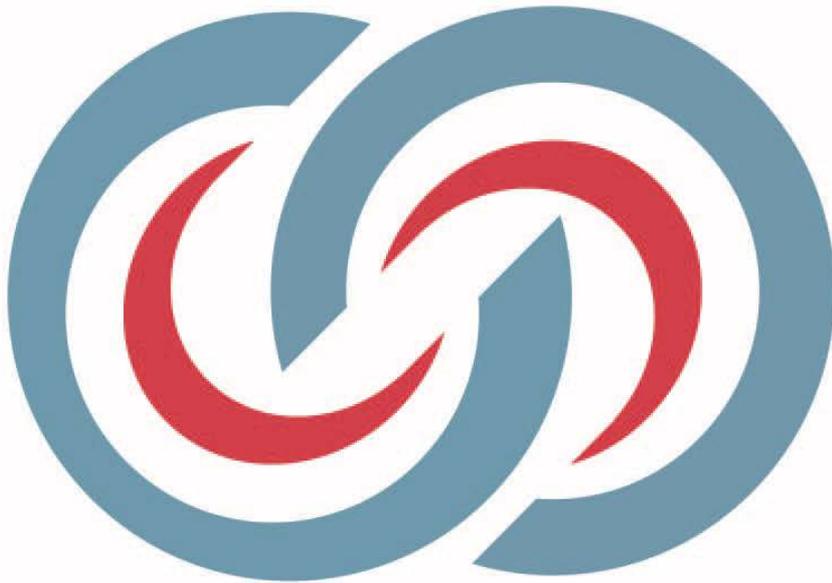


Reentry-Focused Performance Excellence

Investing in Your Assets

- Recruit, Develop and Retain Staff
- Engage Stakeholders



Prepare | Strengthen | Succeed





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Investing in Your Assets

Recruit, Develop and Retain Staff



“For any organization, the most critical investment it can make is in it’s people.”

Wilhelmina Picard, Superintendent

Vermont Department of Correction School System





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Investing in Your Assets

Do you agree that employees are our most valuable asset? ... Invest in them!

Return On Investment

- The better employees perform, the greater their contributions to the organization, resulting in a healthier organization

Employee Development

- Loyal and productive
- Allows employees to be creative
- Invest in the well-being of the organization





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Investing in Your Assets

1. Strategic Workforce Planning



“Turning our Plant Managers into coaches has been a game changer for TRICOR... By bringing these programs to the plant floor, staff and offenders are far more focused on our mission, vision and values. It’s a culture shift!”

David Hart,
Chief Operating Officer, TRICOR



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Workforce Development Planning

- A well-organized plan tied to the strategic plan is essential and should define:
 - ✓ Goals for current and future needs
 - ✓ Organizational strategies





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Organization's Direction

- The culture of an organization is directly related to its value system
- Core values guide
 - Expected actions and behaviors
 - Staff to act and make decisions in line with the culture you wish to create





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- For your Correctional Industries success, the civilian workforce must be:
 - ✓ Forward thinking
 - ✓ Capable of meeting ongoing expectations
 - ✓ Able to grow and develop with the organization
 - ✓ Positioned to meet tomorrow's challenges





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Correctional Industries Staff

- Play a critical role in:
 - Providing leadership
 - Teaching, coaching and mentoring
 - Influencing behavioral changes
- Developing staff and offenders'
 - Technical skills
 - Soft skills
 - Problem solving
 - Conflict resolution
 - Communication





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The importance of a good role model



“One way humans learn is through observation of the behaviors of others... Role modeling is therefore a very important tool in shaping offenders’ behavior.”

Mark Carey, “Shaping Offender Behavior”
Center for Effective Public Policy



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2. Identify and Develop Workforce Competencies

- Correctional Industries programs operate:
 - As learning organizations
 - Developing staff to teach offenders
 - On the premise “you cannot teach what you do not know”
 - By identifying and developing the needed competencies



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Classification System

- Objectively defines and evaluations the duties, responsibilities, tasks and authority level of each position
- Each position should include:
 - Thorough description of responsibilities
 - Knowledge, skills and experience needed to succeed
- Review on a regular basis





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Skill Set Assessments

You cannot teach what you do not know!

- Assess current and projected workforce competencies
 - Interests, skills, values & personality
- Identify skill set gaps and gauge organizational compatibility
- Develop implementation plan to address the identified gaps





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Technical Skills



- As role models, supervisors leading by example brings credibility to the program
- Through the skill set assessment, the technical expertise required for each position will be identified
 - Recruit and hire new staff with the needed expertise
 - Develop current staff to obtain the technical expertise
 - Collaborate with educational, vocational and apprenticeship programs which tie directly to business operations



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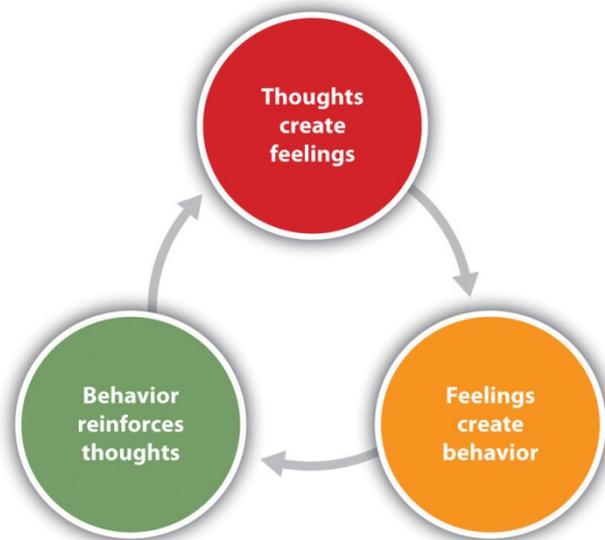
Soft Skills

- Skills that are acquired through interaction in the workplace

- Critical thinking
- Communication
- Relationships
- Leadership

Cognitive Behavioral Training (CBT)

- Enhances the effectiveness of staff as they teach, demonstrate and reinforce soft and coping skills
- NIC T4C





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National Institute of Corrections Employment Series Training

- CI staff have the ability to influence behavioral changes resulting in “*gainful attachment to the workforce*”
- Surrounding offenders with staff certified in training programs that increase offender’s opportunities for success such as NIC’s:
 - Offender Employment Specialist (OES)
 - Offender Workforce Development Specialist (OWDS)
 - Offender Retention Employment Specialist (OERS)
 - Employment Retention: Principles & Practices
 - Correctional Industries Leadership Training





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Staff Development



- Ongoing staff development should focus on:
 - Influencing changes in behavior
 - Role modeling behavior
 - Decision-making strategies
 - Team building and collaboration
 - Empowering others to innovate and lead
- Staff with leadership skills:
 - Help offenders see that they can change
 - Provide them with the tools necessary to sustain the change



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3. Integrate Coaching as a Management Tool

Use Coaching throughout your Correctional Industries program

- Coaching is a skill that should be taught and continually reinforced
 - Influences sustainable change
 - Supplements a Performance Management System
 - Generates timely and relevant feedback
 - Includes collaborative conversations
 - E.g. Motivational interviewing (MI) techniques strengthen a person's own motivation and commitment to change



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4. Implement a Performance Management System



A Performance Management System should provide:

- A clear understanding of job expectations
- Ongoing, timely feedback about performance
- Guidance for steps for performance improvement
- Rewards for good performance



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A performance management system is applicable to both staff and offenders

- To be effective, the Performance Management System must incorporate:
 - Updated job descriptions
 - Performance measures
 - Workplace standards
 - Evaluation methods
 - A reward or recognition system
- Maintain the goal of improving employee performance and ultimately productivity





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5. Employ Succession Planning

- Ensuring that well-qualified and motivated employees are prepared to assume vacant critical positions by identifying:
 - Critical positions
 - Competencies needed for each position
 - Staff that demonstrate the competencies
- Including individuals in progressive training and engaging them in creative, innovative processes, will motivate staff to advance within the organization



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National U.S. Gallup Survey

Engaged Employees

- Work with passion
- Feel a profound connection with the organization
- Drive innovation
- Move the organization forward
- Assist the organization in being productive and profitable
- Create stronger relationships
- Stay longer with employer
- Are a source of creative thinking that improves management, production and business processes

vs.

Disengaged Employees

- Are “Checked-out”
- Sleepwalk through workday
- Put in time; not energy or passion

Actively Disengaged Employees

- Act out their unhappiness
- Undermine what their engaged coworkers accomplish.



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Employees are a company's greatest asset - they're your competitive advantage. You want to attract and retain the best; provide them with encouragement, stimulus, and make them feel that they are an integral part of the company's mission.

(Anne M. Mulcahy)

Reentry-Focused Performance Excellence

Engage Stakeholders



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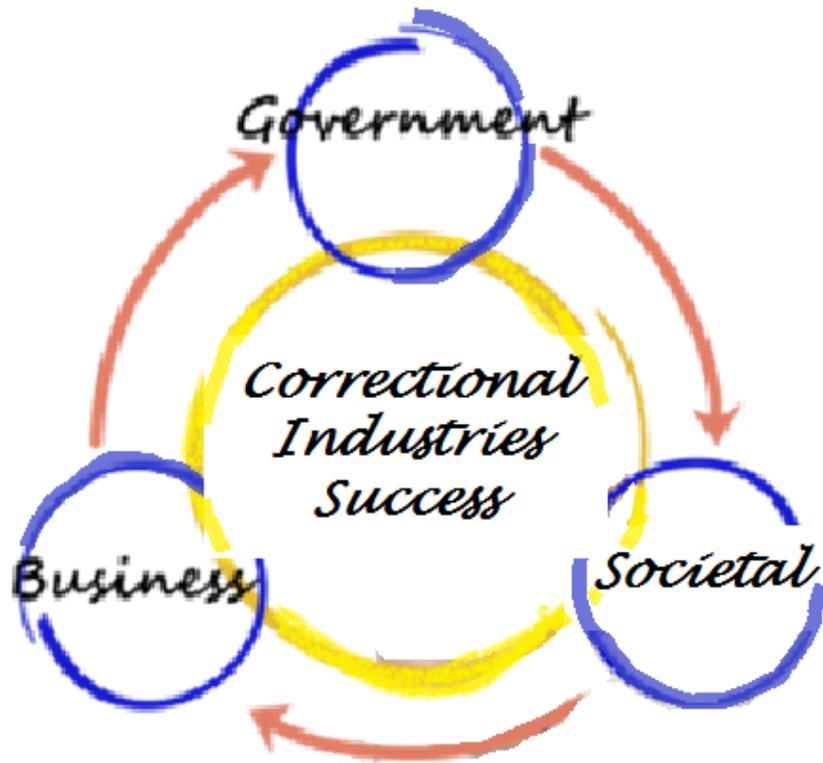
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Engaging stakeholders through education and communication is key to implementing and sustaining the Reentry Focused Performance Excellence Model



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- Correctional Industries operate under three spheres of influence:
 - Government
 - Business
 - Societal
- Understand the impact of each sphere, as well as their relationships to each other.



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Engaging Stakeholders

- Collaborating with stakeholders to leverage their ability to support the mission greatly enhances the likelihood of your Correctional Industries program success.
- Successful collaboration includes:
 - Clear and relevant goals
 - Principled leadership
 - Competent team members
 - A results-driven structure
 - Standards of excellence

With a show of hand please, who understands the importance of engaging our stakeholders?





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- We must understand our stakeholders' "trigger points" to effectively manage their relationships.
- Frequent, proactive and informative communication is essential
- We must identify and reinforce the inherent value to each stakeholder.
- Our stakeholders can assist us in neutralizing our detractors





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Rationale and Benefits

A combination of stakeholder communication and education will...



- Validate the correctional industry program's proven success
- Inform decision-makers about the positive impact of your program
- Demonstrate how resources are being used responsibly and effectively
- Share best and evidence based practices
- Attract new partners for collaboration or strategic alliances.





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1. Identify Internal and External Stakeholders



- Identify stakeholders through:
 - Brainstorming
 - Reviewing organizational charts
 - Surveying employees, customers and existing stakeholders
 - Utilizing social media to conduct research
- Think of all of the people who are affected by your work, who have influence or power over it or have an interest in its successful or unsuccessful conclusion



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Group Discussion

- Three groups to identify stakeholders in the three spheres of influence
 - Breakout as internal or external or both



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1. Identify Stakeholders

CI Employees	Customers	Private Sector Business
Offenders	Government Agencies	Community Members
Correctional Officers	Governor	Advisory Boards
Employee Unions	Legislators	Special Interest Groups
Media	Board of Directors	Customers
Vendors	Offender Families	Victims' organizations
Criminal Justice System	Trade Unions	Community Groups

Stakeholders may be internal, external or both



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2. Conduct a Stakeholder Analysis



Prioritize stakeholders according to their level of impact upon the organization. Doing so will help you tailor appropriate messaging that “speaks to” those relationships .



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The Stakeholder Analysis attempts to identify:

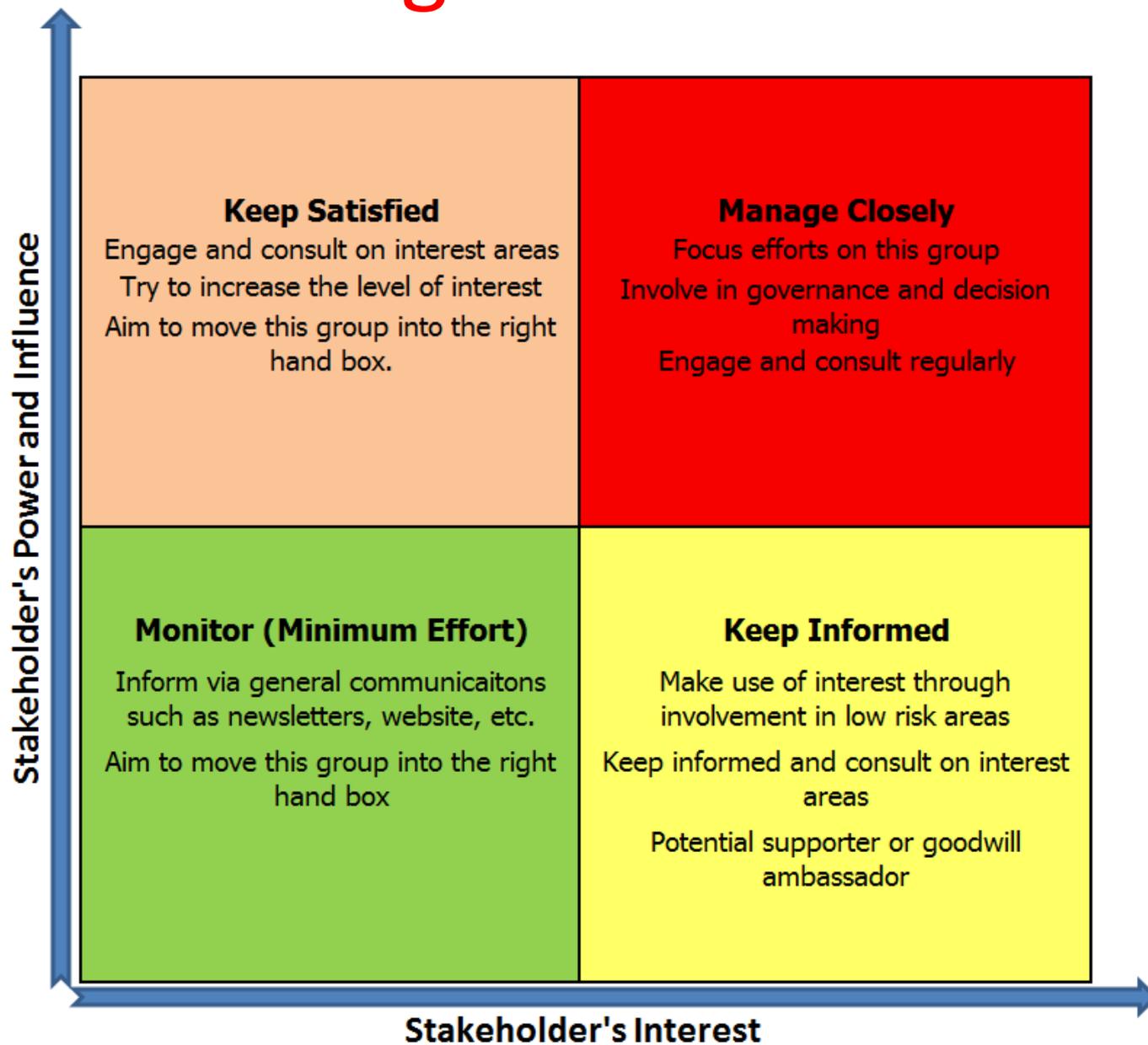


- Those having the greatest programmatic influence
- Those directly or indirectly involved
- Those requiring more attention
- Those with a need for ongoing communication and updates
- Those who simply need to be monitored



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3. Map Stakeholders

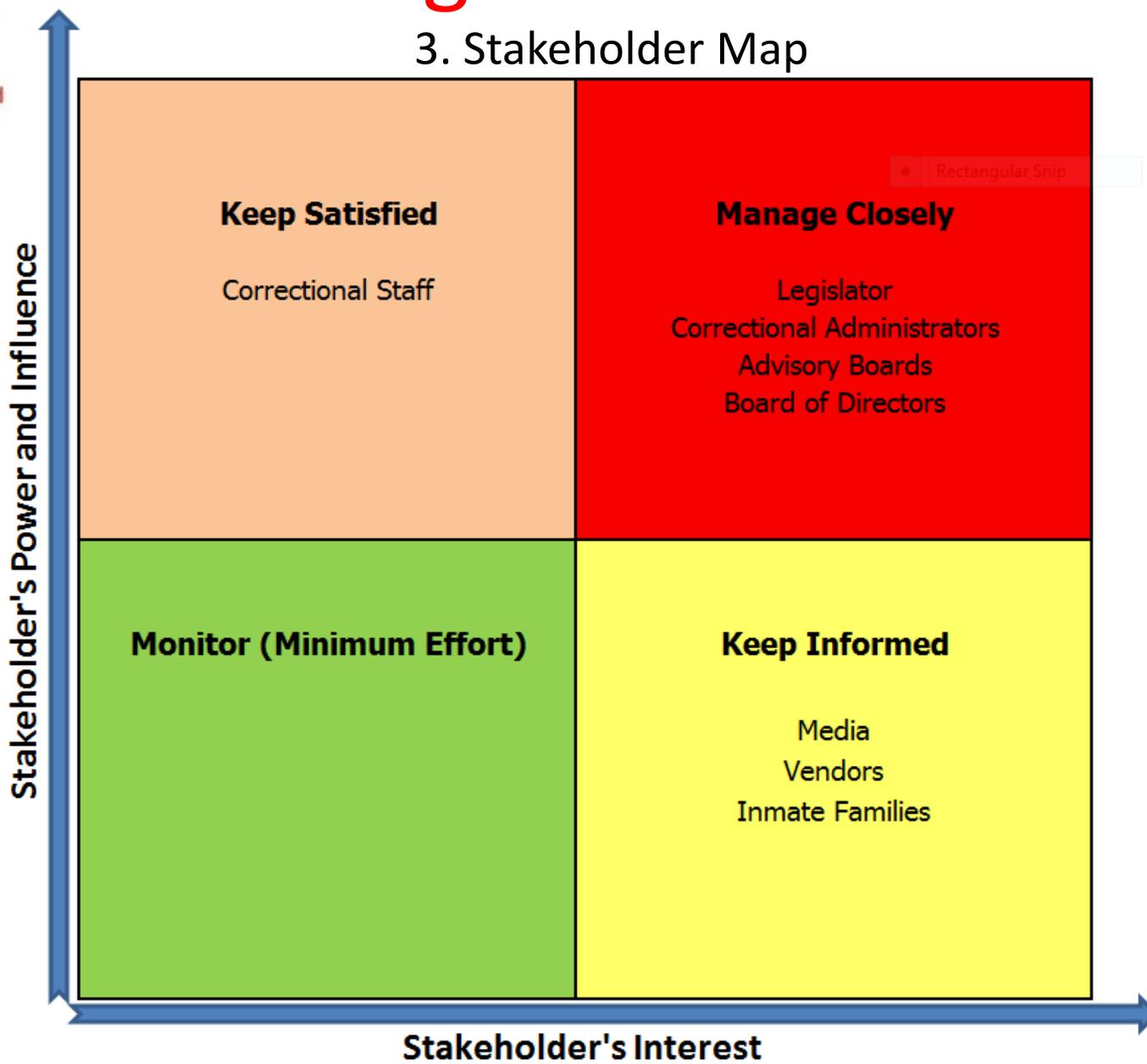
Place the stakeholders you identified earlier on a stakeholder analysis by the level of interest and the level of control they have on your program.



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3. Stakeholder Map



Rectangular Ship



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4. Develop Stakeholder Management and Communication Plans

- Prior to developing plans, ensure you consider your organizations' and stakeholders needs
- You will need to understand:
 - What motivates your stakeholders to gain their support
 - How do they feel about your mission and goals?



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Developing a Plan

Questions that will help you gain better insight into your stakeholders' needs

- What interest do they have in your work?
- Do they find value in your work?
- What is the best way to communicate with them?
- What information do they want and need?
- Who influences their opinions or perceptions?
- Are their current opinions or perceptions accurate?
- If negative, how can they be changed?
- Who can best influence the stakeholder?





Investing in Your Assets

Developing a Plan continued

- Develop talking points that support your Correctional Industries mission and goals.
- Create a series to cover a variety of key topics.
- Modify based on the target audience.
- Ensure information is supported by facts or anecdotal evidence.





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Correctional Industries:

Reduce offender idleness Reduce recidivism
Are largely self-supporting Reduce correctional costs
Help Create Safer Communities, reducing future victimization
Provide offenders with job skills and a work ethic
Enable offender to compensate crime victims
Support the local, state and federal economy





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5. Educate Stakeholders



Encourage positive solutions

- Tailor your approach and education based on the needs of each stakeholder
- Identify the way in which your program can benefit them
- Identify the best person or people to deliver the messages



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Educate Stakeholders

- Provide tours or open houses
- Invite stakeholders to meetings
- Print newsletters
- Speak at Legislative events
- Speak to community organizations
- Attend stakeholder meetings
- Newspaper articles highlighting a program or a successful event
- Use of social media





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Building the Foundation



unicor



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6. Communicate Brand Identity



Communicate your Correctional Industries brand in a clear, compelling and consistent manner to both internal and external stakeholders.



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SERVICE for RESULTS





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Engaging stakeholders is all about building and nurturing relationships

- Communicate clear and relevant goals
- Provide principled leadership
 - Trust and respect
- Build competent teams
- Cultivate champions
- Nurture a collaborative climate
- Communicate with difficult stakeholders
- Build strategic alliances
- Develop and maintain security relationships
- Formulate legislative strategy
- Show a unified commitment
- Accept external support and recognition

It's all about relationships



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Ensure that we do not lose stakeholders due to de-railed relationships



- The absence of an unclear vision, or no vision at all
- Ineffective leadership
 - Lack of trust and respect
- Operating within silos
- Internal and external power struggles
- Poor organization
- Ineffective communication
- Lack of direction and measurement



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In Summary

Engaging stakeholders gains support for your Program

- Identify stakeholders
- Conduct a stakeholder analysis
- Developing a communication plan
- Communicating your brand identity
- Cultivate champions
- Build strategic alliances
- Develop and maintain facility relationships
- Formulate legislative strategy
- Utilize media and media outlets to your advantage



Reentry-Focused Performance Excellence

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• **QUESTIONS?**



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