



Strategic Plan 2015 - 2016

Progress Summary

NEBRASKA

Good Life. Great Mission.

DEPT OF CORRECTIONAL SERVICES



Table of Contents:

Introduction 1

 Mission, Vision, Values..... 1

One Team – One Vision..... 2-3

 Staff Safety 2

 Staff Culture Survey 2

 Staffing Analysis 2

 Retention Funds..... 3

 Recruiting 3

Transforming Corrections 4-5

 Restrictive Housing 4

 Mission-Specific Housing 5

 Justice Reinvestment Initiative 5

 Data-Guided Approaches 5

Transparent & Accountable 6-7

 Agency Budget Submission 6

 Sentence Calculation Automation Project 6

 Process Improvement – Lean Six Sigma 7

 Inmate Health Plan 7

Collaborative Community Relationships 8-9

 Transition of Parole Administration 8

 Defy Ventures 8

 Discharge Review Team 8

 Vocational & Life Skills 9

Culture of Reentry and Rehabilitation..... 10-11

 Evidence-Based Practices..... 10

 Assessment 10

 Classification 10

 Programs..... 10-11

 Quality Assurance, Measurement and Research 11

Capital Improvements..... 12-13

 CCC-L Expansion Projects 12

 RTC Project..... 12

 Facility Maintenance 13

 TSCI Today..... 13

Outcomes 14

Introduction

The last year for the Nebraska Department of Correctional Services (NDCS) has been filled with opportunities – to change, grow and transform the agency. Although our day-to-day work is focused on incarcerated people, our primary customers are the taxpayers of Nebraska. Our values guide us in carrying out our mission, and achieving our vision to create safe prisons, transformed lives, and safe

communities. When our prisons are safe, secure, and healthy places to live, the people we incarcerate have opportunities to change. Using evidence-based approaches we can focus our resources on those most likely to reoffend, and we can provide interventions proven to reduce the risk to reoffend. With this transformation, people leaving the prison system are better prepared to establish themselves as productive members of the community. This means less crime, fewer victims, and safer communities. NDCS is committed to meeting the needs and expectations of our customers, and to helping Grow Nebraska.

Our **2015 – 2018 NDCS Strategic Plan** serves as a framework for decisions and provides a basis for more detailed planning. The strategic plan explains the work of NDCS to stakeholders in an effort to inform, motivate and involve them in our mission. This document identifies the work that has been done over the last year since the initial strategic plan was developed.

The strategic plan’s five leading goals: **One Team – One Vision; Transforming Corrections; Transparent & Accountable; Collaborative Community Relationships and Culture of Reentry & Rehabilitation** serve as the framework for the work we will highlight in this progress report.

*NDCS Mission:
Keep people safe.*

*NDCS Vision:
Safe Prisons,
Transformed Lives,
Safe Communities*

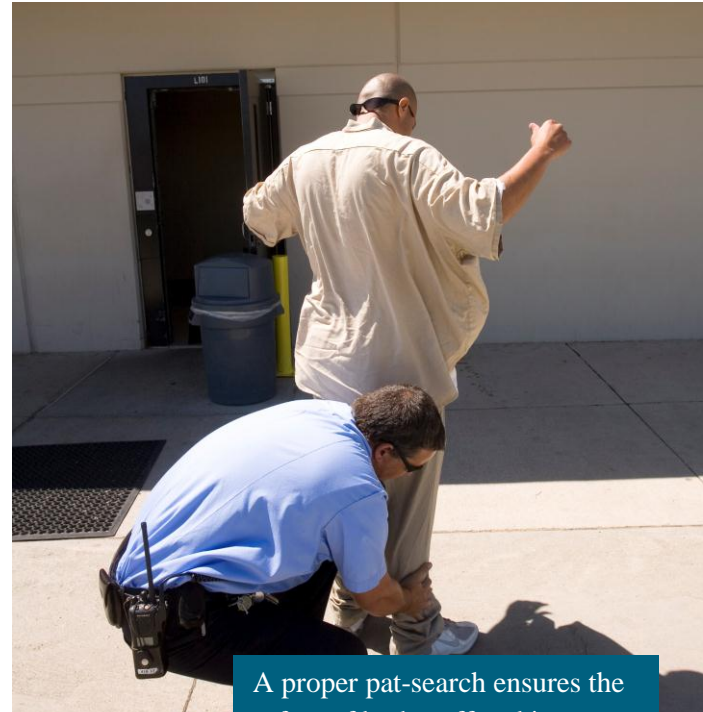
*NDCS Values:
Integrity
Respect
Compassion
Growth
Excellence*



One Team

Staff Safety:

When NDCS team members are asked what they do for a living, the answer is easy, “Keep people safe.” Keep people safe begins in our institutions. Our goal is to have zero staff assaults. We have initiated numerous strategies to meet this objective. Following an incident, we conduct critical assessments, incident reviews and investigations and then develop corrective action plans to ensure follow up. Comprehensive security assessments of all 10 NDCS facilities were conducted and completed in June. We then developed action plans developed to address deficiencies. A 28-item action plan developed to stop staff assaults included specialized training options, approval and purchase of security equipment and establishing more robust methods for communicating with team members throughout the agency. The Intel Network Team we developed earlier in the year has been deployed on multiple occasions to investigate incidents and continues to gain intelligence allowing us to proactively implement measures to keep team members safe. Safe prisons provide an environment where we can work to transform lives and ensure safe communities.



A proper pat-search ensures the safety of both staff and inmates.

Staff Culture Survey:

A staff culture survey was completed in 2016 using quantitative and qualitative research methods based on interviews with more than 400 team members. The survey verified staff’s greatest concerns: safety, engagement, compensation, training and communication. Actions taken so far include beginning the collective bargaining process early, conducting staff resiliency training, utilizing retention funds to stem staff turnover and initiating staff safety improvements. These and other efforts increase staff engagement and ultimately address many of the issues identified in the survey. Report available: [Staff Culture Survey](#).

Staffing Analysis:

The completion of a custody staffing model and analysis was a 10-month project that began with team members receiving training from the National Institute of Corrections. We created a standard model for staffing based on security classification level and then analyzed the 10 facilities to determine the ‘Custody Post Audit’ for each. This resulted in an identified need for 138 protective services full time equivalents (FTE) positions, the request for which is spread over three years to allow for hiring, training and implementation. The project was completed using existing resources, and with no additional cost to the agency. The custody staffing model will serve the agency for many years ahead, providing established criteria for facility staffing needs.

One Vision

Retention Funds:

NDCS was appropriated \$1.5 million in one-time funds to increase the retention of quality staff. The funds are being used in a variety of ways to engage our team members and keep them on the NDCS team. Team members can earn professional development bonuses after completing online courses related to our work. Resiliency training was launched with almost 600 team members attending the 8-hour training; team members have been identified to become certified trainers to educate the remaining staff. Staff wellness centers are being developed in Lincoln and Tecumseh. Blue Courage training will be launched by May 2017. In the spring of 2017, the behavioral health team members will host an educational conference focused on education and professional growth. Report available: [Quarterly Report on the Use of Retention Funds](#).

Recruiting:

NDCS continues to recruit new team members from a wide variety of venues. Our agency recruiter, along with agency subject matter experts, represents NDCS at career fairs, college campuses, and community events. Applicants can now submit job interest cards or apply on site with the recruiter. We are advertising on radio, billboard, social media throughout the state and midwest region. Agency team members continue to be our best source of new recruits.

Corrections Fatigue to Fulfillment addresses:

The nature, signs, impact and causes of Corrections Fatigue

Strategies for individual self-care and professional fulfillment

Organizational strategies for a positive workplace climate and culture



Left: A TSCI staff member recruiting at his alma mater, Wayne State College.

Below: Staff representing the Work Ethic Camp in a community parade.



Restrictive Housing:

The use of restrictive housing is a national topic of discussion. In Nebraska, it is used in two ways: 1) short-term risk assessment (Immediate Segregation) provides time to assess the risk the individual poses to safety and security and 2) longer-term risk/needs intervention (Longer-Term Restrictive Housing) focuses on individual goal planning, behavior change and treatment that will facilitate the individual's capacity to live successfully in general population and transition to the community. One way NDCS keeps people safe is by changing behavior. To facilitate behavior change, we are implementing programming for individuals in restrictive housing to encourage personal growth and develop values and responsibility, interpersonal skills, refusal skills, decision making ability and goal setting. These programming activities can be done individually in-cell or in small groups with a facilitator. These changes keep team members and inmates safe inside the facility and ultimately keep families safe in the community.

Security programming chairs allow high-risk inmates to engage in risk-reducing interventions in a group setting.



Mission-Specific Housing:

Mission Specific Housing focuses on individual needs and demographics to provide programming for specific populations. It provides a unique opportunity to improve safety by setting expectations for behavior that are enforced by the culture of the unit. Housing people by custody level, demographics, common interests, treatment needs and behavior is an effective method of increasing prison safety. Existing Mission Specific Housing units include active senior units, protective management, residential sex offender treatment, residential substance use treatment, ADA accessible units and an in-patient mental health treatment unit. NDCS will be implementing a Veterans' Unit and a Faith-Based Unit. Positive peer interaction is beneficial to the safety and security of our institutions and provides an excellent avenue to transform lives and better prepare individuals for success while in prison and upon release.

Justice Reinvestment Initiative:

The Justice Reinvestment Initiative (JRI) is a national project operated by the Council of State Governments (CSG) and funded by the Bureau of Justice Assistance. Nebraska began the JRI process in 2013. Recent legislation, LB 605, adjusted the penalties for lower level felonies to provide fixed terms of incarceration followed by mandatory post-release supervision in the community and created a presumption of probation for the lowest felony class. NDCS implemented a risk/needs assessment tool, made policy changes to reduce the number of mandatory discharges from prison and made changes to the assessment processes to identify inmate's behavioral health and programming needs sooner. CSG has projected the Justice Reinvestment process in Nebraska to reduce the prison population by approximately 1,000 beds by 2020.

Data-Guided Approaches:

Data-informed performance measurements allow NDCS to regularly monitor whether our initiatives and operations are functioning well. When performance metrics indicate desired outcomes are being achieved, individuals receive the appropriate level of care, staff safety is enhanced, and NDCS can show taxpayer dollars are working towards public safety and rehabilitation. When data indicates NDCS is not progressing toward its goals, NDCS can identify specific areas of concern and make course corrections. The practice of utilizing data and measurements ensures we are constantly aware of the environment in which NDCS team members and inmates work and live, and maximizes our ability to keep people safe.

Transparent &

Agency Budget Submission:

NDCS' commitment to keep team members and inmates safe was reflected in our fiscal year (FY) 2017-2019 Biennium Budget Request. The biennium budget's request for 48 custody staff in FY 2018, an additional 48 custody staff in FY 2019 and another 39 custody staff in FY 2020 demonstrates our commitment to keep people safe. Additional requests totaling 37.5 staff in FY 2018 which increased to 69.5 in FY 2019 provides NDCS the resources needed to keep our prisons safe and continue essential operations within our agency.

Sentence Calculation Automation Project:

Sentence calculation errors discovered in 2014 resulted in the incorrect release of nearly 200 prisoners. To fix this, NDCS initiated the Sentence Calculation Automation Project in April of 2015. The programming changes successfully launched on September 24, 2016. This 18-month project automates the sentence calculation process, accurately calculates mandatory minimum sentences, moves from a 360 day calculator to a calendar-based calculation, and updates the software infrastructure to a modern, web-based architecture. Initially started in April of 2015, the project was expanded in the summer of 2015 to include additional reforms including the change from a 360 to 365 day calendar. The project improves efficiency and accuracy by eliminating the need for manual calculations to ensure that each inmate completes his/her sentence as directed by the court. The next step in upgrading the Department's sentencing software is to automate the process of combining sentences from multiple cases into a single aggregate sentence.

Screenshot of the Automated Sentence Calculation Software

INMATE DETAILS	DEMOGRAPHICS	PAROLE DETAILS	SENTENCE	GOOD TIME BAL
Date Received 08/22/2016	Admission Status 2 - MULTIPLE OFFENDER	Jurisdiction NE	Good Time Law 7 - 191	
Minimum Sentence 4 Yr	Maximum Sentence 6 Yr	Mandatory Minimum	Jail Credit 3 Days	Dead Time
Sentence Begin Date 08/16/2016	Parole Eligibility Date 08/13/2018	Tentative Release Date 08/13/2019	MM Term Date	Parole Earned Discharge Date

SENTENCE DASHBOARD				
Aggregate Sentence	Fingerprint Card	Calculator - Sentence	Verification Tracking	
Offense	Public Information	Calculator - Jail Credit	Post Release Supervision	
Good Time Adjustment	Document	Sentence / Release Date Report (CTS 120/122)	Dead Time Tracking	
Inmate Timesheet	Parole Earned Discharge Date			

SENTENCE 1							
Sentence Begin Date 08/16/2016	Good Time Law 7 - 191	Apply GTA Choose One	GOOD TIME DAYS GB/MD GT: 0 Days	Total GT Allowed Merit GT: 0 Days	GT Lost (NR) 0 Days	GT Lost (R) 0 Days	Remaining Balance 0 Days
Minimum Sentence 4 mo	Maximum Sentence 6 mo	Mandatory Minimum yr mo dy	Parole GT: 0 Days	Projected LB191 GT:			
Minimum Term Choose One	Maximum Term Choose One	Jail Credit 3	Dead Time days				

OFFENSE LIST									
Type - Doc - Cnt	Docket Nbr	Offense Code - Fel/Mis	Offense/Conv Desc	Min Sent	Max Sent	Man Min Sent	Jail Credit	Dead Time	Actions
Cnt Begin Date	County	Attempt Code	Off Committed Date	CC/CS	Controlling	Hab Crim	Sex Ofns	GTL	
* - 1 - 1 08/16/2016	15-2831 DOUGLAS	C31 - 2F	MANU/DIST/DEL/POSS W/CRACK 10/05/2015	4 Yr	6 Yr	N	N	7 - 191	VIEW
* - 2 - 1 08/16/2016	16-11 DOUGLAS	C31 - 2F	MANU/DIST/DEL/POSS W/1 CRACK 10/16/2015	4 Yr	6 Yr	N	N	7 - 191	VIEW
* - 3 - 1 08/16/2016	16-12 DOUGLAS	C31 - 2F	MANU/DIST/DEL/POSS W/1 CRACK 12/04/2015	4 Yr	6 Yr	N	N	7 - 191	VIEW

Accountable

Process Improvement – Lean Six Sigma:

NDCS partnered with the Department of Administrative Services in January 2016 to launch a Lean Six Sigma continuous process improvement effort. An inaugural Kaizen event team made significant improvements to the Inmate Special Order process later and deployed the improved process throughout the agency. These strategies, developed by teams from various impacted work areas, improved work flow while significantly decreasing the wait time for special orders. Two Process Improvement Coordinators were hired in September and will empower more teams throughout the agency to make work areas better through the Lean Six Sigma methodology.



*Kaizen:
A Japanese business
philosophy of continuous
improvement of working
practices, personal efficiency,
etc.*

- Event Results:**
- Lead Time reduction of 70%
 - Reduced Delays by 80%
 - Reduced Steps by 67%
 - Reduced Rework loops by 77%
 - Will not come to Accounting
 - First Time Complete TBD
 - Reduced redundant quality checks by 72%
 - Reduced people involved from 11 to 4 people (less touches)



Inmate Health Plan:

Released in July 2016, the inmate health plan communicates to stakeholders the legislative statute governing care, defines “community standard of care” and sets parameters within the many disciplines of health services. It is a baseline summary of Administrative Regulations, Medical Protocols and Operational Memos that govern the complex world of the comprehensive care to set inmates up for success as they transition back into our communities. Report available: [Inmate Health Plan](#).

Collaborative

Transition of Parole Administration:

On July 1, 2016 the Adult Parole Administration (APA) successfully transitioned from NDCS to the Board of Parole to become a separate state agency. The new agency is developing parole guidelines that will assist NDCS in providing information to the Board in making release decisions. The partnership between NDCS and Parole Administration focuses on helping people achieve parole when eligible and to be successful while on parole.

Defy Ventures:

This program is an example of the collaboration between the community and NDCS. Defy is financially backed by local business people and entrepreneurs. They believe there is an opportunity to use the skills people come to prison with to transform the entrepreneurial nature of criminals and equip them to go 'legit' by providing training, employment preparation, character development, *Shark Tank*-style pitch competitions, startup incubation, and executive mentorship. Defy graduates in other states have a 95% employment rate and a less than a 5% recidivism rate, and Defy has incubated and financed 150 of its graduates' startups. Starting in two Nebraska prisons in 2016, Defy will grow to seven facilities by 2018, reaching over 1,000 people. The community financial commitment is targeted for \$2.4 million over four years. The University of Nebraska – Omaha will conduct a research project to determine the effectiveness of the program, a mandatory component of evidence-based practices.



Director Frakes interacts with Defy participants, sharing similar life experiences.

Discharge Review Team:

This multi-disciplinary team is charged with screening high-risk discharges from NDCS who may meet criteria for mental health board commitment, notification of local law enforcement, Tarasoff (public safety warnings) or who need further supportive or assessment services prior to discharge. The team includes licensed psychologists, psychiatrists, social workers and mental health practitioners. Individuals are referred to the team by clinical staff, any NDCS team member and/or external stakeholders. A promulgation of the rules and regulations is underway and a nationally-known UNL forensic psychologist is consulting with the team to ensure best practices are followed.

Community Relationships

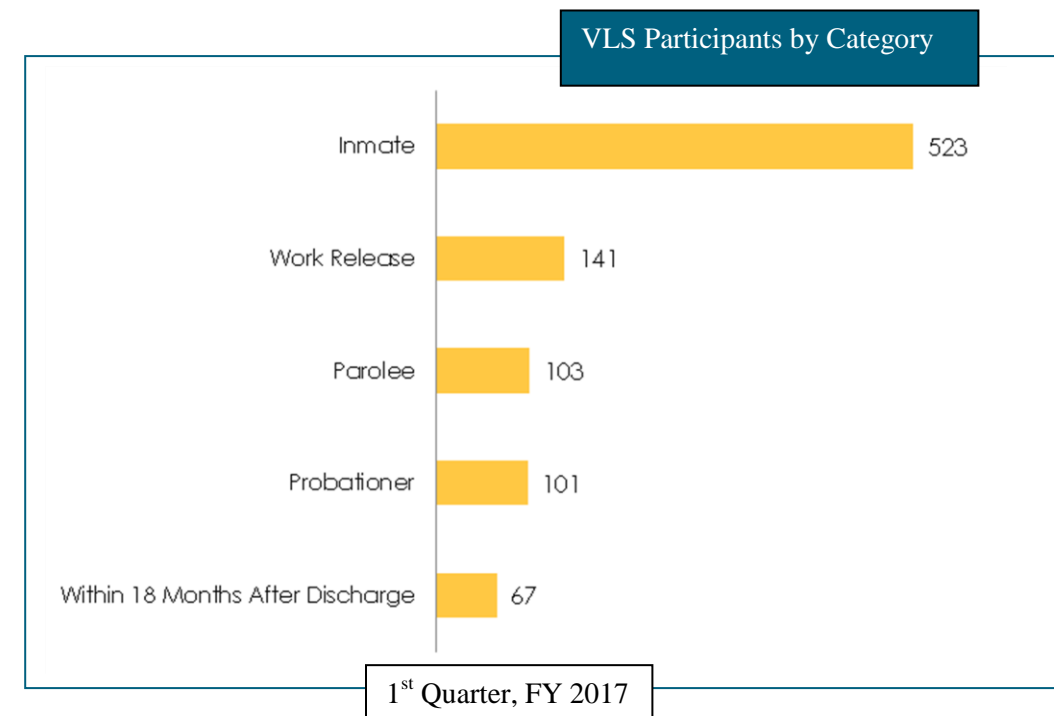
Vocational & Life Skills Programming:

NDCS partners with eight community-based organizations through a grant process to provide vocational and life skills (VLS) training and support to inmates, parolees and probationers while under supervision and for up to 18 months following discharge. Some programs are provided in NDCS facilities with a connection made to the organization on the outside for a smooth transition from prison to the community. The participating community-based organizations are: the **Center for People in Need**; the **Mental Health Association**; **Metropolitan Community College**; **ResCare**; **Western Alternative Corrections**; **Associated Builders and Contractors**; **Williams Prepared Place**; and **ReConnect**.

The vocational and life skills program is in its second grant cycle, which began July 1, 2016. The previous grant cycle began in February 2015 and ended June 30, 2016. During that time, 2,449 individuals participated across all reentry programs. Participant surveys were administered toward the end of the grant cycle and found that:

- 89% of participants either agreed or strongly agreed that the skills they gained in the program improved their chances of getting a job and/or continuing their education.
- 59% of participants agreed or strongly agreed that the program they were in helped them to reenter the community.
- Participants identified barriers that would impact their reentry to the community as lack of computer skills (32%); lack of safe and affordable housing (30%); and lack of reliable transportation (38%).
- 81% of participants agreed or strongly agreed that a vocational and life skills program helped them change negative habits or behaviors.

The table below represents the first quarter of the current grant cycle (July – September, 2016), and provides a breakdown of the of the participants.



Culture of Reentry

Evidence-Based Practices:

Evidence-based practices requires multiple components:

- Assessment
- Classification
- Programs
- Quality Assurance
- Measurement & Research

Assessment of Risk/Needs/Responsivity:

The STRONG-R is an actuarial tool that assesses a person's risk to reoffend, as well as what can reduce the risk and the person's responsivity or readiness to change. It will be utilized to engage offenders in programs based on their highest risk. The STRONG-R will individualize programming needs, measuring an individual's risk for recidivism in the categories of violence, drugs, property, and overall felonies and ranking the risk level as high, moderate or low. Individuals identified as high risk will be referred to clinical core risk reducing programs. Those identified as medium risk will be referred to non-clinical programs. As capacity allows, those identified as low risk may participate in programs. An individualized case plan will be developed from the STRONG-R scores, which will allow NDCS to be more strategic in identifying what are the best risk reducing programs.

Classification:

Classification instruments are used to determine the security level needed to appropriately house individuals throughout their incarceration. The current classification tool is undergoing a revision so offenders are more appropriately identified by custody and security risk. Dr. Zach Hamilton is working with UNO to create an instrument validated on Nebraska inmates. Some case managers and Unit Administrators have been trained on the new classification tool. The instrument will be beta tested on 500 inmates to determine accuracy and effectiveness before going system wide. It is critical that inmates have the right custody level and are assigned to the right facility for program participation. A better classification system will enhance staff safety and effective prison management.

Programs:

Sound correctional programming helps to reduce prison violence and lowers the return to prison rate for offenders. Reducing idleness can make prisons safer and contribute to the well-being of team members and inmates. Programming is a broad term that includes mental health, substance abuse, cognitive/behavioral, self-betterment, educational and prosocial treatment and classes.

Behavioral Health:

The new behavioral health administrator is working this year to rebuild her team following a number of challenges and intense scrutiny of her division. They are developing processes to incorporate the STRONG-R risk assessment to identify high and medium risk individuals who need screening for clinical programs. Programs provided by licensed clinicians include the **Violence Reduction Program (VRP)**, Residential and Non-Residential **Substance Abuse Treatment**, **Anger Management**, **Aggression Replacement Therapy**, **Depression** groups, Inpatient and Outpatient **Sex Offender Treatment** and individual **crisis intervention** as needed. In addition, the behavioral health team operates a **secure mental health** unit and an **inpatient mental health** treatment unit. Together, they work to reduce recidivism through a renewed focus on the highest risk individuals and reallocating limited resources for the best outcomes.

and Rehabilitation

Cognitive/Behavioral Programming:

The goal is to have individuals placed in risk-reducing programs as early in their sentence as possible. Individuals will have a specific track that identifies what their high and medium risks are and the corresponding programs for them to complete. Their sentence will be divided into thirds working back from their parole eligibility date (PED). Their case plan will identify what programs will be taken so that all programs will be completed by their PED. **Moral Reconciliation Therapy (MRT)** is a cognitive/behavioral skills program where participants work individually and in a group setting to focus on thinking errors and is directed specifically at changing criminal thinking. **Thinking for a Change (T4C)** is a higher level, more intense cognitive behavioral intervention designed to use role play and thinking reports.

Ancillary Programs:

Beyond Anger: *Connecting with Self and Others* is a four-week curriculum that addresses anger, reconciliation, and emotion management while providing guidelines for daily living. **From the Inside Out: *Taking Personal Responsibility for the Relationships in Your Life*** is a 12-week curriculum that provides tools for building, strengthening, and maintaining relationships. **Living Skills** is a program in restrictive housing, divided into two unique components: personal growth and practical guidance. **Living in Balance** is a flexible psychoeducational program, which draws from cognitive-behavioral, experiential and 'Twelve Step' approaches to achieve lifelong recovery. **Beyond Trauma** is a gender-specific trauma-informed program currently offered at NCCW in partnership with Prison Fellowship Ministries.

Cornhusker State Industries (CSI):

CSI continues to foster a culture of reentry and rehabilitation. New training and certification programs were started for safety awareness, safety data sheets, OSHA 10, certified washroom technician and Federal Department of Labor apprenticeship. These successful implementations will be expanded to additional CSI locations. At TSCI 7,500 square feet of manufacturing space is nearly completed with an additional 10,000 proposed to provide additional inmate employment opportunities.



The woodshop at TSCI produces quality furnishings for tax-based entities

Quality Assurance, Measurement & Research:

We are building a system to ensure programming and assessments are conducted with fidelity. This is accomplished through monitoring and review, and rigorous data collection and analysis.

Capital

Community Corrections Center – Lincoln (CCC-L) Expansion Projects:

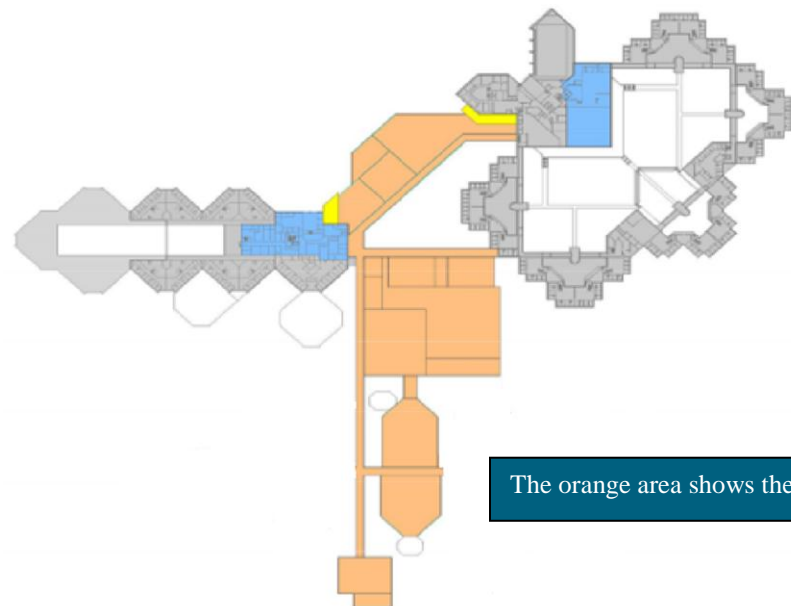
Current capital construction projects will provide increased design capacity. A 100-bed unit will provide temporary increased capacity at CCC-L in September 2017. A second project will provide 160 additional beds and major programming and infrastructure improvements. It is scheduled to be completed by February 2019.

Rendering of CCC-L 160 bed expansion during schematic design.



Reception & Treatment Center (RTC) Project:

The RTC project proposal would provide improvements to intake, medical and food service areas and offer highly functional beds, living space and treatment areas for seriously mentally ill inmates. This \$75 million project consolidates the Diagnostic and Evaluation Center and the Lincoln Correctional Center into one facility. A programming statement has been completed and this project was submitted with the FY18-19 biennium budget.

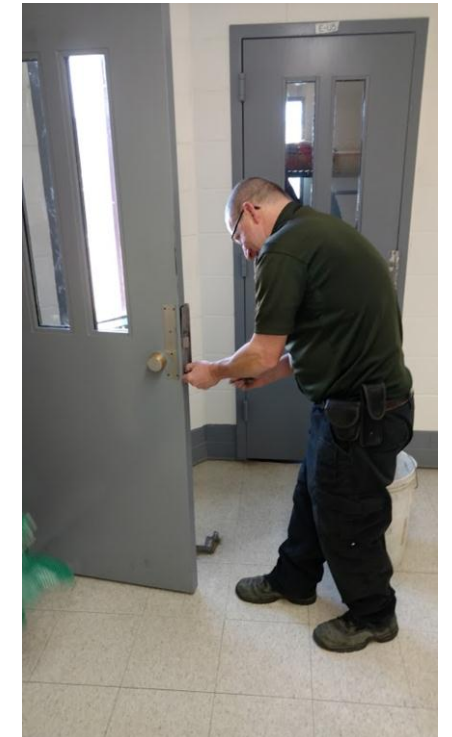
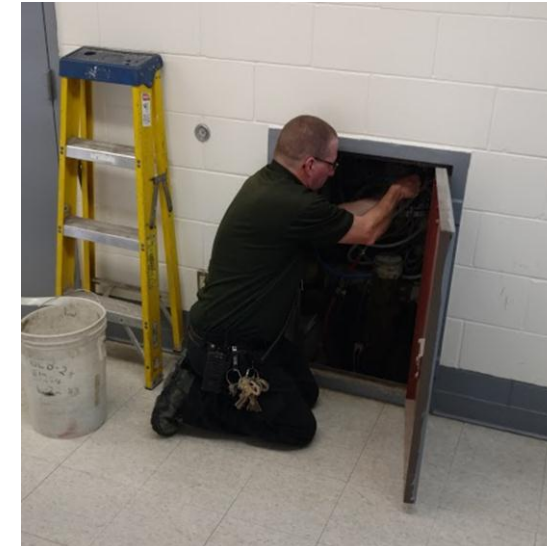


The orange area shows the planned expansion to the DEC (left)/LCC (right)

Improvements

Facility Maintenance:

NDCS has committed the resources necessary to complete overdue facility maintenance projects and enhancements to security. Projects completed include replacing HVAC systems and electrical switchgear as well as repairing and replacing roofs. In addition, NDCS has upgraded surveillance cameras and intercoms, which contribute to safety for team members and inmates.



Tecumseh State Correctional Institution (TSCI) Today:

The 2015 disturbance at the Tecumseh State Correctional Institution required many staff and monetary resources to bring the facility back to its pre-disturbance state. The work at Tecumseh included rebuilding walls, replacing doors, windows and flooring and security enhancements such as cameras.



The days following the May 10, 2015 disturbance (left) and the unit fully restored (right)

Outcomes

Each leading goal includes three outcome measures. The metric documents provide a snapshot of the status of various outcomes and goal completion within NDCS. This document represents the outcome 'Retaining Employees', which is a part of the 'One Team One Vision' goal. The measures used are objective indicators of the accomplishments and areas in need of improvement within the agency.

One Team, One Vision
Outcome: Retaining Employees
 Quarter 1 - FY2017
 Director Scott R. Frakes

NDCS strives to retain quality employees. In order to track progress toward this outcome, NDCS will measure changes in: (1) the rate of employee turnover, (2) the rate of overtime hours accumulated custody and unit staff, and (3) the number of vacancies among custody and unit staff.

Fiscal Year to Date Turnover among Security and Unit Staff (excludes promotions)

Employee Retention:

- The rate of turnover among correctional officers, corporals, sergeants, and case workers has steadily increased over the past 5 years.
- The rate of overtime averaged 15.50 hours per FTE per week during FY2015.
- During FY2105, NDCS averaged about 96 vacancies in security and unit staff positions per month.

Employee Retention
 Research has shown correctional officers face higher levels of stress than workers in other lines of work.¹ Over time, extended exposure to occupational stress can increase the risk of serious medical conditions and have negative effects on workers' emotional and behavioral wellbeing.^{2,3} These impacts may lead to decreases in staff morale and higher rates of turnover among key positions as staff search for jobs in less stressful environments. As turnover increases and fewer staff are available to perform necessary job functions, the likelihood of internal promotions decreases and the amount of money spent on overtime pay for existing employees increases. NDCS currently faces higher than normal rates of turnover among essential custody and unit staff. In order to increase employee retention, NDCS will take steps necessary to increase rates of employee retention by filling vacancies through increased internal promotions and efforts to enhance staff recruitment. Not only will this alleviate levels of stress among NDCS employees, it will also increase efficiencies within the department's operations by reducing the amount of money dedicated to overtime expenditures.

Agency Weekly Overtime Rates per FTE (Non-Vacant)

Agency Vacancies*

References

¹ Hasbani, B.M., & Berg, M.T. (2011). Examining the sources of variation in risk for recidivism. *Justice Quarterly*, 28(1), 146-173.

² Camp, S.D., Gies, G.G., Langan, N.P., & Saylor, W.G. (2009). The influence of prison on inmate recidivism: A multilevel investigation. *Justice Quarterly*, 26(3), 503-533.

³ Camp, S.D., & Gies, G.G. (2008). Criminological effects of the prison environment on inmate behavior: Some experimental evidence. *Criminology*, 46(3), 425-442.

*NOTE: Vacancies include positions where hiring decisions have been made, but new employees have not yet completed Staff Training Academy. These vacancies only reflect positions for correctional officers, corporals, sergeants, and unit caseworkers. June 4, 2015 forward "pre-service" counts include both current and future pre-service attendees, rather than only future attendees.

OUTCOME: Increase Staff Retention Page 2

Measure #1: Rate of Employee Turnover

Retaining quality, trained staff is important for maintaining safe and secure prisons in the State of Nebraska. Not only are staff responsible for keeping offenders and the public safe, they can play a vital role in the rehabilitative process for the offenders, assisting with their successful reentry into our communities upon release. Furthermore, the ability to retain trained correctional professionals committed to successful offender reintegration into society protects all Nebraskans.

Organizations typically view turnover rates of 12-15% as a healthy and normal part of business operations. Turnover levels in excess of 15%, however, may indicate instability and create management difficulties. Over the past 5 years, NDCS has maintained turnover rates of 18.5% or higher. The rate of turnover for protective services staff in FY2015 was 33.2%.

In order to combat this issue, NDCS will lower the rate of turnover among protective services staff to 28% or lower by the end of FY017. **In order to reach this, NDCS must maintain a monthly average turnover rate of 2.33% or less.**

Measure #2: Rate of Overtime Hours

The availability of overtime hours for custody and unit management staff is a positive benefit, but not when the hours become excessive and mandatory. Correctional employees need to be able to leave work, spend time with their family and friends, as do all working Nebraskans. Upon their return, employees are better able to focus on their work and manage the intense responsibilities of a correctional setting. When the level of required overtime interferes with an employee's ability to balance work and personal lives, stress and fatigue increase.

NDCS will know it has achieved success when no staff are required to work overtime, yet still are able to volunteer for the overtime that fits their lifestyle. During FY2015, the rate of overtime among security staff was approximately 16 hours per person per week.

NDCS will lower the rate of overtime to 14 hours per employee by the end of FY 2016.

Measure #3: Number of Security and Unit Staff Vacancies

The number of custody and unit staff vacancies directly impacts the number of mandatory hours required to work by these staff, as well as can increase employee turnover. In order to ensure safe and secure prison operations, regardless if an employee is ill, on vacation, training, or for any reason is not available. When there are not sufficient staff on site to fill these required posts, overtime occurs.

Mandatory overtime, as well as excessive amounts of overtime worked, may impact staff morale and job satisfaction, thereby resulting in even more vacancies. During the first five months of FY2016, NDCS averaged about 105 vacancies per month among security and unit staff (not including staff in current or future preservice classes). **By the end of FY2016, NDCS will increase recruitment and retention strategies to reduce the number of vacancies to an average of 95 per month (excluding current and future preservice).**

Not only are staff responsible for keeping offenders and the public safe, they play an instrumental role in the offender's rehabilitative process.

Strategies:
 Fill custody and unit housing staff positions by:
 1. Utilizing part-time positions filled by past experienced, quality staff.
 2. Recruiting individuals from local universities and colleges with a passion to change the lives of those they work with and.
 3. Identify innovative and new ways to attract and hire correctional professionals.

Identify innovative and new ways to retain correctional professionals by:
 1. Enhancing training opportunities for staff.
 2. Examining the compensation and working conditions of correctional staff, and.
 3. Reducing mandatory overtime for custody and unit management staff.