



## 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

July 2004

Issue 2

### Greetings from Committee Chair

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

It has been an exciting and busy year since the committee first met in August, 2003. One of the most exciting committee activities this year was the opportunity to work with the American Correctional Association in offering an entire issue of *Corrections Today* magazine dedicated to workforce issues. The August issue will cover topics such as recruitment, retention, hiring and selection, and diversity and will also include a practical planning tool correctional organizations can use to build a strategic workforce plan. Complete details on the committee's progress are outlined later in this newsletter.

I would like to thank **President Charles Kehoe** for the vision, insight, and tremendous support he has provided to this newly established ACA committee. I also extend my sincere appreciation to **James Gondles, Jeff Washington, Thomas Carter, Edward Barlow, Dr. Richard Judy, Dr. Jane Lommel, Joyce Fogg**, and the **members of the Human Resources Committee** and the **Workforce Project Steering Committee**. It has been an honor and a privilege to work with each of you on this important effort.

Debbie Boyer, SPHR  
Chairperson, Human Resources Committee

### Committee Progress

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*.

Following is a report of progress made since the committee was established:

✓**Development of a Committee Purpose:** The purpose of the Human Resources Committee is to monitor the activities of the American Correctional Association initiative entitled "Building a Strategic Workforce Plan for the Corrections Profession"; advise on the integration of the results of the American Correctional Association strategic workforce plan project into the American Correctional Association 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.

✓**Definition of Committee Roles and Responsibilities:** Committee roles were defined as scanning, convening, facilitating, providing, and evaluating.

***Check Out Findings and Conclusions of Workforce Project on Pages 4 and 5!***

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

**✓Development and Issuance of a Quarterly Newsletter:**

The Human Resources Committee developed and issued its first quarterly newsletter in January 2004. The newsletter was distributed to the ACA Board of Governors, Delegate Assembly members, ACA committee chairs, and Workforce Steering Committee members. The second issue was distributed in July 2004.

**✓Presentation of Conference Workshops:**

At the close of the 134<sup>th</sup> Congress of Correction, the committee will have presented 15 human resources related workshops. (Details regarding the five workshops planned for the 134<sup>th</sup> Congress of Correction are outlined later in this newsletter.)

**Information Sharing:** Information regarding current trends and issues related to Human Resources is being shared with committee members via e-mail.

**Corrections Today Magazine:** The August 2004 issue of *Corrections Today* will focus on workforce issues.

**Web Site Development:** A sub-committee has been established and is responsible for developing a Human Resources web site which will be linked to the American Correctional Association web site. Preliminary information has been gathered, and the committee is working with ACA on development of the site.

**Committee Membership:** There are currently 20 committee members representing a variety of criminal justice entities as well as private corporations and other state agencies.

**Next Steps:** The committee is scheduled to meet on August 1, 2004.

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**◆ Measuring, Costing, and Reporting Employee Turnover  
August 2, 2004 ~ 2:00 p.m. to 3:30 p.m.**

Description: Employee turnover is a critical issue facing correctional managers today and in the future. This workshop will provide participants with a corrections-specific instrument designed to identify and measure the cost of employee turnover. This workshop will also provide case studies and best practices regarding how to report turnover and use that information to influence internal and external stakeholders.

**◆ Profiling the Ideal Correctional Officer  
August 3, 2004 ~ 11:30 a.m. to 1:00 p.m.**

Description: Employee turnover is a critical issue facing correctional managers today and in the future. This workshop will focus on identification of the skills, abilities, and work attitudes determined to be most critical to successful job performance of correctional officers and probation officers; measurement of those defining qualities; and effective examinations used to predict job performance.

**◆ Recruiting Correctional Professionals from Diverse Populations  
August 4, 2004 ~ 8:30 a.m. to 10:00 a.m.**

Description: Research conducted as a result of the American Correctional Association Strategic Workforce Project indicates that correctional officers in the United States are primarily white males between the ages of 25 and 44. The future supply of workers is out of synch with the existing demographic profile of correctional officers. This workshop will provide participants with recruitment practices and activities designed to reach diverse populations.

*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!*

◆ **Emerging Alternative Employment Models for Corrections**

**August 4, 2004 ~ 11:00 a.m. to 12:30 p.m.**

Description: In an effort to effectively compete in today's workforce environment and considering generational differences as well as employee/employer expectations, correctional organizations must offer innovative work/life programs. This workshop will provide participants with information regarding various employment models and programs designed to meet the needs of today's workforce.

◆ **Changing the Perception of the Correctional Officer from the Inside Out**  
**August 4, 2004 ~ 1:15 p.m. to 2:45 p.m.**

Description: Being a correctional officer is a challenging yet rewarding profession. It often seems that mistakes are publicized while good works go unnoticed. This workshop will present strategies for enhancing the image of correctional officers and the business of corrections with internal and external stakeholders.

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## *Presentations and Practices*

For copies of the following presentations, please e-mail your request to:

[debbie.boyer@doc.state.ok.us](mailto:debbie.boyer@doc.state.ok.us).

- **Employee Turnover: Quantifying, Communicating, & Addressing the Challenge of Turnover**  
By Jane M. Lommel, Ph.D.  
Workforce Associates, Inc.  
Presented at the ACA Winter Conference  
January 2004
- **Building a Strategic Workforce Plan for the Corrections Profession**  
**Interim Report of a Project of the American Correctional Association**  
By Richard W. Judy  
Workforce Associates, Inc.  
Presented at the ACA Winter Conference  
January 2004

## *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).

### [Daily Business Review](http://www.businessdailyreview.com)

<http://www.businessdailyreview.com>

This site provides hundreds of links to newspapers and publications as well as customized daily e-mail newsletters on human resources, management, and general business topics.

### [Bizjournals.com](http://www.bizjournals.com)

<http://www.bizjournals.com>

This site allows you to stay in touch with business activities and trends in your own community or region. It covers 41 areas around the country and 46 industries. The books of lists provided are an invaluable resource.

### [American Institute for Managing Diversity](http://aimd.org)

<http://aimd.org>

The Institute's Diversity Information Center is a compilation of the existing literature in the field.

### [SmartCareerMove.com](http://smartcareermove.com)

<http://smartcareermove.com>

This is Iowa's job site that highlights the state's emergence as a high tech center. An HR consortium put together this site that also describes quality of life aspects (playing, living, and working in Iowa) very effectively. This provides a great model for employers in areas with low unemployment.

### [New Work](http://newwork.com)

<http://newwork.com>

Dr. Jane Lommel writes monthly articles about trends and issues in online job hunting for job seekers. This is especially targeted for the 40+ laid off professional who is baffled by the new world of online recruiting and wants to make sense of it right away.

## Presentations and Practices continued . . .

Copies of sample policies may be found at the links provided below:

- **Drug Free Workplace Program**

Policy Statement

<http://www.doc.state.ok.us/Offtech/p110300.htm>

Controlled Substances and Alcohol Use and Testing Procedures for Drivers of Commercial Motor Vehicles

<http://www.doc.state.ok.us/Offtech/op110601.htm>

Reasonable Suspicion Drug and Alcohol Testing Program

<http://www.doc.state.ok.us/Offtech/op110602.htm>

Pre-Employment Drug Testing Program

<http://www.doc.state.ok.us/Offtech/op110603.htm>

- **Employee Recruitment Referral Incentive Program entitled *Connect & Collect!***

<http://www.doc.state.ok.us/Offtech/op110227.htm>

## Other Interesting Websites . . .

### About

<http://www.humanresources.about.com>

This site offers a free subscription and provides access to newsletters, articles, and information on a variety of topics such as recruiting, leadership, salaries and benefits, etc. The site also include sample policies.

### Monster

<http://hr.monster.ie/articles/>

This web site provides human resources articles, information, and resources.

### Employment Law Information Network

<http://www.elinfonet.com>

This site provides no charge legal resources related to employment law including a Human Resources zone which provides links to sample policies in a variety of areas.

## Findings of Workforce Study

Highlights from report entitled *Building a Strategic Workforce Plan for the Corrections Profession (Interim Report of a Project of the American Correctional Association)* ~ Presented at the ACA 2004 Winter Conference in January 2004 by Dr. Richard Judy

- Correctional officers are mainly male, white non-Hispanic, aged 25-44 with a high school education plus some college.
- Correctional officer numbers will continue to rise.
- Demographic projections of age groups 25-44 for the nation and states for this decade:
  - Total numbers are down by 3.45 million.
  - All states except Utah, Idaho, Wyoming, and New Mexico are projected to lose population in this age group.
  - White non-Hispanics are down by 5.76 million—especially males; many industries are trying to recruit from this same pool.
  - African American non-Hispanics dropped in 23 states.
  - Hispanics are up everywhere, as much as 38 percent in one state.

~ Conclusions ~  
What Does it Mean to You?

- Recruitment of correctional officers is seriously out of alignment with demographic prospects almost everywhere.
- Corrections continues to try to recruit mainly from a demographic pool that is shrinking and from which many other industries are also trying to recruit.
- The outlook is for even greater recruitment difficulties in the years ahead unless changes are made.
- Retention is a very serious challenge and will become even more so in the future.
- Better pay and benefits are part, but only part, of the solution.
- The rest of the solution must lie in smarter, better, recruitment, retention, and other human relations management practices.

**Building a Strategic Workforce Plan for  
the Corrections Profession Project  
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**Need Further Information  
Regarding the American  
Correctional Association?**

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[www.aca.org](http://www.aca.org)

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