

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

November 2004

Issue 3

Greetings from Committee Chair

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

The American Correctional Association (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 134th Congress of Correction held in Chicago, Illinois, July 31 to August 5, 2004. As a result of these discussions, the two committees identified the following initiatives for further study and consideration before recommending them to the American Correctional Association for implementation:

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- Design and deliver web-cast sessions (between conferences) that provide information related to the most pressing workforce issues and related "hot topics."
- Establish a career pathway within the American Correctional Association for human resources professionals in law enforcement, public safety, and corrections by proposing development of a track within the existing ACA professional development program.
- Propose establishment of a component of the American Correctional Association web site that provides real-time information on pertinent workforce issues.
- Propose development of a marketing campaign related to promoting careers in law enforcement, public safety, and corrections.
- Identify funding sources for further study of workforce issues

Next Steps: The Human Resources committee is scheduled to meet on SUNDAY, JANUARY 9, 2005, at 10:00 a.m.

*The Human Resources Committee
Extends A Warm Welcome to
Dr. Warren Moore,
Vice-Chairman of the
Human Resources Committee.*



The following workshops will be presented during the 2005 Winter Conference held in Phoenix, Arizona, January 8-12, 2005.

Making Corrections A Great Place to Work

Monday, January 10, 2005

12:30 p.m. to 2:00 p.m.

Description: Corrections has not yet made *Fortune* magazine's list of 100 best companies for which to work. This workshop will focus on improving the working environment and making corrections a great place to work through a discussion of the elements that define organizations as great places to work and the sharing of best practices.

Building a Strategic Workforce Plan for the Correctional Organization

Monday, January 10, 2005

2:00 p.m. to 5:30 p.m.

Description: Criminal justice professionals face critical workforce issues as the recruitment and retention of a qualified, diverse workforce becomes increasingly difficult. This workshop will provide a practical tool to guide strategic workforce planning efforts and detailed information on how to use the tool to formulate a tactical and operational workforce plan for the future.

Doing More with Less—Creative Approaches to Leveraging Training Dollars Effectively

Tuesday, January 11, 2005

4:15 p.m. to 5:45 p.m.

Description: As the inmate population continues to rise and agency budgets continue to shrink, correctional organizations must use creative and innovative approaches to providing training to ensure a competent, well-trained workforce. This workshop will present creative strategies related to identifying and leveraging every training dollar available to effectively address the needs of the correctional workforce.

Legal Issues with Costly Consequences

Tuesday, January 11, 2005

8:30 a.m. to 10:00 a.m.

Description: Human Resources 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 workshop will provide information related to the most pressing Human Resources issues and related "hot topics."

Developing Career Pathways in Corrections

Sunday, January 9, 2005

1:30 p.m. to 3:00 p.m.

Description: As recruitment and retention become increasingly difficult and traditional approaches less effective, corrections must implement new approaches to building and sustaining its workforce. One of these approaches is through the use of career pathways. This workshop will discuss the development and application of career pathways within the correctional organization. In addition, this workshop will look at ways to connect correctional career pathways with secondary schools and higher education academic programs. It will also suggest ways to include parallel entry of individuals from other organizations and from non-correctional professional backgrounds.





Feature Article: *Why Don't They Understand?*

By Scott L. Salley, Captain, CJM
Collier County Sheriff's Office, Naples, Florida

The corrections profession is quickly realizing the impact of the youngest generation that is entering our chosen field. The value systems and philosophies may not align or even parallel the older generations, e.g. the "Boomers," who are on the downside of their careers. How important is it for me to understand the Millennial's likes and dislikes?

Having already adjusted to the "Generation X" radical differences, now the trend is to change even more for the youngest generation. The changes accompanying trends are not a viable option, especially in a rapidly and diversified working environment that is found in the corrections arena.

Young men and women who were born in the late 1970s and early 1980s share many general commonalities. This new group of workers shares a similar value with their older brothers and sisters (Generation X), and that is reluctance for their work or profession to dominate their personal lives. "Hard work" does not mean the same to a Millennial as it does to his or her boss (a Baby Boomer). Their motto is to "have fun" on their own terms. Their profession or work is an event that exists between weekends or days off from the job. Understand, this is not a sign of laziness; they work smarter (use of high technology) rather than harder (long hours at the office) as did the older generations.

Another significant factor that Millennials seem to possess is the continuous "searching" for an identity or meaningful purpose in life. Difficult for older generations to contemplate, this ambiguous searching necessity is vaguely different for most young men and women, but the drive is a noticeable trait for this particular generation. The outcome is the ongoing movement from one job to another. An employee who loyally serves for thirty years in one facility or agency is not going to be a benchmark or role-model for others to follow. The Millennial philosophy is that person, who worked in

a facility for thirty years, did not experience life; it will be assumed that this form of longevity will be an obvious indication of limitation.

Loyalty for a millennial is framed around another person who can help them with their career. Mentoring is imperative. Expiring goals fuels a Millennial's level of productivity.

With an over-inflated ego, which is a product of "Baby Boomer" parents, their dreams for success will depend on a supervisor or boss who can develop a blueprint for them. A blueprint gives them accurate direction without too many options. This generation is not usually the problem-solvers a corrections facility will surely need in the future. From early childhood, the parents or extended family members provided the road map for them to follow. This not a subject of desperation, but a possible training issue for the near future.

The Millennials are extremely bright. As research has been limited because of the short time that these young men and women have been in the workforce, it is projected that this highly technical generation have the ability to make significant differences across the globe. The need to nurture and mentor this generation has never been more consequential.

Presentations and Best Practices

Employee Tuition Assistance

<http://www.doc.state.ok.us/Offtech/op110250.htm>

Employee Attitude Survey

<http://www.tdcj.state.tx.us/vacancy/hr-home/soeresults.htm#top>

Employee Exit Survey

<http://www.doc.state.ok.us/Offtech/op110237.htm>

Employee Tuition Assistance

<http://www.doc.state.ok.us/Offtech/op110250.htm>

Feedback from Congress of Corrections Workshop Attendees . . .

Following are a few of the comments received from those attending the Human Resources workshops presented during the 134th Congress of Corrections in Chicago, Illinois:

Measuring, Costing, and Reporting Employee Turnover (Major Session A)

Major Insights: Employee turnover is an expensive process that could be improved by studying the reasons for turnover; soft costs affect front-line supervisors; need to collect prior years data to evaluate current and future efforts to reduce turnover.

Comments: Great to hear this is going to remain an ACA track! Best session I have attended! Great session; practical experience.

Profiling the Ideal Correctional Officer (A-1)

Major Insights: I gained a better insight into the personality traits needed to be a good officer. I learned the need for scientific-based study in establishing a testing instrument; I have learned that the cognitive abilities of staff are very critical to job performance.

Comments: Most beneficial thus far for me; Dr. Sheppard is excellent! We appreciate the work he and the CETA/BOC staff have done!

Recruiting Correctional Professionals from Diverse Populations (A-2)

Major Insights: The importance of awareness of cultural diversity in recruitment and retention; Recruiting needs need to change and fluctuate according to the target demographics; the number of resources available to help with minority recruiting.

Comments: Great job! Thank you! This was very helpful. Very Informative.

Emerging Alternative Employment Models for Corrections (A-3)

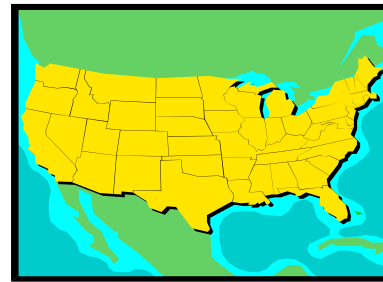
Major Insights: Alternative employment models presented can contribute in the development of better corrections professionals in an organization; New ideas are essential; good ideas to try to set up programs to be beneficial to staff—outside the workplace.

Comments: Ed Barlow—dynamic and interesting; Dr. Enyard and Dr. Carlson were excellent; The true test for an effective alternative employment model for corrections is when it retains the best/quality human resources in an organization.

Changing the Perception of the Correctional Officer from the Inside Out (A-4)

Major Insights: Good partnerships with media and union are key to perception; need for pre-screening and preparatory introduction of employees entering field to reduce turnover and associated problems; increasing morale by community projects and internal/external activities; I like the idea of junior correctional officers.

Comments: More ideas needed on public relations with costs for smaller facilities or joint/area initiatives; Will recommend some of the concepts used in New York and Arkansas in Missouri.



~ Introducing a New Column ~

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

Human Resources InfoLink is pleased to introduce a new column which will spotlight Human Resources “Hot Topics” in various states across the nation.

NEWS FROM LOUISIANA

Ashley Gautreaux
Human Resources Manager
LA DPSC - Corrections Services - HDQ

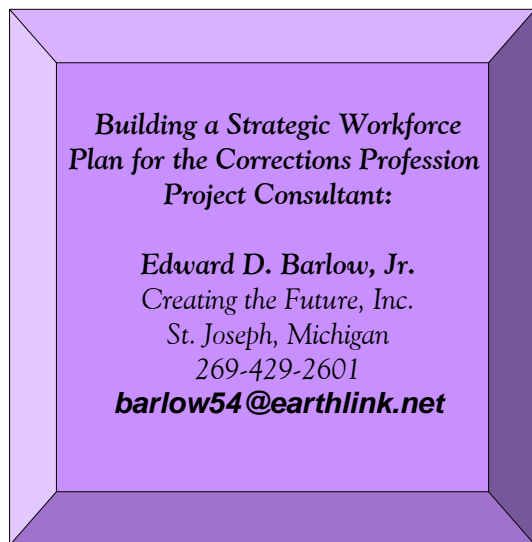
Support of Military Employees Priority for Louisiana DOC

Louisiana Department of Public Safety and Corrections Secretary Richard L. Stalder proudly accepted the Five Star Statement of Support awarded by the National Committee for Employer Support of the Guard and Reserve (ESGR) during

a recent ceremony in Baton Rouge. The Department is fully backing its employees who voluntarily participate in the National Guard or as a Military Reservist. The five star process involves 1) signing a statement of support, 2) reviewing HR policies and procedures, 3) training supervisors on those policies, 4) recognizing 'over and above' policies, and 5) becoming an employer advocate for the ESGR.

The Department accomplished the process in just three short months, but statewide training and education of federal and state laws regarding the employment rights of National Guard and Reservists is an on-going endeavor. More than 100 Corrections employees have been called to serve in Afghanistan, Iraq or in the United States for Homeland Security purposes. For more information, employers can visit www.esgr.org.

The Louisiana ESGR Committee presented three additional awards during the ceremony. Secretary Richard Stalder, Deputy Secretary Janitta Antoine, and Training Director Robert Krieg were all recipients of the "Seven Seals Award", which recognizes "meritorious leadership and initiative in support of the men and women who serve America in the National Guard and Reserve." Further supporting the ESGR initiative, Human Resources is currently applying to participate in an OJT program offered by the Louisiana Department of Veterans' Affairs in which qualified veterans can receive additional compensation while in training. The Department is also working diligently with those employees returning from active duty to ensure that they are returned to their jobs and receive differential pay and other benefits.



*Building a Strategic Workforce
Plan for the Corrections Profession
Project Consultant:*

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Web Resources

America's CareerInfoNet

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

This site offers information about wages and employment trends, occupational requirements, state by state labor market conditions, millions of employer contacts nationwide, and an extensive career resource library online.

business.com

http://www.business.com/directory/human_resources/

This site provides links to web sites offering information about numerous human resources related topics such as hiring and retention, diversity, workforce management, etc.

Unites States Department of Labor

Bureau of Labor Statistics

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

This site provides a wealth of information related to labor and occupational outlooks including access to regional information.

HR Business & Legal Reports

HR.BLR.com

This web site offers free sample/example training meetings for Human Resources available for download and customization as well as an extensive library with certain information free to web site guests.

Further Information Regarding the American Correctional Association?

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