



North Carolina Department of Public Safety

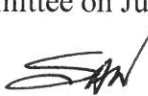
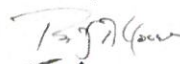
Division of Prisons

Roy Cooper, Governor
Casandra Skinner Hoekstra, Interim Secretary

Timothy D. Moose, Chief Deputy Secretary
Todd E. Ishee, Commissioner of Prisons
Brandeshawn Harris, Assistant Commissioner

MEMORANDUM

TO: Chairs of the Joint Legislative Oversight Committee on Justice and Public Safety

FROM: Casandra Skinner Hoekstra, Interim Secretary 
Timothy D. Moose, Chief Deputy Secretary 
Todd E. Ishee, Commissioner of Prisons 

RE: Prison Reform Quarterly Report April 1, 2021 through June 30, 2021

DATE: August 11, 2021

Pursuant to Session Law 2019-223, Section 1.2, the Department of Public Safety (Department) shall report quarterly beginning November 1, 2019, and continuing quarterly until the end of the 2019-2021 fiscal biennium to the Joint Legislative Oversight Committee on Justice and Public Safety on the Department's prison reform initiatives, including:

- (1) All modifications to Department rules, policies, and procedures related to disciplinary actions against correctional officers and other correctional staff.
- (2) All modifications to Department rules, policies, and procedures related to disciplinary actions against inmates.
- (3) The amount, content, quality, and frequency of staff training.
- (4) Modifications to inmate work assignments, including assessments of the appropriateness of particular work assignments based on inmate classification.
- (5) Facility infrastructure improvements made to emergency communication, location tracking capabilities, and installation of additional cameras.
- (6) Increased availability of staff personal safety equipment and institutional safety equipment.
- (7) Adequacy of staffing of prison facilities and actions taken to increase staffing levels.
- (8) Actions taken to increase retention efforts of staff.
- (9) Changes to the hiring and orientation processes and procedures for correctional officers.
- (10) Methods used to prevent delivery of contraband items of offenders, including illegal drugs and mobile phones, and an evaluation or summary of the effectiveness of the methods.
- (11) Modifications to housing capacity to meet prison staffing requirements.

In addition to the statutory reporting requirements, this report includes an update on plans for all institutions within the Division of Prisons to become accredited by the American Correctional Association (ACA). Finally, the report details the Division's release of a five-year strategic plan.

(1) All modifications to Department rules, policies, and procedures related to disciplinary actions against correctional officers and other correctional staff.

Prisons continues to use the Employee Relations System (ERS), an automated centralized disciplinary/investigation system developed to track staff job performance and personal conduct issues in the workplace.

DPS continues to follow the Office of State Human Resources (OSHR) Disciplinary Action Policy.

(2) All modifications to Department rules, policies, and procedures related to disciplinary actions against inmates.

The institution's rules of conduct and sanctions and procedures for violations are communicated to all offenders and staff. The disciplinary process respects due process. The 4 outcome measures are being followed.

- The total number of major disciplinary reports, as defined by the agency, in the past 12 months divided by the average daily population in the past 12 months.
- The total number of minor disciplinary reports, as defined by the agency, in the past 12 months divided by the average daily population in the past 12 months.
- Number of offenders on offender assaults, as defined in the SIS form, in the past 12 months divided by the average daily population in the past 12 months.
- Number of offenders on staff assaults, as defined in the SIS form, in the past 12 months divided by the average daily population in the past 12 months.

As of July 1, 2021, Prisons has a total of eighteen (18) offenders with heightened sanctions.

Six (6) heightened sanctioned offenders are still housed in North Carolina with twelve (12) additional heightened sanctioned offenders housed out of state in other state correctional agencies. As of May 2021, all heightened sanctioned offenders now have a security alert added to their base screen.

The Department continues to review existing policies to determine if additional modifications may enhance the safety and security of facilities. Two (2) policies have been reviewed, modified, and re-issued during this quarter. The Department will continue to review policies for possible updates regarding the safety and security of facilities as well as in preparation for American Correctional Association (ACA) accreditation.

Prisons has initiated an employee work group to review the offender disciplinary process for equity, due process and modifications to the infractions which can lead to restrictive housing.

Prisons has initiated an employee work group to review the ACA Restrictive Housing expected practices and revise prisons policies to bring our restrictive housing practices in compliance with ACA.

Prisons has initiated a right person/right bed work group to review offender assignments and utilization of bed placements. To date the work group has reviewed medical and mental health acuties in an attempt to capture the impact that these acuties have on facilities regarding staff and offender safety, transportation effects and staffing. A stratification review has been developed with the first facility review scheduled to be conducted in August at Maury Correctional Institution. Additionally, the workgroup is reviewing ADA standards for offenders with physical and mental impairments, and

vulnerability assessments for appropriate housing of these offenders. Additional sub committees have been established regarding Close Custody Operations and Weapon Identification and Elimination. Lastly, research is ongoing regarding security equipment such as drone detection and body scanners and offender housing strategies in other states such as Florida DOC and PA DOC.

(3) The amount, content, quality, and frequency of staff training.

In June 2020, DPS' Office of Staff Development and Training (OSDT) began delivering the six-week Correctional Officer Basic Training (COBT) in two phases. In January 2021 this approach was further modified to a dual phase training of three weeks per phase. Phase One, consisting of three weeks of psychomotor training, includes firearms training for new officers as of January 2021. Phase Two is three weeks of training which includes a community service project and the state comprehensive examination. Cadets who complete Phase One return to their facilities "post ready," and, under the guidance and supervision of their Field Training Officer and are able to assume limited duties in their assigned facilities.

In June 2020, the first COBT class incorporating telepresence technology was conducted with new employees from Tabor Correctional Institution. A second COBT class incorporating telepresence began on September 28, 2021 with students at Pasquotank Correctional Institution. All OSDT training sites have two or more classrooms equipped with telepresence equipment, which will integrate OSDT sites with Prison facility training hubs and will allow greater training capacity while also saving the agency costs associated with providing overnight meals and housing for trainees and enabling more officers to train at their facilities.

From April 1, 2021 to June 30, 2021, OSDT scheduled 49 Phase One COBT classes. Eight (8) were cancelled due to low enrollment, leaving 41 classes to be conducted. Seven (7) were converted to phase II classes. As of June 30, 2021, 409 new employees successfully completed Phase One. During the same time frame, OSDT scheduled 43 Phase Two COBT classes. Seven (7) were cancelled due to low enrollment, leaving 36 classes to be conducted. Three hundred and ninety (390) students successfully completed Phase Two.

In June 2020, OSDT delivered the first 40 hours of basic training to noncertified staff who have offender contact, to include medical, maintenance, and Correction Enterprises employees to staff at Tabor Correctional Institution. The training includes topics such as situational awareness, control restraints and defensive techniques, gangs, and communication skills. This course was developed through the work of staff from across Adult Correction and is designed to increase staff safety and awareness when dealing with offenders in a correctional environment. This quarter, three classes were offered to a total of 39 students.

On an annual basis, both certified and non-certified employees complete 40 hours of in-service training. Due to the COVID-19 pandemic, in-service training was suspended as of March 16, 2020, due to COVID-19 restrictions. All in-service training resumed in person effective July 1, 2021.

A Prisons Correctional Leadership Development Program (CLDP) class began on September 26, 2019, with 24 participants. This is normally a year-long class designed to prepare staff for executive-level leadership in the agency, which culminates with a capstone group project. The current class has suspended in-person sessions due to COVID-19; however, the class continues to work on their group projects. In-person classes are scheduled to begin on September 27, 2021.

Six Wardens attended the National Institute of Corrections sponsored Warden's Peer Interaction Training in Houston Texas. Additionally, three wardens attended in person and two attended virtually the Prison Fellowship Warden Exchange Course in Oklahoma City, Oklahoma.

During the previous quarter over 300 prison personnel received the John Maxwell's 5 Levels of Leadership training from the John Maxwell Leadership Group. Maxwell's levels are Position, Permission, Production, People Development and Pinnacle. Learning about these levels will help prison staff understand how to become better leaders in the workplace. This quarter an additional six John Maxwell Leadership courses will be available to leadership staff virtually based upon the book *21 Irrefutable Laws of Leadership* by John Maxwell.

Appendix A provides a summary of training classes, hours, and number of students from April 1, 2021 to June 30, 2021.

(4) Modifications to inmate work assignments, including assessments of the appropriateness of particular work assignments based on inmate classification.

Revisions to the Offender Assignment Manual are approved and made available to facility staff. The manual and associated forms were posted in the fall/winter of 2019. The training was scheduled for the first quarter of 2020 but has been delayed due to COVID-19. Staff are currently planning training for fall of 2021.

The Offender Custody Classification policy, Chapter C .0100 is approved and posted. Additional information about the new classification tool is posted on the internal website under Classification. Statewide virtual training was conducted in July 2020; approximately 400 staff received the training.

(5) Facility infrastructure improvements made to emergency communication, location tracking capabilities, and installation of additional cameras.

The Department is working to upgrade its security infrastructure and technology on several fronts:

Man-Down Technology

DPS continues to work toward deployment of a personal alarm system "man-down" technology within the existing AWN (Advanced Wireless Network) by GTL. By utilizing Nokia's HAIP (High Accuracy Indoor Positioning) the pilot facility, Eastern CI, will receive the infrastructure and nodes to start finding detailed information on the location of individuals. There will be 2 scenarios tried in Eastern CI. First, the officers will wear an identification badge with locator for tracking purposes, and second, the offenders will wear a bracelet to track locations throughout the building. Installation of the infrastructure has begun. The purpose of this system is to provide location accuracy within a specified footage and to allow any person to set off an alarm when in distress.

Cameras

Nearly 3,250 new cameras have been installed within Prisons, including approximately 100 between April 1, 2021 and June 30, 2021. To date, approximately \$1,406,000 of the \$1.5 million allocation and \$4,441,000 of the \$5 million allocation has been spent on camera projects.

With COVID restrictions easing, construction pace should increase significantly in the next quarter. In the second quarter of 2021, construction began and was completed at Wake CC. Central Engineering completed a largescale design for Central Prison and released that design package on 5/1/21. Construction began on 7/19/21. Central Engineering released the design for Bertie CI in March 2021 and construction will begin in July 2021. Construction is ongoing at Caswell CC. Construction is expected to start at Craggy CI in the third quarter as installation resources complete work at Mt. View CI. The Central Prison, Bertie CI, Caswell CC, and Craggy CI projects will account for a total addition of approximately 1000 new cameras. A total of 8 additional sites remain to complete the statewide project utilizing the allocated funding.

Global Tel* Link (GTL) Contract Extension

Our current Global Tel* Link (GTL) contract has been extended through June 30, 2025. The GTL contract extension will include; GTL continues to work on installation of “AWN” (Advanced wireless network), the secure wireless network to serve as the technology infrastructure for tablet access for offenders at all Division of Prisons facilities. GTL will provide wireless tablets that incorporate a learning management system, enabling each offender to have ready access to a variety of programs such as educational programs, health-focused/self-help programs, music, and selected entertainment and leisure activities, legal access to name a few. Additionally, the offenders will have increased ability to communicate with family members. The tablet project at Anson Correctional Institution, Anson Correctional Institution minimum, Scotland Correctional Institution, Scotland Minimum, Alexander Correctional Institution and Maury Correctional Institution are complete. Bertie Correctional Institution, Marion Correctional Institution, Neuse Correctional Institution and Tabor Correctional Institution will be online by August 31, 2021. Installation has begun at Johnston Correctional Institution, The North Carolina Correctional Institution for Women and Swannanoa Correctional Institution. The AWN infrastructure is also being installed at Eastern Correctional Institution as part of the Man-Down project, with the tablet project to follow soon after.

Telemedicine

The telemedicine program within prisons continues to expand by providing an increasing variety of healthcare services to the offender population. Telemedicine allows doctors to examine offenders from a distance and enables correctional officers to reduce movement of offenders into the community. Telemedicine also provides for cost avoidance related to transport to community hospitals while reducing security risk.

During this quarter, telehealth expansion increased access to specialty care with UNC providers. Negotiations continue with another NC healthcare system to provide an additional resource for specialty care. A project is underway to provide necessary infrastructure for additional equipment to be installed in medium and close custody facilities to support the expanded telehealth mission. Currently, telehealth equipment has been purchased for all facilities with IT connections and installation making steady progress. This additional equipment will allow prisons to double telehealth appointment capacity.

On the staffing front, two of the four Regional DPS Telehealth Physician positions are filled. These positions will provide after hour triage support and chronic care clinics via telehealth. They will also provide supervision for midlevel providers. A third physician opted to interview and was selected for the south central/eastern Regional MD position and a fourth physician will be interviewing for the vacated western/central Regional MD position. Therefore, recruitment and selection of medical doctors has been very successful. Also, a nurse telehealth director, a nurse telehealth coordinator and a telehealth administrative assistant have all been hired and are in place.

(6) Increased availability of staff personal safety equipment and institutional safety equipment.

Safety Package

Certified staff across all facility security levels continue to carry batons, radios, and increased concentration OC pepper spray. This includes custody staff and programs staff. Non-certified staff such as maintenance, medical, and Correction Enterprises, are approved to carry OC pepper spray upon completion of training. In addition, non-certified staff are issued safety whistles as a method to alert other staff for assistance when no other means of communication, such as radio or telephone, is available.

Stab-resistant Vests

Prisons have provided stab resistant vests for its employees. All facilities are ordering for custody staff to include Minimum Custody facilities. Correction Enterprises is continuing manufacturing new polo shirts and BDU style pants for all Prisons custody staff. Feedback received from staff regarding the new uniforms continues to remain overwhelmingly positive.

Tasers

In addition to Maury, Scotland, Marion, Pasquotank, Bertie CI, Alexander CI, and Tabor CI, Tasers have arrived for Southern CI, Eastern CI, Central Prison, Foothills CI, and Polk CI. Training has been completed and continues for all qualifying staff at each of the facilities. Three (3) Taser Instructors have attended a Taser Master Instructor's Training in February to assist the department with continuing certification of its instructors and facility staff. Master Trainers are credentialed to train our prison staff therefore a significant cost savings will be seen as we will no longer be required to send our staff to training through the vendor.

Portable Towers

Portable towers that span 14 feet have arrived for nine (9) close and medium security facilities. Appropriate policies and trainings have been developed to address the safety requirements. A Staff Training module has been developed and is available through LMS to supplement the on-site training for the towers. Installation of several safety features have been completed based on recommendations from the department's Safety Office. Use of the towers has been initiated through the Region Directors within their assigned region.

Restraints

Prisons has ordered a bulk order of mechanical restraints for offender transport. The additional restraints will allow prisons to properly restrain all offenders during transport. This has made offender transports more secure and safer for the offenders, our staff, and the public. Restraints have arrived and been delivered to facilities. This will be a significant security enhancement for our staff, offenders, and the citizens of North Carolina. Facilities have implemented use of the restraints during direct transports. The full transportation system through the prison bus terminal has not resumed operation due to continued COVID-19 restrictions.

(7) Adequacy of staffing of prison facilities and actions taken to increase staffing.

Recruiters have begun transitioning from virtual recruitment activities to more in-person events and

job fairs. Initially, these were poorly attended, but during the month of June there have been more attendees at in-person events versus the virtual events. Recruiters will continue to recruit using both types of events. Many prison facilities have requested, and held, “on-site” job fairs and hiring events. During a job fair, applicants may speak with prison staff, take a tour of the facility, and file an application. During a hiring event, in addition to the steps discussed, applicants may also undergo a background check, appear before an interview panel, and make an appointment for their medical exam/drug screen. Applicants who successfully complete the steps at a hiring event will receive a Conditional Offer of Employment. The goal of the hiring event is to expedite the overall hiring process by conducting multiple steps in the process at once. Results of these hiring events have been mixed. A determining factor seems to be the amount of time given to plan, coordinate and advertise the event. Several units are involved in the process including recruitment, Prisons Regional Offices, the Regional Employment Office, communications staff, and the facility itself. A process has been developed using a Smartsheet to coordinate the steps necessary to conduct a successful hiring event. At least eight on-site job fairs and hiring events were held in June, with more planned for the month of July and August. Recruitment staff are continuing to meet on a regular basis with Prisons Region Staff and the Regional Employment Office staff from each region in order to strategize and collaborate on ideas to increase the number of Correctional Officer applicants, along with working on ways to hire current applicants more quickly. The majority of these meetings now involve the planning and coordination required to hold the on-site job fairs and hiring events described above.

The Recruitment Unit continues to collaborate with the Communications Unit on initiatives to increase DPS visibility and the flow of applications. Planning is being done continuously to devise advertising strategies to promote the many hiring events now taking place at the facilities. The unit has purchased a subscription to a service which provides a regularly updated database of potential applicant email and other contact information. The database may be sorted and filtered by geographic location as well as occupational group so that targeted email may be sent to potential applicants informing them of DPS job opportunities, job fairs and hiring events at the facilities. Unit staff are also collaborating with the Communications Team on advertising featured critical positions on various social media platforms (e.g., Craigslist, Facebook, Twitter, Talent.com, Jobilize.com).

Our account with Indeed.com continues to function as a primary source of applicant contacts and requests for information. The unit is now in discussion with ZipRecruiter.com to utilize their services as a more targeted recruitment tool. In addition to the on-site hiring events held at the facilities, recruitment staff are beginning to attend more in-person events sponsored by other organizations including community sponsors.

For this quarter, a total of 252 virtual and in-person job fairs and hiring events were held. These events, along with our leads from Indeed.com resulted in a total of 21,399 applicant contacts. This is up from the 16,500 reported last quarter. Of these contacts, a total of 4,702 applications were submitted for various DPS job openings. Specifically, the number of Correctional Officer applications received this quarter was 1,767 which is equivalent to the number received the previous quarter (1,760), but still down 23% from this same period in 2020.

The P & G private security contract has been renewed and includes security guard and supervisory staffing for Southern Correctional Institution, Neuse Correctional Institution, Pasquotank Correctional Institution, The North Carolina Correctional Institution for Women, Harnett Correctional Institution and Polk Correctional Institution. When fully staffed it will provide at most locations three security guards and one supervisor per shift to work towers,

roving patrol and select gatehouse posts.

A Nursing Retention and Recruitment Workgroup has been established to identify and research initiatives that includes participants from human resources, prison management, nursing, and prison operations. Several initiatives have been identified and are being evaluated by the workgroup. One initiative that has been moved forward for approval and implementation is a nursing sign-on bonus program. The program allows a hiring bonus to be paid to nursing related classifications with high vacancy and turnover rates and includes Charge Nurse (\$5,000); Health Care Tech I, II (\$1,000); Licensed Practical Nurse (\$3,000); Registered Nurse (\$3,000 or \$5,000 based on years of experience). Funding has been identified for a pilot program at the medical facilities at both Central Prison and North Carolina Correctional Institute for Women. Policies, process documents and forms are being finalized with the pilot beginning in July.

(8) Actions taken to increase retention efforts of staff.

The three Career Progression Oversight Committees (Correctional Officers, Food Service Officers, Case Managers) have been completed and include review by regional and facility staff. Program specific training has been drafted and the workgroup is working with OSDT to get finalized and updated in LMS. Funding for several initiatives to promote employee professional growth, retention and job satisfaction was placed in the 2021-2023 expansion budget request to OSBM. These included a Step Pay Plan and the Career Progression program for certified positions. Funding for these initiatives have been included in Governor Cooper's FY 2021-23 budget recommendation.

During this quarter, the Chief of Retention initiated reviews of the following plans.

- Stay surveys for Correctional Officers - The Viewpoint Survey for Prison staff has been completed. Leadership is in discussions on best practices to provide the survey to the field and gauge results.
- Correctional Officer interview questions, officer's applications submittal process, and the use and effectiveness of departments - A Correctional Officer Committee has been assembled to develop new and updated questions. The Committee worked with each Region and facility and requested suggested questions from each Warden that would better gauge an applicant's integrity that aligns with the department's core values. A spreadsheet is being developed with all the submitted questions so the committee can select the most effective questions and begin working to develop benchmark answers with the assistance of selected Wardens from each Region.
- Review of the applicant screening process.
- Additional leadership and career development training for all staff.

(9) Changes to the hiring and orientation processes and procedures for correctional officers

The regional employment offices (REOs) and prison facilities have continued to conduct in-person interviews and criminal justice processing of correctional officer applicants, while ensuring safe practices due to COVID-19. Weekly meetings have been ongoing among the four Prisons region offices (ROs), REOs, and HR Recruiters to closely evaluate vacancy and recruitment needs statewide. This period, hiring and recruitment events increased in each region. The regional teams continue to partner with facility heads and DPS Communications on recruiting campaigns for critical need facilities. Hiring and orientation processes and procedures are continuously assessed to ensure best practices that align with agency and Criminal Justice standards.

As indicated last quarter, modifications to the Applicant Tracking System were implemented which

now allow prison facilities to enter position data on selected correctional officer applicants after the interview. The system gives a warning that must be validated by the user when the oldest position is not selected. Facilities continue to use this tool to make sure the oldest vacancies are filled first. The Correctional Officer Field Training Program continues to pair a new basic training graduate with a Field Training Officer (FTO) for 120 hours of facility-based, "hands-on" experience before a new officer is assigned to work a post independently. As of June 30, 2021, there were 385 FTOs and approximately 3,744 new correctional officers have completed the 120-hour training program.

(10) Methods used to prevent delivery of contraband items to offenders, including illegal drugs and mobile phones, and an evaluation or summary of the effectiveness of the methods.

DPS continues to deploy technology to detect, intercept and block the use of unauthorized cell phones in the facility. Prisons has implemented two methods of managed access systems: stationary systems and mobile. Scotland and Maury correctional institutions both have fully operational stationary managed access systems. In addition, during previous quarters Security netting was installed at Columbus CI and Johnston CI to prevent contraband throw overs.

The following contraband detection and deterrent measures were implemented during this quarter:

- Security Netting was Installed at Harnett Correctional Institution.
- Security netting is currently under engineering and development stages for Greene Correctional Institution.
- The electronic mail system (Text Behind) continued at all female facilities. Prisons has entered into a statewide electronic mail system contract with Text Behind. Prisons is currently working to expand the electronic mail program system wide with completion expected during the next quarter.

At the facilities these measures have been implemented, to date the female offender substance possession has decreased by 50% and the male substance abuse possession has decreased by 42%.

(11) Modifications to housing capacity to meet prison staffing requirements.

As a result of taking housing offline due to high vacancy rates in some prisons and due to the many movement restrictions during COVID-19, there was a backlog of offenders in county jails awaiting transfer to the state prison system. During this quarter the jail backlog was reduced to zero (0)—a significant accomplishment from the almost 2,000 offenders backlogged in June 2020. Prisons worked an aggressive plan to reduce the jail backlog as quickly and safely as possible. Additional temporary processing beds have been added at Polk Correctional Institution and Foothills Correctional Institution to compensate for other processing facilities having to suspend processing operations at different times due to COVID-19. As of July 1, 2021, the backlog remains at zero (0). Currently, we have 26 prisons operating under modified reduced capacity operations due to high vacancy rates resulting in over 5,700 offender beds offline.

Additional noteworthy efforts undertaken by the Division of Prisons include:

American Correctional Association (ACA) Accreditation of all Division of Prisons institutions and headquarters. ACA audits were completed at the following locations on the dates noted: Prisons Central Office November 16 and 17, 2020; Warren Enterprise Janitorial Plant November 18 and 19,

2020; Sanford Correctional Center December 14, 15 and 16, 2020 and Moore Enterprise Recycling Plant on December 17 and 18, 2020. All four passed their ACA Panel Hearing on March 30, 2021 and are now fully accredited with reaccreditation being due in 2023. Correction Enterprises Central Office had its onsite audit February 22 and 23, 2021 and achieved a passing score and is now scheduled for their panel hearing during the ACA Conference on August 14, 2021. Tyrrell Prison Work Farm had its initial onsite audit June 28 – 30, 2021 with a passing score and is now scheduled for their panel hearing during the ACA conference on August 14, 2021. Western Correctional Center for Women (Swannanoa) is scheduled for the initial onsite ACA accreditation audit November 15-17, 2021. Catawba Correctional Center is scheduled for the initial onsite ACA accreditation audit November 17-19, 2021. Additionally, next year Wilkes Correctional Center is scheduled for its initial onsite audit June 6-8, 2022 and Lincoln Correctional Center is scheduled for its initial onsite Audit June 8-10, 2022. It remains a part of our strategic plan to have a fully accredited prison system in the next seven (7) years.

Strategic Plan for Prisons – A Smart Sheet monitoring tool has been developed by the Prisons Innovation Institute and the second quarterly report is currently in process. The 2020–2024 Strategic Plans for Prisons can be found at <https://files.nc.gov/ncdps/documents/files/Division-of-Prisons-Strategic-Plan.pdf>.

Conclusion

COVID-19 – Active totals, current testing results, and actions taken in our response to COVID-19 can be found at <https://www.ncdps.gov/our-organization/adult-correction/prisons/prisons-info-covid-19>.

Additional details regarding prison reform can be found at www.ncdps.gov/prison-reform. The Department appreciates and values the support of and collaboration with the General Assembly to fund and enact meaningful reform.

Appendix A
Training Offered April 1, 2021 to June 30, 2021
 Courses Managed by Office of Staff Development and Training

Course Title	Course Description	Total Classroom Sessions Completed	Training Hours	Total Completions (*Note 1)
OSDT - Basic Correctional Officer Training Phase One	This is the first three weeks of the 220.5-hour (6 week) basic training program for Correctional Officers and Case Managers.	49	220.5	409
OSDT - Basic Correctional Officer Training Phase Two	This is the second three weeks of the 220.5-hour (6 week) basic training program for Correctional Officers and Case Managers.	43	0	390
NCDPS - Fire Safety (Classroom Only) (In- Service)	This training is equivalent to the online training course for all certified and non-certified Prisons in-service training. The purpose of Fire Safety Training is to identify the actions that should be taken by the North Carolina Department of Public Safety – Division of Adult Correction and Juvenile Justice (NCDPS - DACJJ) personnel in the event of a fire or similar emergency situation. In addition, actions are identified which must be implemented and documented, where required, in order to maintain fire protection systems and assist in the prevention of fire on the NCDPS - DACJJ premises. The Fire Safety Training covers fire prevention, evacuation and emergency response.	26	1	698
OSDT - Staff & Offender Relations - Maintaining Professional Boundaries (Participants) (In-Service)	The purpose of this course is to provide the NCDPS – DACJJ staff with the skills and knowledge regarding maintaining professional boundaries in their relationships with offenders and juveniles.	79	2	243

OSDT - Unlawful Workplace Harassment (UWPH) - Initial Participant Course (In-Service)	The purpose of this course is to provide the NCDPS - DACJL employees with a clear understanding of the NCDPS' zero tolerance for unlawful workplace harassment. This is the initial training course provided to all newly hired NCDPS employees with the exception of certified staff.	57	4	173
OSDT In-Service - Controls, Restraints and Defensive Techniques (CRDT) Phase I - Annual Refresher Training	This course is designed to provide NCDPS Adult Correction officers with refresher training in Controls, Restraints and Defensive Techniques (CRDT) which helps them handle violent offenders, withstand personal attacks and work effectively in emergency situations.	8	4	43

Course Title	Course Description	Total Classroom Sessions Completed	Training Hours	Total Completions (*Note 1)
OSDT In-Service - Unlawful Workplace Harassment (UWPH) - Refresher Course for NCDPS - DACJJ Staff	This class provides the NCDPS - DACJJ employees with a clear understanding that the NCDPS has a zero tolerance for harassment of any kind and is committed to prevention and eliminating of all workplace harassment behavior and retaliation.	10	1	64
In-Service- Occupational Exposure to Infectious Diseases (BBP)	The purpose of this course is to assist the NCDPS – DACJJ employees and offender workers in eliminating or minimizing occupational exposure to blood borne pathogens and tuberculosis through education and training in compliance with Occupational Safety and Health Administration (OSHA) Rule 29-part 1910.1030, NC Tuberculosis Control Program (10ANCAC 41A.0205) and recommendations from the Center for Disease Control and Prevention (CDC). Every instructor tasked with teaching this course has successfully completed the eight (8) hour Occupational Exposure to Infectious Diseases (BBP) Instructor Training Program taught and coordinated by the NCDPS Safety, Occupational and Environmental Health Office located at 2020 Yonkers Road, Raleigh, NC 27604, 919-716-3590.	167	2	880
Prisons- OC Pepper Spray (SOP Refresher) (In-Service)	The purpose of this course is to provide Prisons personnel with a review of Pepper Spray (Oleoresin Capsicum), its chemical make-up, its correct application, legal considerations of application, first aid procedures for OC exposure and decontamination procedures.	5	2	13
Prisons In-Service - Expandable / Rigid Baton: Refresher	The purpose of this course is to provide the employee with a review of all skills learned during the Expandable / Rigid Baton: initial training or Correctional Officer basic training. This course will also review the escalation of trauma chart as well as the Prisons Use of Force Policy. This lesson plan will also cover the basic drawing techniques for use with the Monadnock Expandable / Rigid Baton for facilities which still use equipment.	0	4	0

Prisons In-Service - Fire Safety (822 Part III)	This training is designed to refresh each employee on the basics of using fire extinguishers to put out a fire.	116	1	297
Prisons In-Service - Prison Emergencies: Prevention and Response (822 Part II)	The purpose of this course is to prepare correctional staff to deal with prison emergencies in a safe, effective, and lawful manner.	150	2	667
Prisons In-Service - Safe Search Practices (816-B)	The purpose of this course is to provide correctional employees with a comprehensive understanding of safe searching techniques as well as providing them with the necessary skills to conduct searches on offenders and searches within a facility.	0	2	0
Prisons In-Service - Security Risk Groups within Adult Correction	The purpose of this course is to present Division of Adult Correction personnel who have a responsibility of supervising offenders assigned to the Prisons or Community Corrections a general working knowledge of Security Risk Groups presence, origins, characteristics, and identifiers used by these groups in their working environment.	5	3	49

Course Title	Course Description	Total Classroom Sessions Completed	Training Hours	Total Completions (*Note 1)
Prisons In-Service - Suicide Prevention / Self-Injurious Behavior	The purpose of this course is to familiarize the participant (usually a non-Mental Health staff member) with the changes in the policy, the risk factors usually present in cases of self-injury and the actions required of them in cases where the risk factors indicate preventative measures are necessary, to provide Prisons staff with a clear understanding of the Suicide Prevention Program and the causes and procedures for dealing with offenders with self- injurious behavior tendencies.	142	2	392
Prisons In-Service Firearms - 501 Part I - Law & Policy Concerning Use Of Deadly Force	The purpose of this course is to provide the Prisons officer with a review of applicable law, department and section policy concerning the use of deadly force.	17	1	120
Prisons In-Service Firearms - 501 Part II - Firearms Safety	The purpose of this course is to provide the Prisons officer with a review of Firearms Safety Procedures and the knowledge, skills, and ability to handle firearms in a safe manner when on duty.	25	1	180
Prisons In-Service Firearms - 501 Part III - Handgun Proficiency / Requalification Training	The purpose of this course is to review and recertify the Prisons officers annually with the standard issue handgun.	15	3	100
Prisons In-Service Firearms - 501 Part V - Shotgun Proficiency Training	The purpose of this course is to review and recertify the Prisons officers annually with the standard issue shotgun.	14	2	99
Prisons - Reasonable Accommodations for Inmates with Disabilities (ADA)	This course presents to the personnel of Prisons, the Reasonable Accommodations for Inmates with Disabilities Policy and Procedures.	66	1	212

Course Title	Course Description	Total Classroom Sessions Completed	Training Hours	Total Completions (*Note 1)
PREA - Sexual Abuse and Sexual Harassment 101	The purpose of this course is to provide the NCDPS - DACJ employees with an understanding of their role in preventing and responding to sexual abuse and harassment. This training will provide the NCDPS staff with a clear understanding of North Carolina General Statute 14.27.7, the Prison Rape Elimination Act and the NCDPS policies relating to offender / juvenile and staff sexual abuse and harassment.	194	1	819
OSDT - Situational Awareness	This course provides correctional staff with the knowledge and skills that will assist them in improving job performance as it relates to officer safety by increasing situational awareness during the course of their daily duties.	13	4	49
OSDT - First Steps to Supervision Leadership Course	The purpose of this course is to provide first line supervisory training to selected supervisory staff. "First Steps" is a 40-hour NCDPS - DACJ training program for first-line supervisors, focusing on the transition from staff member to supervisor and developing the skills necessary to become a successful manager. The blocks of instruction are designed to assist supervisors in building the foundation that allows you to become a confident and effective supervisor.	0	40	0
OSDT - Peak Performance	The purpose of this course is to provide mid-level management training to selected supervisory staff. "Peak Performance" is a 40-hour Department of Public Safety training program designed to provide supervisors with a solid foundation for achieving proficiency in dealing with people. Peak Performance is an adult learning course requiring workgroup dynamics, participant interaction and individualized reading/writing assignments. Classroom involvement is instructor dedicated to open discussion and forums focusing on instructors and participant's knowledge, experience and expertise.	2	40	0
Total (from A-1 to A-4)		1,203	339.5	5,897

Courses Managed by Human Resources
(Courses are open to all Department of Public Safety employees, except where noted otherwise)

Course Title	Course Description	Total Classroom Sessions Completed	Training Hours	Total Completions (*Note 1)
DPS-HR Introduction to Disciplinary Actions & Policy <i>(Class is currently offered in Virtual format)</i>	This training is to assist staff with understanding the progressive disciplinary process for dealing with employees when job-related performance and/or behavior does not meet expectations and communicated performance standards. Course Objectives: develop and enhance the knowledge and skill level of participants in the disciplinary process, demonstrate an understanding of the sequence and procedures necessary to complete a disciplinary action, understand the grievance process and participate in class activities which will assist participants in administering discipline.	2	8	38
Coaching for Leaders: Creating an Engaged Workforce <i>(To be modified to a Virtual class)</i>	The results of coaching benefit organizations because they improve the speed of decision-making, free up management time for higher-level activities, and increase job satisfaction among team members. Leaders need to develop coaching qualities, skills and competencies that include core elements. This course will help develop skills and competencies needed to successfully coach staff to create an engaged workforce. Course Objectives: learn how a performance management culture can drive both employee and organizational success, understand the nature of coaching, know the difference between coaching and other forms of engagement, use effective techniques to maximize your employee's/team's performance and use skill practice to reinforce coaching techniques.	0	4	0

Employment Interviewing <i>(Class is currently offered in Virtual format)</i>	This course is to provide the NCDPS employees designated to participate in employment interviews with appropriate laws and federal acts regarding the hiring process, legal interviews and skills needed to make the interview effective. Course Objectives: identify the key landmarks that are the basis of applicant rights, define structured interview, develop interview questions and benchmarks, use the interview guidelines DPS-Internal Policies & Procedures to conduct an interview and document interview results using DPS forms required during the interview process.	3	4	69
LAAL-S: Leading Teams for Supervisors (NCDPS) <i>(OSHR's to convert this class to Virtual format) Availability TBD)</i>	This is a basic course for those individuals who currently have formal supervisory for frontline employees. Objectives include: Identifying the characteristics of high performing teams, explaining five dysfunctions of low performing teams; describing the four stages of team development; communicating techniques that promote constructive discussion of diverse perspectives; describing how change agents create continuous learning environments to inspire excellence.	0	8	0
LAAL-S: Managing People (NDCPS) <i>(OSHR's to convert this class to Virtual format) Availability TBD)</i>	This is a basic course for those individuals who currently have formal supervisory responsibility for frontline employees. Objectives include: Explaining the principles & strategies of managing people and applying the skills to achieve a better work environment with increased cooperation & productivity; learning and understanding how your personality type speaks, gives and receives feedback; gaining a better understanding of employees' responses, conflicts and motivations based on their personality type; learning and implementing a simple 5-step process to conflict resolution.	0	8	0
LAAL-S: Supervisory Foundations (NCDPS) <i>(OSHR's has converted this to a virtual class and will be available in</i>	This is the initial leadership training course for those individuals who currently have formal supervisory responsibility for frontline employees. Lead workers and those who have more informal leadership roles should attend LAAL courses for individual contributors. Course Objectives: describe the scope and responsibilities of a frontline supervisor, identify supervisory competencies and success factors, demonstrate the three steps to ethical decision making, set and maintain standards of accountability for your team, define your customer network and customer satisfaction metrics, describe how effective supervisors lead change and	0	16	0

May)	use a structured two-way discussion model to ensure communications are clear, efficient, results- focused and respectful.				
NCVIP New Supervisor Performance Management Training <i>(Class is currently offered in Virtual format)</i>	This course is mandatory for supervisors / managers and will provide an overview of the Performance Management / NCVIP. Detailed information will be given to allow managers to effectively manage and conduct performance evaluations. Course Objectives: cover the three Performance Management stages – WP, Interim, & APE; cover how supervisors /managers should effectively communicate with staff by using discussion tools provided in the training. Ensure employees have a clear understanding of their performance expectation & core values and the importance of documentation and feedback and ensure employees have a clear understanding of how their performance expectations & core values contribute to the agency goals /mission.	9	8	178	
Timesheet Training for Supervisors <i>(Class is currently offered in Virtual format)</i>	The purpose of this training is to provide the knowledge and resources needed for supervisors to accurately document the attendance and absence of employees ensuring that all compensation and leave benefits are correctly administered. Course Objectives: familiarize staff with the basic steps of the time administration Process, identify the policy and laws governing attendance, absence, and overtime compensation, define the methods used to document attendance and absence, identify procedures to document attendance ensuring proper credit for premium hours is applied and understand leave functions and the procedures to document absences properly.	2	8	24	
DPS Equal Employment Opportunity Diversity Fundamentals <i>(Class is currently offered in Virtual format)</i>	This course, as mandated by G.S. 126.16.1, is required for all state government employees who were hired, promoted, or appointed to the position of supervisor or manager on or after July 1, 1991. Managers and supervisors hired, promoted, or appointed prior to July 1, 1991 are strongly encouraged to attend the Institute. This course is designed with the latest information needed to help managers and supervisors understand federal and state equal employment opportunity/affirmative action laws in the context of daily work situations. The course is	4	8	59	

	offered in a blended format, 3.5 hours of online training which includes a final assessment and one full day of instructor-led classroom training. Course Objectives: upon completion of this training, participants should be able to explain equal employment opportunity, affirmative action, protected classes and other concepts and principles related to EEO, understand standards courts and investigators use to determine if and when illegal discrimination has occurred in the workplace, describe federal and state laws related to EEO and the scope and responsibilities of supervisors / managers for enforcement of these laws, engage in legally defensible hiring practices, recognize, prevent and correct unlawful workplace harassment, understand employees', supervisor's and manager's rights and responsibilities with regards to upholding EEO policies and practices; create / maintain an inclusive and productive environment where all employees feel valued and respected and identify best practices for working in a diverse work environment.			
COFT – Correctional Officer Field Training (Class is currently offered in Virtual format)	The FTO (Field Training Officer) program provides a process to motivate, guide, and support new correctional officers by providing individual professional development. This is done by pairing the new C.O. with an FTO for 120 hours (three-week period). By completing the 24-hour FTO instruction, the learner will be able to serve as a trainer, advisor, guide, and role model to new C.O.'s. Objectives include: defining the Role of an FTO; providing tools for developing integrity & making ethical decisions; identifying techniques to use for cultivating initiative and building enthusiasm; defining leadership; learning qualities of an effective leader; and assessing personal leadership skills; identifying elements of effective communication; and providing tools to aid with effective communication; identifying the benefits of a Diverse Workforce; presenting methods & techniques that FTO's use to instruct new C.O.'s to perform job related task.	4	24	61

Unlawful Workplace Harassment / Impartial Teams	The department of Public Safety has a zero tolerance for harassment of any kind, and is committed to prevention, and elimination of all workplace harassment behavior and retaliation. This course will help identify unlawful harassment, stop it when it occurs, and prevent it in your work unit and will discuss developing skills to work on an impartial team. Course Objectives include: Define Impartiality, Identify and Discuss Working on an Impartial Team; Discuss 7 Problems Good Communicators Can Avoid; Discuss Tuckman's Stages of Team Development; Identify & Discuss the 3 Stages of Karpman's Drama Triangle; Define Unlawful Harassment; Identify Offensive Behaviors that can be considered harassment; Identify actions to take to prevent and stop harassing behavior(s); Understand Bystander Responses; Understand how to apply Bystander Approaches to Intervene; Identify and discuss Proper Reporting and Filing Procedures.	3	8	103
DPS – HR VSL – Online Training	This 1-hour on-line training is designed to assist you in becoming familiar with the Voluntary Shared Leave Policy and preparing you prior to attending the in-person training session. Objectives include: Policy and purpose of Voluntary Shared Leave (VSL); Eligibility for participation in VSL Program; Recipient and Donor guidelines according to policy. Defining the terms utilized with VSL; How to utilize NDCPS' Website to obtain VSL Documents; How to Complete a VSL application, worksheet, and donation form; How to enter VSL in the Integrated Payroll System; explaining the VSL audit and expiration process.	0	1	0

DPS HR - Introduction to Employee Grievance & Mediation: Exploring Options for Resolution of Grievance <i>(Class is currently offered in Virtual format)</i>	The Department of Public Safety has established a Grievance and Mediation Policy to provide a means of communication between supervisors and employees and establish principles of administration to ensure a prompt, orderly, and fair response to an employee's grievance or complaint. The DPS maintains a two-step process for resolution of employee grievances. Each step in the process is designed to maximize communication and resolution of workplace issues. Step 1 is Mediation and Step 2 is The Hearing. Target Audience for this training is: anyone serving in the role as an Agency Respondent. Objectives: 1) Define & Understand the Mediation Process; 2) Identify & Understand forms and tools used in the Mediation Process; 3) Define & Understand the Role of the Respondent; 4) Define & Understand the Respondent & Stand-By Contact Requirements	1	8	1
DPS – HR New Employee Orientation	New Employee Orientation introduces new employees to the Department of Public Safety and the organizational policies that govern their work. This program also presents information on employee benefits and facilitates new employee onboarding. This program is generally completed within the first 2 weeks of employment. Objectives: Familiarize new employees with the Department's mission and organizational Structure; Develop an understanding of the Department's policies and procedures; and Review the benefits available to the employees of the Department.	163	4	351
Managing Difficult Employees	The purpose of this training is to ensure that managers clearly understand the tools available to manage difficult employees. A pre-work assignment must be completed 48 hours before the class starts. Course objectives include: 1. Discuss the ten (10) barriers to effective communication. 2. List the (5) generations that are in the workplace today. 3. Discuss four (4) primary ways people are different from one another.	6	8	139

	4. Discuss ten (10) personality types that exist under challenging employees. 5. List the three (3) roles that exist in Karpman's Drama Triangle. 6. List five (5) ways to deal with difficult employees.			
DPS HR - Employee Self Service (ESS) Overview for Employees	The purpose of this course is to provide NCDPS employees with an overview of the Human Resources Payroll System (Beacon) employee self-service (ESS) system, demonstrating how to use ESS and the various functions of each component. Objectives: 1. Know where and how to log on and off of BEACON ESS 2. Go to "My Personal Data" in ESS to maintain and update address information, bank information, family member data, and W4 tax withholding information. 3. Go to "My Benefits" in ESS to display benefits information, make necessary changes to selected benefit plans, and access State Health Plan and related forms. 4. Go to "My Time" in ESS to view time statements and leave quota balances. 5. Go to "My Pay" in ESS to display your salary information, display total compensation data, print W-2 information, and print your paystub. 6. Know where to go to receive help with BEACON ESS.	65	3	153
TOTALS		258	128	1,176

Note 1 – Includes Classroom, Virtual and Online Completions