

## Human Resources

# InfoLink

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

May 2005

Issue 4

### **Greetings from Human Resources Committee Chair**

Welcome to the fourth issue of *Human Resources InfoLink*, a newsletter created by the American Correctional Association (ACA) Human Resources Committee to serve as a forum for information sharing among human resources professionals in corrections.

The ACA Workforce Project Steering Committee chaired by Joyce Fogg, Public Relations Manager with the Virginia Employment Commission, and the Human Resources Committee met during the 2005 Winter Conference held in Phoenix, Arizona. The committee discussed the workforce project report entitled *A 21<sup>st</sup> Century Workforce for America's Correctional Profession* which had been recently submitted to the Bureau of Justice.

The committee reviewed progress made since its establishment in 2003 and discussed the potential

"next steps." One of the more immediate goals identified is to begin working with the American Correctional Association in the development of a web-based forum for the exchange of workforce resources and information. ACA has taken the lead in the project by making the workforce project report, the August 2005 issue of *Corrections Today Magazine* which was devoted to workforce issues, and copies of this *InfoLink* newsletter available on the ACA web page at:

<http://www.aca.org/news/Workforce.asp>

Additionally, the committee reviewed and provided input regarding the American Correctional Association's proposed Public Correctional Policy on Staff Recruitment and Development.

Workshop topics were also identified for presentation during the 135<sup>th</sup> Congress of Corrections as well as the 2005 Winter Conference.

Much work remains to be done, and the committee is looking forward to meeting during the 135<sup>th</sup> Congress of Correction in Baltimore, Maryland.

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#### **Mark Your Calendars Now!**

**Human Resources Committee Meeting**  
**Sunday, August 7, 2005**  
**9:00 a.m. to 11:00 a.m.**



**Make Plans Now to Attend the  
Workforce Track at the  
135<sup>th</sup> Congress of Correction!**

**Major Session A: Ethics in the  
Corrections Workforce**  
**Monday, August 8, 2005**  
**2:00 p.m. to 3:30 p.m.**

**Workshop Description:** What is ethics? This session, specifically designed for correctional professionals, will delve into issues involved in making ethical decisions regardless of the circumstances. Attendees will be active participants in this session that places emphasis on ethical situations that corrections professionals have encountered or will encounter in the correctional workplace.

**A-1: Human Capital Alignment: A  
Metrics-Driven Process for  
Organizational Success**  
**Tuesday, August 9, 2005**  
**11:30 a.m. to 1:00 p.m.**

**Workshop Description:** This workshop will provide a case study of how the Coffeewood Correctional Center developed a process to harness performance metrics to clarify workforce expectations and enhance goal performance at the individual, group, and unit levels.

**A-2: Workforce Legal Issues with  
Costly Consequences**  
**Wednesday, August 10, 2005**  
**8:30 a.m. to 10:00 a.m.**

**Workshop Description:** Corrections professionals must have a thorough understanding of local, state, and federal laws governing employment. Scanning the environment and staying abreast of the most current information is critical as mistakes can be costly to the organization. This session will provide information related to the most pressing workforce issues and related "hot topics."

**A-3: Marketing Messages for  
Corrections**  
**Wednesday, August 10, 2005**  
**11:00 a.m. to 12:30 p.m.**

**Workshop Description:** The corrections profession has a tremendous positive impact on many stakeholders. The public's safety is a primary mission for corrections. Employees are impacted through job stability and fulfilling employment. Offenders are offered opportunities for rehabilitation. Corrections professionals make countless contributions each and every day often without recognition. This session will focus on developing creative messages and strategies for marketing corrections as the professional organizational and powerful contributor it is.

**A-4: Exit Surveys: Process and  
Payoffs**  
**Wednesday, August 10, 2005**  
**1:15 p.m. to 2:45 p.m.**

**Workshop Description:** Retention of a well-qualified, diverse workforce continues to be a challenge for corrections professionals. Organizations must have a systematic and objective approach to collecting data regarding why employees are leaving. This session will focus on developing exit surveys and utilizing the results to develop effective employee retention strategies.



## Feedback from 2005 Winter Conference Workshop Attendees . . .

Following are a few of the comments received from those attending the workforce workshops presented during the 2005 Winter Conference in Phoenix, Arizona.

### Developing Career Pathways in Corrections (HR-1)

**Major Insights:** *Twelve things to look at when considering your career and how they might be used to select applicants and do background evaluations; making our agency's website more useful and interactive for the modern workforce and for recruitment/retention efforts; Dr. Parsons' twelve characteristics, though not a new insight, was valuable—character counts; ways to get into colleges—how to make it mutually beneficial; good idea to obtain a copy of the instructor's curriculum and link your presentation to the curriculum.*

**Comments:** *It was very useful for me—I will develop better recruiting efforts at my agency based on what I learned today; good session—particularly from the university perspective; very interesting session—good choice of presenters with different views and sharing of their experiences and perspectives.*

### Making Corrections a Great Place to Work (HR-2)

**Major Insights:** *Unions are good partners with correctional administrators; using staff survey results to drive strategic planning; civilian applications for traditional military values and leadership practices; role of value system and communication skills; ingredients of good facilities.*

**Comments:** *Very informative; the workshop was exceptional; program was excellent; great track—ACA needs to encourage HRM participation*

*from correctional organizations; great session—valuable for all managers and supervisors.*

### Building a Strategic Workforce Plan for the Correctional Organization (HR-3)

**Major Insights:** *Avenues to identify what can help reduce turnover and maintain retention have been provided; we need to complete the workforce planning tool; the challenges facing HR staff in recruiting qualified employees; a tool to utilize in planning to meet needs in our workforce; cost of replacing staff who leave.*

**Comments:** *Enjoyable; would like to hear from larger organizations in addition to small organizations like those in Virginia; appreciated Barbara sharing how she utilized this planning tool in her organization.*

### Legal Issues with Costly Consequences (HR-4)

**Major Insights:** *I'm not alone; negligent retention concept—intermittent leave—creative solutions; using workplace injunctions—employees' prior history in evaluating workplace violence; intermittent leave as applied to FMLA.*

**Comments:** *Would like to see a "Nuts and Bolts" discussion of this issue split into two sessions—public sector and private sector—also strategies to use before you reach the level of a sustainable termination.*

### Doing More with Less—Creative Approaches to Leveraging Training Dollars Effectively (HR-5)

**Major Insights:** *Differences between generations and what motivates them on the job; alternatives to traditional training; new creative training ideas; there are some free training programs online; website for core competencies.*

**Comments:** *Liked the information sharing at the end of the session; very good presentation—thank you; it would be great if we could all share our presentations—i.e., submit them and access them online since many of us are used to doing the same training (i.e., sexual harassment awareness, supervision, etc.), then we could download them and customize them for our agencies.*

# Thoughts from the Virginia Department of Corrections HR Director . . .

*Always on Stage*

## H. Paul Broughton

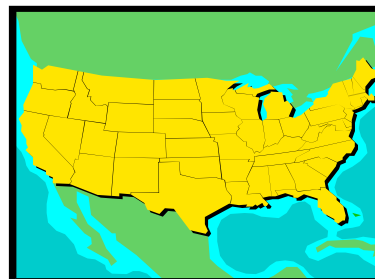
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I think actors may actually have it easy. They may have very demanding parts during a play or movie but then they can put that character behind them and be themselves. With a little discretion or perhaps a disguise, they can almost go unnoticed in the everyday world.

The same is not true for human resource officers and managers or other leaders. We are both our character and ourselves all the time. We cannot escape the notice of others because we live where we work. Our every act is observed and critiqued by our employees and our community.

Our audience expects us to be the same person at work and at play. Our conduct in both arenas must be above reproach or the word “gets back” to the workplace. We cannot be both Jeckyl and Hyde. We cannot be both the “three piece button down suit” and “the playboy of the western world.” We cannot be both the “knight in shining armor” and the “sting artist.”

When we accepted our role, we accepted the high expectations that others have for us. For actors it is not true, but for us, we are “always on stage.”



## What is “The State” of Human Resources In Your State?

This column spotlights Human Resources “Hot Topics” in various states . . .

### NEWS FROM TENNESSEE

#### Amanda Sluss

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#### ***Tennessee Department of Correction Hosts Memorial Dedication to Honor Employees Who Lost Their Lives In the Line of Duty***

The Tennessee Department of Correction hosted a memorial dedication ceremony at the Tennessee Correction Academy in Tullahoma to honor correctional employees who lost their lives while serving. The ceremony was held on Thursday, September 23, 2004.

TDOC employees privately funded the memorial monument through donations and fund-raisers. The Tennessee Correction Academy investigated prison records and archives to determine the names of nineteen employees that lost their lives in service to the department and those names were engraved into the monument.

The first death of record occurred in 1894 and involved Deputy Warden Willoughby Nelson, who was killed in a mine explosion while employed at Brushy Mountain Prison in Petros, Tenn. The most recent employee to lose his life was Correctional Officer Frederick Hyatt, who was murdered by an inmate at the Charles B. Bass Correctional Complex in Nashville, Tenn. (former Middle Tennessee Correctional Complex) in November 2003. Hyatt’s death was the first employee death in 23 years.

“Through the generous personal donations and numerous fund-raisers held by TDOC employees across the state, over \$30,000 dollars was raised

to honor these correctional employees that sacrificed their lives in the line of duty," said TDOC Commissioner Quenton White. "The correctional employee memorial will serve as a lasting reminder of the dedication of those who have fallen and those who serve."

The Tennessee Correction Academy is located at 1314 South Jackson Street, Highway 41A South, in Tullahoma.

~

## NEWS FROM VIRGINIA

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### ***Workforce Development: Recruiting and Retaining Staff in an Under-Funded Environment***

Recently, I conducted a workforce development project with a large Mid-Atlantic state department of corrections. This project involved a job analysis and employee needs assessment of Probation and Parole Officers (POs). The purpose of the project was to gather data and to provide information related to PO recruitment, hiring, and retention efforts. The job analysis data gathered provided a clear understanding of the critical tasks, knowledge, skills, and abilities needed in the PO position while the needs assessment survey provided important information related to the resources needed to perform the work of a PO. The project yielded rich, useful data that presented a more complete description of the PO position in this state and provided detailed information about the key factors that drive PO retention.

The results of this study are applicable to many state DOC facilities that are struggling with retaining staff in an under-funded environment. Among many interesting findings, results suggested that 'providing a specific career ladder,' 'improved respect from department administrators,' and 'more time to get the job done' are three factors that can increase employee retention. While base-pay and bonuses were also found to be important retention drivers, these additional variables provided an opportunity for the department to make low-cost improvements to their workforce immediately.

These findings are currently being used to implement a workforce development blueprint in

this DOC, which has been designed by the host state's administrators to reduce PO turnover across all state districts. Their workforce blueprint combines many of the lost-cost retention drivers found in the job analysis/needs assessment phase of the project with small monetary incentives to create a new state-of-the-art workforce development plan. The objective of the blueprint is to update the state's job structure, pay structure, and pay practices for probation officers and align these functions with the strategic direction of their department. As a consultant of the implementation team, I believe this effort will have long-ranging, positive results for this organization.

~

## NEWS FROM OKLAHOMA

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### ***Agency Announces Results of Employee Attitude Survey***

During late 2004 the Oklahoma Department of Corrections readministered an employee attitude survey systemwide. The 2004 survey was the same survey administered systemwide during 2001 and was designed to solicit feedback from employees regarding a variety of areas: department operations, job satisfaction, staff cooperation, staffing and promotions, facility/unit administration, supervision, training, and personnel issues.

The survey was administered to approximately 4,637 employees system wide, and 3,328 responses were received. In an effort to maintain confidentiality, employee responses were mailed to the University of Oklahoma for data entry and compilation. Employees were not asked to provide their names; responses were coded only by job classification and work location. To ensure anonymity, employees occupying job classifications with 10 or fewer employees or employees working at locations with 10 or fewer employees were grouped into larger categories.

Overall, the survey results were positive and very similar to the results from the 2001 survey. A PowerPoint summarizing the results is available for review on the Oklahoma Department of Corrections web page at the following link:

<http://www.doc.state.ok.us/humanresources/HRpublications.htm>

The Oklahoma Department of Corrections remains committed to addressing issues identified and to continually improving the agency and its operations.

Employee feedback is essential to this process, and the agency is acting upon the feedback received on this survey.

Agency managers are reviewing the employee attitude survey results (work location specific, agency wide, and divisional/regional where appropriate); comparing the 2001 results with the 2004 results; identifying areas needing improvement; establishing cross-functional employee committees to discuss the issues identified and develop specific recommendations/strategies for addressing the issues; and submitting written plans to the agency director for discussion and review.

Realizing the importance of keeping employees informed, initial survey findings were announced via a *Director's News Update*. Agency employees will be kept informed regarding survey findings, strategies for improvement, and actions taken as a result of the survey findings through a series of *Director's News Updates*.

*For further information regarding the Oklahoma Department of Corrections Employee Attitude Survey, please review the article entitled, "Look Who's Talking: Oklahoma's Experience with An Employee Attitude Survey," in the August 2004 Issue of the American Correctional Association's Corrections Today Magazine.*



## **Human Resources as Role Model**

### **H. Paul Broughton**

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Life is full of choices. We make them, and then we have to live with the consequences or results. When you chose to be part of human resources, you may have done so for one or more reasons. But for whatever the reason you chose to be in human resources, the consequence is that now you have to be a **positive role model**.

Why do you have to be a positive role model? You say it is not included in the Employee Work Profile (i.e., job description), it was not listed in the advertisement, and no one mentioned it in the interview. If in fact, you are not even sure exactly what it means.

First, let me acknowledge that there are some generally accepted standards in human resources that may not have been mentioned in the selection process or in the expectations outlined in the Employee Work Profile. There is such a general understanding of this responsibility that we do not believe we need to mention this role to you. It is a lot like "telling the truth"; we believe it is clearly understood that we expect it. For you sticklers for detail who want something in writing, please consider it to be "other duties as assigned."

But that does not address the "why." The reason is simply that we are in the area that deals with human behavior and consequently as the practitioners of this area, we are required to show others the proper way through modeling it everyday. It not quite as simple as practicing a term I heard today, "respectful engagement" although I do think it captures part of the role we must model. I do not think it fully describes the professional standard, the ethical standard, the

customer service standard, or the work standard that we must meet. But the term does convey the respect and dignity of the individual that must permeate every interaction.

“Respectful engagement” also has as one of its underpinnings a basic principle of economics, that the small incremental decisions lead to a major decision as they build upon each other and push in a certain direction. So it is “respectful engagement,”—the quality, respect, and warmth we put in our interactions—that will lead that person with whom we interacted to more likely “respectfully engage” the next person with whom he or she has an interaction.

We in Human Resources do not have a monopoly on being a positive role, but it is part of our job just as it is part of the job of other leaders. This is not to say that we must be perfect, because we are not. I would be the first to confess that there are many things that I should do better. But in those day-to-day interactions, in how we deal with others and each other, we must model the right behaviors. In our daily work habits, we must model the right behaviors. In our commitment to our jobs and the department, we must model the right behaviors. In our demeanor, we must accentuate the positive.



## Web Resources

### U.S. Department of Labor 21<sup>st</sup> Century Workforce Office

<http://www.dol.gov/21cw/>

This site offers links to various workforce resources.

### Labor Market Info Classic

<http://lmi.state.oh.us/links.htm>

This site provides links to web sites offering workforce related information from several states as well as links for employers, federal government, international resources, etc.

### Workforce Development Councils

<http://www.main.org/communjobs/WDC/wdc.htm>

This site provides information and links to state workforce development councils and related state agencies.

### Hispanic Employment Program

<http://www.hepm.org/>

This web site offers information about Hispanic culture, activities, employment, recruitment, speakers, and other helpful information.

### Federal Stats Home Page

<http://www.fedstats.gov/>

This site serves as a gateway to statistics from over 100 U.S. federal agencies.

### U.S. Department of Commerce Bureau of Economic Analysis

<http://www.bea.doc.gov/>

This site provides links to web sites offering information about international, national, and regional income, etc.

### Workforce Management

<http://www.workforce.com/>

This site provides links to a variety of workforce resources and information as well as access to free on-line newsletter subscriptions.

### Workforce Connections

<http://www.workforceconnections.dol.gov/Sites>

This site provides access to workforce productivity tools.

# Workforce News!

- ★ **Wanted: Retirees to Work/Employers Try to Prepare for Pending Exodus of Boomers**

<http://sfgate.com/cgi-bin/article.cgi?file=/c/a/2005/04/29/BUGO7CH2691.DTL>

- ★ **Workforce Report Trends and Ideas in Human Capital**  
*The Other Side of Boomer Retirements: Lost Knowledge*

<http://editor.ne16.com/htmleditor/viewonline.asp?FileID=11931>

- ★ **Employers of Excellence**  
*Is Your Company Ready for a Performance Review?*

<http://sfgate.com/cgi-bin/article.cgi?file=/g/a/2005/04/24/empex.DTL>

- ★ **New Blueprint Needed as Baby Boomers Begin to Retire**

<http://sfgate.com/cgi-bin/article.cgi?file=/c/a/2005/04/21/BUGNKCCEVO1.DTL>

- ★ **Aging to Take Toll on State Workforces**

<http://www.stateline.org/live/ViewPage.action?siteNodId=136&languageId=1&contentId=22518>

- ★ **States Give Minimum Wage Earners a Boost**

<http://www.stateline.org/live/ViewPage.action?siteNodId=136&languageId=1&contentId=32199>

## Do You Need Further Information About the American Correctional Association?

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**Harold W. Clarke**, Vice President  
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**Evelyn I. Ridley-Turner**, Treasurer

**Charles J. Kehoe**  
Immediate Past President

**James A. Gondles, Jr., CAE**  
Executive Director



**Register Now to Attend  
the 135<sup>th</sup> Congress  
of Correction  
Baltimore Maryland  
August 6-11, 2005**