providing opportunities for electronic interaction to discuss key issues and best practices; and identifying areas of concern around which actions need to be taken.

*Facilitating:* The facilitating role includes promoting and coordinating collaborative efforts among corrections related organizations; pursuing funding for collaborative efforts as well as ACA human resources related projects; and incubating special corrections workforce programs.

*Providing:* The providing role includes establishing gathering places (upcoming conferences or electronic interactions) for corrections human resources professionals; providing mechanisms for the ongoing exchange of ideas and information; providing technical assistance through ACA programs and services; enhancing public relations and marketing of the role and importance of the human resources professional in corrections.

*Evaluating:* The evaluating role includes assessing progress in building a corrections workforce pool based on targeted size and quality; evaluating the status and impact of ACA corrections related human resources programs and services; and evaluating the activities of the Human Resources Committee.

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**Mark Your Calendars Now!**

**Attend the Human Resources  
Workshops at the 134<sup>th</sup> Congress  
of Correction in  
Chicago, Illinois!**

**July 31 - August 5, 2004**

## Committee Accomplishments . . .

- Five Human Resources related workshops were presented during the 133<sup>rd</sup> Congress of Correction. These workshops included:

*Building a Strategic Workforce  
Plan for the Corrections Professional*

*More Powerful Recruiting for  
Corrections Professionals*

*Combating Turnover in the  
Corrections Workforce*

*Employee Attitude Surveys:  
Process and Payoffs*

*Creating a Strategic Human Resources  
Development Plan for Attracting  
and Retaining Correctional Workers*

- Specific feedback was gathered from participants attending each workshop, and this feedback was then utilized to develop workshops presented during the 2004 Winter Conference. These workshops included:

*Correctional Employees: Why They Came,  
Why Some Stayed, and Why Others Left*

*Recruitment: Perspectives and Practices*

*Hiring Mr. or Ms. Right: Hiring and  
Selecting the Most Qualified Applicant*

*Employee Turnover: Quantifying,  
Communicating, and Addressing the  
Challenge of Employee Turnover*

*Managing the Multi-Generational Workforce  
(presented in collaboration with the  
National Institute of Corrections)*

- Information regarding current trends and issues related to Human Resources is being shared with committee members via e-mail. Additionally, this electronic newsletter has also been created to facilitate information sharing among human resources professionals in corrections.

- Further, the Human Resources Committee met during the Winter Conference and identified three priority areas and established a sub-committee for each:

*Web Site Development:* This sub-committee will develop a web site in coordination with ACA which will serve as a forum for information sharing.

*Partnership Establishment:* This sub-committee will identify and facilitate establishment of partnerships with other entities such as the American Probation and Parole Association and the National Institute of Corrections, etc. to share information related to workforce issues.

*Revenue Generation:* This sub-committee will identify additional sources of funding (i.e., available grant monies) to continue the study of workforce issues.

- Five workshops were also identified for presentation during the 134<sup>th</sup> Congress of Correction in Chicago, Illinois.

### *Workshops Planned for 134<sup>th</sup> Congress of Correction, Chicago, Illinois*

*Measuring, Costing, and Reporting  
Employee Turnover*

*Profiling the Ideal  
Correctional Officer*

*Recruiting Corrections Professionals  
from Diverse Populations*

*Emerging Alternative Employment  
Models for Corrections*

*Changing the Perception of  
Correctional Officers  
from the Inside Out*

- The Human Resources Committee will be meeting by conference call within the next 30-60 days to discuss future committee activities and efforts. Updates will be provided in this newsletter.

## Feedback from Workshop Attendees

Following are a few of the comments received from those attending the Human Resources workshops presented during the 2004 Winter Conference:

### **Correctional Employees: Why They Came, Why Some Stayed, and Why Others Left (HR1)**

*Major Insights:* Demographics of diminishing workforce; the major age group of the corrections workforce is 25-44 years old; gravity of pay in relation to retention; competition for same labor pool will be much greater . . .

*Comments:* Good start; useful, well organized, comprehensive information collection; good topic/session overall; great sessions—now I want more information!

### **Recruitment: Perspectives and Practices (HR2)**

*Major Insights:* It's a universal problem, not just my agency's problem for recruiting and retention; continue to recruit own employees; employee satisfaction surveys can provide valuable information on specific concerns . . .

*Comments:* Recruitment of good candidates is a very difficult proposition. This session was excellent! Very informative; excellent workshop—keep up the good work!

### **Hiring Mr. or Ms. Right: Hiring and Selecting the Most Qualified Applicant (HR3)**

*Major Insights:* Universal problem; don't lose sight of the level of professionalism in selecting; use of video for pre-employment screening; proper screening saves time and money and provides better results . . .

*Comments:* Great topic, thanks for the perspective; best session; keep it coming; excellent work . . .

### **Employee Turnover: Quantifying, Communicating, and Addressing the Challenge of Employee Turnover (HR4)**

*Major Insights:* The employee turnover sheet was quite handy; the cost of turnover; private sector success stories; turnover costs represent a \$ resource that could be used to fund retention efforts . . .

*Comments:* Well done; liked the incorporation of information from private companies; great session. This was an excellent management level course that is new to ACA's workshop list. Congratulations!

### **Managing the Multi-Generational Workforce (HR5)**

*Major Insights:* Unique traits/characteristics of generations; not only do the various generations help to manage employees more effectively, it can also be used when dealing with the inmate population;

*Comments:* Good job, very helpful information; great session; great eye opener relating to employee pool; I enjoyed this conference more than any of the others I attended. Everything talked about made sense.

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## Presentations and Practices

For copies of the following PowerPoint presentations, please e-mail your request to [debbie.boyer@doc.state.ok.us](mailto:debbie.boyer@doc.state.ok.us).

- **More Powerful Recruiting for the Corrections Professional**
- **Employee Attitude Surveys: Process and Payoffs**
- **Hiring and Selecting the Most Qualified Applicant**

Copies of "best practices" procedures can be found at the link provided:

- **Employee Exit Survey System**  
<http://www.doc.state.ok.us/Offtech/op110237.htm>
- **Employee Recognition Program**  
<http://www.doc.state.ok.us/Offtech/op110221.htm>
- **Employee Personal Appearance**  
<http://www.doc.state.ok.us/Offtech/op110245.htm>
- **Employee Benevolence (Casual for a Cause)**  
<http://www.doc.state.ok.us/humanresources/casual.htm>

*Do You Have a Presentation or Best Practice to Share?*

*Do You Have a Human Resources Issue You Are Struggling With?*

*Contact the InfoLink Editor!*

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## Resource Information

This resource list was provided by Dr. Jane Lommel, Workforce Associates, Indianapolis, Indiana. This is just a partial list of resources Dr. Lommel has compiled. For a complete listing, please e-mail your request to [debbie.boyer@doc.state.ok.us](mailto:debbie.boyer@doc.state.ok.us).

### [Brave New World of Work](http://www.newwork.com/) . . . <http://www.newwork.com/>

A daily online sweep of hundreds of publications relating to broad national and international workforce issues with hot links to the original source. The archives are invaluable, too. (Updated daily)

### [HR News Online](http://www.shrm.org/hrnews_published/) . . . [http://www.shrm.org/hrnews\\_published/](http://www.shrm.org/hrnews_published/)

The latest human resources news stories brought to you by the Society for Human Resources Management. (Updated daily)

### [WorkIndex.com's HR News](http://workindex.com/newsindex.asp) . . . <http://workindex.com/newsindex.asp>

Lots of topics here, including labor relations, payroll software, and retirement issues. The site is produced by *Human Resources Executive* magazine, in cooperation with Cornell University's School of Industrial Labor Relations. (Updated daily)

### [BestPlaces.net](http://www.bestplaces.net/) . . . <http://www.bestplaces.net/>

Handy website to help in recruiting new workers from other parts of the country. Comparisons of cities regarding housing, costs of living, crime, education, economy, health, and climate. (Updated continuously)

### [State Workforce Development Boards](http://www.subnet.nga.org/workforcecouncilchairs/links/stateWDC.asp) . . .

<http://www.subnet.nga.org/workforcecouncilchairs/links/stateWDC.asp>

Links to workforce development boards that provide further links to state generated statistics on demographics and labor market information.

### [Interbiznet.com](http://www.interbiznet.com/) . . . <http://www.interbiznet.com/>

A web site devoted to analyzing and reporting on the evolution of electronic recruiting. Offers reports, newsletters, and annual rankings of the major online recruitment web sites.

## Need Further Information Regarding the American Correctional Association?

American Correctional Association  
4380 Forbes Boulevard  
Lanham, Maryland 20706-4322  
1-800-ACA-JOIN (PHONE)  
FAX 301-918-1900 (FAX)  
[www.aca.org](http://www.aca.org)

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Immediate Past President

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