

# NDCS Report on the Use of Retention Funds

## Final Quarterly Report: April - June 2017

The Nebraska Legislature appropriated \$1.5 million dollars to the Nebraska Department of Correctional Services in April 2016 for the purpose of funding recruitment and retention initiatives within the Department. This report is the fifth and final quarterly retention fund report required by N.R.S. 90-559, covering the period from April 1 through June 30, 2017. The statute includes a requirement for quarterly reports to the Governor and Legislature addressing (1) how the funds are being utilized, (2) the impact of the use of the funds on retention of quality staff, (3) staff vacancy and turnover data and (4) plans for future use of the funds.

### 1. How the funds are being used: Retention Initiatives

Through the quarter ending on June 30, 2017, the Nebraska Department of Correctional Services (NDCS) expended a total of \$1,519,480 on retention initiatives. Appendix 1 at the end of this report provides a list of the existing projects, their purpose and intended targets, potential outcome measures and expenditures to date. The department has identified four primary areas of focus for the retention initiatives: Training and Professional Development, Stress Reduction and Coping Strategies, Work-Life Balance and Behavioral Health Training. Each of these four subject areas contains one or more retention initiatives. A short description of each of the initiatives is provided below along with an update on implementation to date.

- a. Training and Professional Development - Retaining quality staff includes providing opportunities to acquire new skills, education and training which will allow them to maximize their potential. Below are several strategies being implemented to improve training and professional development opportunities for staff at all levels.
  - i. Professional Development Bonus –The existing tuition reimbursement program has been expanded to cover the cost of the employees attending approved professional development courses as well as provide a bonus to staff for successfully completing the courses. Employees are eligible to receive reimbursement of the cost of the course and a bonus of up to \$500 for successfully completing a professional development course, depending on the number of hours required to complete the course. Due to lower than expected participation in the program and feedback from staff, the department doubled the amounts of the professional development bonus up to \$500 in November 2016.

**Update: Participation in the professional development bonus program slowed during April following a surge in participation after the bonus was increased in November 2016. 113**

**employees completed a professional development course between April and the end of June, increasing the total participants in the program from 535 to 648. The total of bonus payments and reimbursement for tuition through the end of fiscal year 2017 is \$217,711.**

- ii. Behavioral Health Symposium – NDCS, in collaboration with Parole Administration and the Office of Probation Administration, hosted a behavioral health symposium on May 9-10, 2017, to provide professional growth opportunities for NDCS employees, probation and parole staff, and interested community providers.

**Update: The Behavioral Health Symposium was held on May 9-10 and was a resounding success based upon feedback from attendee evaluations. There were over 200 attendees representing NDCS, Probation, Parole and community behavioral health providers and 160 individuals received behavioral health continuing education credits at the event. Retention funds allowed NDCS to provide this unique training opportunity to its behavioral health staff and allowed us to keep costs reasonable for community providers as well. The total expenditure for the symposium was \$24,521.**

- iii. Health Care Staff Continuing Education– Similar to the professional development bonus, this initiative reimburses licensed health care employees for completing required continuing education. Health care continuing education reimbursement is being processed through the department’s tuition reimbursement process which also includes all other tuition reimbursement in the department. Due to lower than expected participation, health services sent out information to staff this spring reminding them that these funds are available for reimbursement of continuing education expenses.

**Update: Through the end of June, health services staff had been reimbursed \$3,044 for CEU expenses.**

- iv. Licensed Alcohol and Drug Counselor Certification – In order to attract and retain Licensed Alcohol and Drug Counselors, reimbursement is being provided to behavioral health staff members who obtain a LADC certification.

**Update: Due to a lack of participation in this initiative (no health care personnel had requested reimbursement for LADC certification), the \$10,000 in funds for this initiative were reallocated to supplement the technology upgrades at the staff training academy.**

- v. Staff Training Academy Technology Upgrades – Providing staff the training and tools to perform their jobs is an important part of employee retention. The department is upgrading technology at the staff training academy to move to computer-based instruction, which will improve the ability to provide enhanced curriculum and materials as well as familiarize staff with the department’s computer systems during pre-service.

**Update: The technology upgrades at STA are complete. Computers were delivered in July and the first computer based pre-service class will start in the near future. The initial estimate for this project was \$75,000 and \$10,000 was reallocated from the LADC reimbursement program in April 2017. The total cost for the upgrades was \$101,431.**

b. Stress Reduction and Coping Strategies - Correctional employees need techniques and strategies to cope with the unique challenges and stress they experience in the correctional environment. It is a reality that working under a heightened state of alertness in a stressful environment such as corrections can be exhausting and lead to physical and mental health issues. Employees need techniques and strategies to cope with the unique challenges and stress they experience in the correctional environment.

i. Resiliency Training - Corrections Fatigue to Fulfillment (CF2F) is a program developed to address the long-term impact on overall health and functioning of corrections staff due to corrections-related workplace stress and issues specific to the prison environment.

More than 500 protective services staff at the Tecumseh State Correctional Institution (TSCI), Nebraska State Penitentiary (NSP) and Lincoln Correctional Center (LCC) received the CF2F training in September and October 2016. Training for members of the department's executive steering council occurred on October 29, 2016.

On December 12-15, 2016, 12 NDCS staff attended a 32 hour instructor training to launch the first step in becoming certified as CF2F instructors. Selection of instructors was completed from an agency-wide recruitment and application process. Individuals selected ranged in all positions including that of mental health practitioner, unit case manager, case worker, corrections corporal, reentry specialist, and chemical dependency counselor.

**Update: The twelve staff trained in December completed their coaching sessions and received their certification in February. The in-house trainers began offering courses in March at facilities for those staff who did not participate in the fall. An additional 259 staff have completed the CF2F course since March, bringing the total number of staff who received this training to date to 646 through the end of FY17. The department will continue to provide CF2F courses at facilities, with the goal of having all protective services employees complete the training. Including CF2F as part of pre-service or as a mandatory in-service is also being looked at as a way to ensure all staff are exposed to this valuable training.**

**In February 2017, the department hosted a Blue Courage training at a cost of \$2,500. Blue Courage is an organization focusing on providing training to corrections and law enforcement agencies. The training was focused on helping staff understand and**

**recognize the unique situations and stressors that corrections professionals encounter on a daily basis, strategies to prevent and recover from stressful incidents on the job and establishing a culture of dignity, respect and pride in the contribution to public safety corrections staff make each day. The training was very well received and the department is looking at options to provide additional Blue Courage trainings in the future.**

- ii. Staff Support Training - Contracted training provided to victim advocates at each facility to provide an additional support for staff who are struggling with the difficulties of the job. Five victim services staff attended critical incident stress management training provided by the Mental Health Association in September at a cost of \$75 per participant. An additional 10 staff attended this two day training in January bringing the total number of staff advocates who have attended the training to 15.

c. Work-Life Balance

- i. Staff Wellness Centers - Develop wellness centers at NSP and TSCI to provide staff access to exercise equipment, relieve stress and promote engagement.

**Update: The work on the wellness center at NSP is nearly complete, with only finishing work and utility connections remaining. NSP expects to open the center by September 1, 2017. TSCI has identified a location, completed initial renovations and the fitness equipment order has been put out for bid. Estimated completion for the TSCI wellness center is fall of 2017.**

**Total cost for the two projects to date is \$123,392 broken down as follows: NSP - \$89,392, TSCI – \$34,000.**

- ii. Commuting Bonus for TSCI – A monthly commuting bonus is being provided to TSCI employees based on how far they live from the facility. Individuals community over 30 miles to work will received \$30 per month and individuals commuting more than 30 miles received \$60 per month. Employees earning more than \$55,000 are not eligible for the commuting bonus.

**Update: The total payout for commuting bonuses through the end of fiscal year 2017 was \$236,476. The Department is continuing to provide the commuting bonus to TSCI staff through the first quarter of FY 2018 and will review the program at that time.**

- iii. Retention Bonus. On August 30, 2016, the department initiated a \$500 retention bonus for staff in the following job classifications hired prior to January 1, 2016: corrections officer, chemical dependency counselor, registered nurse, corrections corporal, chemical dependency treatment specialist, licensed practical nurse, unit caseworker, licensed mental

health practitioner I & II, and food service specialist.

A total of 955 staff received the bonus in 2016 at a cost of \$477,500. Feedback on the retention bonus has been mixed. Although the department has communicated to team members the bonuses are for high turnover, high vacancy positions, team members who did not receive the bonus have expressed they feel their commitment has not been recognized.

d. Behavioral Health Training

- i. Schema-Focused Training – This is an evidence-based integrated therapy approach that focuses on changing long-standing patterns of thinking which prevent individuals from benefiting from traditional forms of treatment. Forty behavioral health staff attended schema-focused therapy training on September 8-9, 2016 at Southeast Community College at no cost to the department. The department utilized the funds initially allocated to this project to provide a four day training for staff in the good lives model of sex offender treatment in July 2017.
- ii. Good Lives Model Training – Training for clinicians from NDCS, Probation, Parole and Community Providers in the good lives model of sex offender treatment.

**Update: NDCS contracted with Cabot consulting to provide an intensive four day training at Southeast Community College on July 17-21, 2017 at a cost of \$12,653. The training was conducted in collaboration with our partners in Probation and Parole and was open to community providers as well.**

- iii. Violence Reduction Program and Violence Risk Scale Training – Training for clinicians focusing on delivery of violence reduction programming and risk assessment.

NDCS contracted with Psynergy consulting for two international experts on violence reduction programming who delivered three and a half days of training for NDCS staff at the beginning of November 2016. Twenty-eight staff from NDCS and five staff from the Lincoln Regional Center attended the training. The cost of the training was \$34,451, which includes two years of additional technical support.

e. Employer contribution/Administrative Costs

The department provided financial incentives to staff as part of three different retention initiatives: the professional development bonus, the retention bonus and the commuting bonus. Whenever the state provides additional compensation to employees there are associated costs for the employer contribution for retirement, health insurance, life and accident insurance and fica taxes (Social Security and Medicare). The total of these administrative costs for all three of the bonus programs was \$237,105 and is included as the

last line item in Appendix 1.

## **2. Impact of the use of the funds on retention of quality staff**

The initial plan for the use of the retention funds was announced by Director Frakes on June 15, 2016. Since that time the department has monitored participation, listened to feedback from staff, and made changes to tweak programs or reallocate funds as necessary in order to utilize the provided resources in a way that would have the most meaningful impact on staff retention.

Feedback from staff has varied by initiative but has been generally positive. The Corrections Fatigue to Fulfillment training, Blue Courage training and the enhanced professional development bonus programs have received very positive responses. Staff members indicated they appreciate that these issues are being recognized and that the department is listening. The professional development bonus was initially perceived by some staff as too little compensation for the time invested. The department responded to this feedback by increasing the bonus and participation increased from 292 to 535 in the first three months of 2017 and finished with a total of 648 participants.

Staff who participated in the professional development bonus program were required to complete an evaluation and provide feedback on the program. The feedback on the program prior to the increase in the bonus to \$500 in November was that the bonus was too small in comparison to the time commitment required to earn it, particularly in comparison to working overtime for the same amount of time. After the bonus was increased in November of 2016, the feedback was overwhelmingly positive. A more detailed review of the staff feedback for this program is included in table 6 below.

Measuring the impact of these programs on staff retention, particularly for programs that have only been in place for less than a year, has been a challenging process. The analysis presented below was conducted using employee recipient rosters and a roster of all active employees as of July 30, 2017. The information provides useful data related to the participation of NDCS employees in retention-fund sponsored activities, as well as the number of participants still employed with the department. Limitations in the data gathered on program participants and in the human resources information system prevented examinations of length of tenure in a position and comparisons with employees who did not participate in the programs. In spite of these limitations, this report serves as a solid baseline the department and policy makers can use and which will also form the basis for future evaluations to measure the longer term impact of these programs on retention.

### **a. Retention Bonus**

On September 4, 2016, 951 eligible employees were awarded a one-time retention stipend of \$500. Of these recipients, 836 (78.9%) worked in a protective services job classification (unit caseworker, corrections corporal, or corrections sergeant). Eligible employee classifications were Unit Caseworkers, Corrections Corporals, Corrections Officers, Food Service Specialists, Registered Nurses, Licensed Practical Nurses, Chemical Dependency Counselors, Chemical

Dependency Treatment Specialists, Licensed Mental Health Practitioners I, and Licensed Mental Health Practitioners II. As of July 30, 2017, 783 staff members who received a stipend (82.3%) were still employed with the Department. Of those still employed, 121 (15.5%) promoted, transferred positions, or otherwise changed job classifications after receiving the stipend. Table 2, below, shows the distribution of recipients by job classification.

**Table 2: Stipend Recipients by Job Classification**

<b>Job Classification</b>	<b>Received Stipend</b>	<b>Count Employed on July 30, 2017*</b>	<b>Percent Employed on July 30, 2017*</b>
Caseworker	182	141	77.5%
Corporal	443	380	85.8%
Officer	211	165	78.2%
Food Service Specialist	25	22	88.0%
Registered Nurse	21	17	81.0%
Licensed Practical Nurse	10	8	80.0%
Chemical Dependency Counselor	22	20	90.9%
Chemical Dependency Treatment Specialist	11	10	90.9%
Licensed Mental Health Practitioner I	13	8	61.5%
Licensed Mental Health Practitioner II	13	12	92.3%
<b>TOTAL</b>	<b>951</b>	<b>783</b>	<b>82.3%</b>

*\*"Employed on July 30, 2017" counts reflect classification at time stipend was awarded. 121 employees promoted, transferred to another NDCS division or facility, or changed job classifications between September 1, 2016 and July 30, 2017.*

Of the 951 employees who received the \$500 bonus, 168 (17.7%) subsequently left the department. Of these, 150 were from protective services classifications. The average length of time between receiving the stipend and leaving NDCS employment was 5.7 months. Table 3, below, shows the distribution of employee attrition and length of stay by job classification.

**Table 3: Stipend Recipient Attrition by Job Classification**

<b>Job Classification</b>	<b>Left NDCS</b>	<b>Average Months Employed after Stipend</b>
Caseworker	41	5.1
Corporal	63	6.3
Officer	46	5.0
Food Service Specialist	3	4.4
Registered Nurse	4	6.1
Licensed Practical Nurse	2	1.6
Chemical Dependency Counselor	2	7.1
Chemical Dependency Treatment Specialist	1	5.0
Mental Health Practitioner I	5	7.8
Mental Health Practitioner II	1	Unknown*
<b>TOTAL</b>	<b>168</b>	<b>5.7</b>

*\*No employment end date was available for this individual.*

With regard to the end of employment conditions for these individuals, approximately 63% resigned with at least two weeks' notice, transferred to another State of Nebraska agency, or retired. About 10.8% of individuals resigned pending internal investigations or were terminated for disciplinary reasons. Table 4, below, shows the primary reasons listed for employee attrition.

**Table 4: Reasons for Stipend Recipient Attrition**

Reason for Leaving	<i>n</i>	%
Resigned with Two Weeks' Notice	86	51.2%
Transfer to Another State Agency	10	6.0%
Retirement	10	6.0%
Resigned with Less than Two Weeks' Notice	24	14.3%
Resigned Pending Investigation	9	5.4%
Disciplinary Termination	9	5.4%
Could Not Perform Job Duties	3	1.8%
Other	17	10.1%
<b>TOTAL</b>	<b>168</b>	<b>100.0%</b>

b. From Corrections Fatigue to Fulfillment Training

A second initiative funded through the retention appropriation was resiliency training, sponsored by Desert Waters Correctional Outreach. From Corrections Fatigue to Fulfillment is an 8-hour training course that identifies the negative effects of repeated and continual exposure to workplace stressors and provides staff with coping strategies and ways to increase the quality of their job. From Corrections Fatigue to Fulfillment training began in September of 2016 with selected participants attending additional certification courses as trainers to ensure a cost-effective method of internal sustainability.

A total of 634 individuals participated in Desert Waters Correctional Outreach training between September 12, 2016, and June 17, 2017. Twelve staff members also completed a 32 additional hours of training to become certified CFF presenters. As of July 30, 2017, 559 staff members who participated in the training were still employed with the department (88.2%). Table 5, below, provides the number of staff trained each month and the number of trained staff retained as of July 30, 2017.

**Table 5: Training Participants by Month**

Training Month	Count of Employees Trained	Count Employed on July 30, 2017	Percent Employed on July 30, 2017
September 2016	171	142	83.0%
October 2016	295	267	90.5%
November 2016	83	68	81.9%
March 2017	41	38	92.7%
June 2017	44	44	100.0%
<b>TOTAL</b>	<b>634</b>	<b>559</b>	<b>88.2%</b>



c. Professional Development Bonus

The professional development bonus was announced on June 15, 2016, and provided staff the opportunity to earn additional compensation for completing approved training courses by June 30, 2017. This bonus also provided reimbursement for the cost of the course, if applicable. The compensation bonus was originally limited to \$250 per employee, but was increased to \$500 on November 30, 2016.

Between June 15, 2016 and June 30, 2017, 544 unique NDCS staff members participated in the professional development bonus. As of July 30, 2017, 457 staff members who received a professional development bonus (84.0%) were still employed with the Department. Regarding the overall utility of the programs offered, 89.1% of respondents (n=805) on satisfaction surveys indicated that the class met their expectations, 88.8% (n=803) agreed that the topics covered in the course were relevant to them, and 87.8% (n=794) noted that the content of the course they took was organized and easy to follow. This information is displayed further in Table 6, below.

**Table 6: Professional Development Satisfaction Survey Responses**

Course Qualities	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The Class Met My Expectations	230	575	94	3	1
The Topics Covered were Relevant to Me	283	520	93	7	1
The Content was Organized and Easy to Follow	295	499	96	11	3

d. Summary

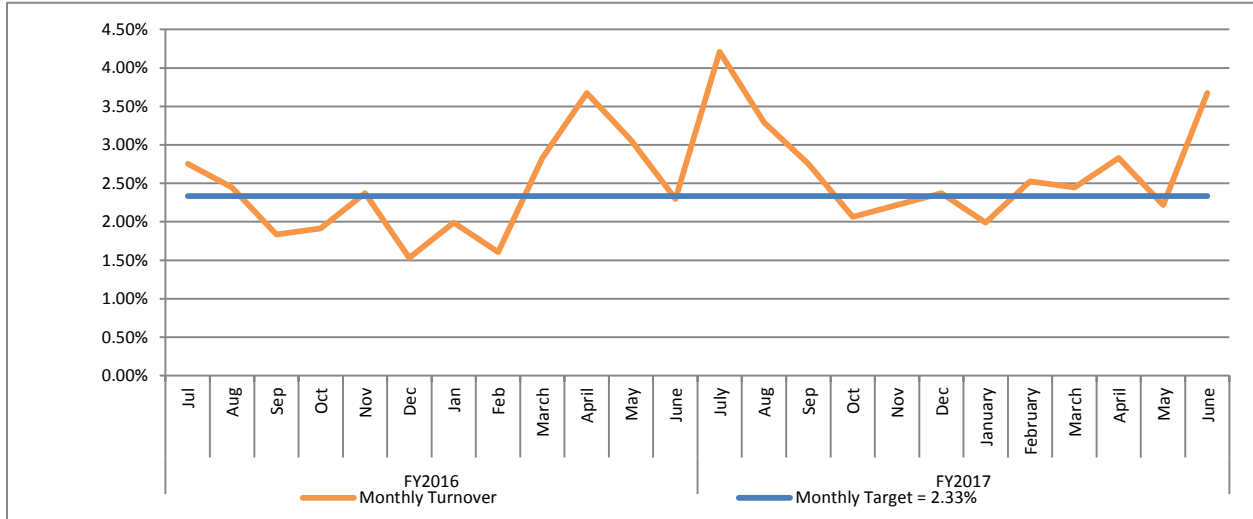
On average, over 80% of all NDCS staff members who received direct compensation and/or training provided by the use of retention fund appropriations were employed by NDCS on July 30, 2017. In addition, satisfaction surveys indicate that staff overwhelmingly found the materials offered to them to meet their expectations, provide information relevant to their jobs, and easy to understand. The department will continue to evaluate the impact of these initiatives on employee retention as more time passes and additional data becomes available.

Section three, below, documents agency turnover information for the period during which the retention initiatives have been in place. While the overall turnover situation has not improved significantly during the year the retention funds were provided, the department is confident the programs supported by the retention funds have had a positive effect on employee engagement and retention. There are also other factors such as the pay increase for some protective services staff in November 2016 and the low unemployment rate in Nebraska which impact the analysis employees make when choosing to remain employed in a job and make it difficult to isolate the unique impact the retention initiatives are having on overall retention rates.

**3. Staff Vacancy and Turnover Data**

The first quarterly report provided a baseline for evaluating the impact of the retention funds on turnover and vacancies. Table 7 contains the monthly turnover rate for protective services employees for all of FY 2016 and FY 2017.

**Table 7: Protective Services Turnover – FY 2016 - FY 2017**



Protective services turnover and agency turnover as whole remain a priority for the department. Protective services turnover was at or below the monthly turnover target of 2.33% for the last three months of 2016. The positive trend continued through the first quarter of 2017, with January turnover at 1.99%, February at 2.52% and March at 2.33%. Protective services turnover is on an upward trend over the last quarter with April (2.83%) and June (3.86%) exceeding the monthly target. Table 8 provides monthly turnover for the agency since 2015.

**Table 8: NDCS Agency Turnover 2015-2017**

Year	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
2015	50	44	54	47	61	56	52	46	38	35	42	40	565
2016	37	30	54	59	55	53	72	61	52	54	39	47	613
2017	40	57	47	49	49	68							307

Table 9 documents monthly protective services turnover during the same time period and Table 10

contains year-to-date agency-wide turnover information for calendar year 2017. Protective services is the highest need area in the agency from a staffing perspective and has been the main focus of the department’s retention efforts.

**Table 9: NDCS Monthly Protective Services Turnover 2010-2017**

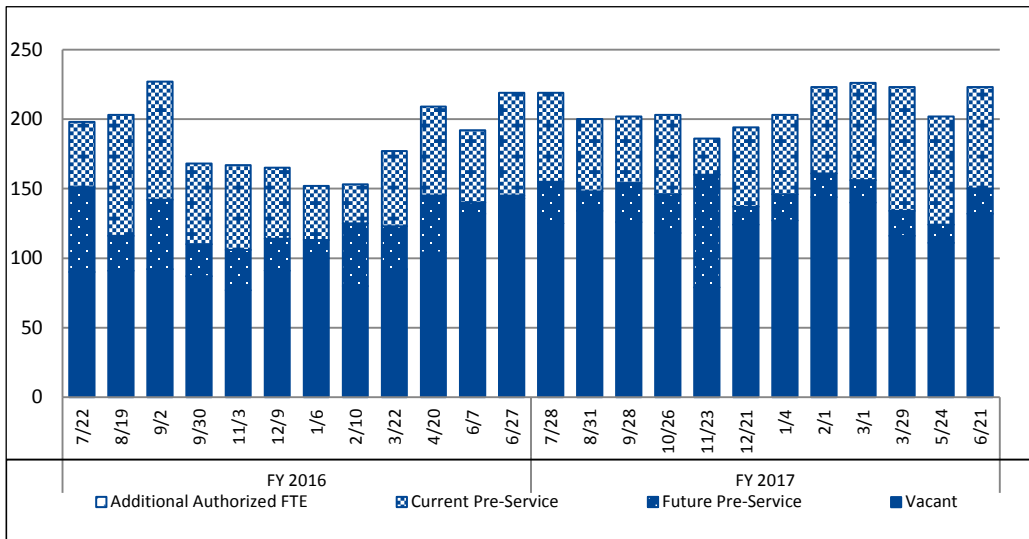
Year	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
2015	41	25	45	32	36	40	36	32	24	25	31	20	387
2016	26	21	37	47	40	30	57	42	36	28	29	31	424
2017	26	33	30	37	30	48							204

**Table 10: Agency Turnover Rates 2017**

	T/O YTD	Auth FTE	T/O Rate
Total Turnover Rate for Protective Services:	204.00	1,305.00	15.63%
Total Turnover Rate for Nurses:	8.00	47.50	16.84%
Total Turnover Rate for Education:	2.00	27.00	7.41%
Total Turnover Rate for Other:	93.00	975.00	9.54%
Total Projected Annual Turnover Rate for Protective Services:			31.26%
Total Projected Annual Turnover Rate for RN's & LPN's:			33.68%
Total Projected Annual Turnover Rate for Education:			14.81%
Total Projected Annual Turnover Rate Other:			19.08%
Total Agency Turnover Rate:	307.00	2,354.50	13.04%
Total Projected Agency Turnover Rate:			26.08%

Table 11 provides protective services vacancy information for FY2016 and FY 2017 and Table 12 below provides protective services monthly vacancies by facility and the agency as a whole.

**Table 11: Protective Services Vacancies FY 2016 – FY2017**



**Table 12 Protective Services Vacancies by Facility FY2016 and FY2017**

FY	Quarter	Analysis Date	CCL	CCO	DEC	LCC	NCW	NCY	NSP	OCC	TSC	WEC	Central	Hlth Svc	CSI	NDCS
FY 2016	Q1	6/30/2015	7	1	15	18	5	2	32	3	40	3	0	0	0	126
		7/22/2015	2	2	11	9	5	2	22	3	38	0	1	0	0	95
		8/5/2015	1	1	10	14	4	2	31	2	40	1	1	4	0	111
		8/19/2015	2	1	5	10	3	0	24	2	40	1	1	1	1	91
		9/2/2015	1	0	7	8	4	0	21	4	43	1	1	1	1	92
		9/16/2015	1	0	5	11	3	2	21	2	39	1	1	1	0	87
	Q2	9/30/2015	2	0	7	11	1	0	25	3	36	1	2	0	0	88
		11/3/2015	1	0	7	10	1	0	15	2	40	0	2	0	1	79
		11/25/2015	1	0	13	14	1	0	18	3	48	0	2	0	1	101
		12/9/2015	0	0	13	11	0	0	15	1	45	1	1	0	1	88
		12/23/2015	1	0	8	12	1	0	17	2	50	2	1	0	0	94
		1/6/2016	1	0	5	14	1	1	17	4	51	3	1	0	0	98
	Q3	1/24/2016	0	1	3	10	1	0	19	2	50	3	1	0	0	90
		2/10/2016	0	0	3	12	2	0	12	2	43	3	1	0	0	78
		2/25/2016	0	1	7	10	1	0	18	2	39	4	0	0	0	82
		3/22/2016	0	1	5	12	0	0	22	3	44	3	0	0	0	90
Q4	4/20/2016	1	0	11	15	3	0	19	3	46	3	0	0	0	101	
	6/7/2016	0	0	10	15	5	2	19	8	67	4	0	0	0	130	
		6/27/2016	0	0	11	19	4	6	23	7	69	5	0	0	0	144
FY 2017	Q1	7/14/2016	1	1	10	18	1	4	17	7	64	4	0	0	0	127
		7/28/2016	2	1	11	11	2	3	19	8	62	6	0	0	0	125
		8/17/2016	2	0	7	10	3	1	20	6	67	5	0	0	0	121
		8/31/2016	1	0	8	11	2	2	30	7	70	3	0	0	0	134
		9/14/2016	1	0	10	10	3	2	22	7	73	1	0	0	0	129
		9/28/2016	0	0	10	12	3	2	21	3	77	1	0	0	0	129
	Q2	10/26/2016	1	0	12	12	4	1	25	3	69	1	0	0	0	128
		11/9/2016	0	0	11	15	1	1	27	5	67	2	0	0	0	129
		11/23/2016	0	0	12	19	2	1	19	6	27	1	0	0	0	87
		12/7/2016	0	0	15	26	2	3	28	9	57	1	0	0	0	141
		12/21/2016	0	0	18	22	3	3	25	12	53	1	0	0	0	137
		1/4/2017	0	0	21	24	3	1	27	10	53	1	0	0	0	140
	Q3	1/18/2017	0	0	20	26	2	1	28	2	50	1	0	0	0	130
		2/1/2017	3	0	16	27	4	1	36	5	49	2	0	0	0	143
		2/15/2017	3	0	19	24	4	1	34	2	49	3	0	0	0	139
		3/1/2017	2	0	12	25	6	2	30	4	54	3	0	0	0	138
		3/15/2017	1	0	7	15	5	0	26	3	54	1	0	0	0	112
		3/29/2017	1	0	10	20	5	0	21	2	53	1	0	0	0	113
Q4	4/12/2017	1	0	11	10	8	0	25	2	60	1	0	0	0	118	
	4/26/2017	0	0	11	6	5	0	29	3	54	1	0	0	0	109	
	5/10/2017	0	0	10	7	3	0	34	4	49	2	0	0	0	109	
	5/24/2017	0	0	4	5	5	0	34	5	53	2	0	0	0	108	
	6/7/2017	0	0	6	6	4	0	40	4	57	1	0	0	0	118	
	6/21/2017	0	0	8	9	4	0	45	3	59	0	0	0	0	128	

The number of vacant protective services positions agency wide improved slightly over fiscal year 2017 with 143 vacancies on 6/27/16 and 128 on 6/21/17. Vacancies decreased at all facilities except NSP over FY17 and there were fewer than ten vacancies at all NDCS facilities except TSCI and NSP at the end of the FY17. The overall trend remains flat, however, and protective services vacancies are still a significant issue, particularly at TSCI and NSP. TSCI saw a small decrease from 69 to 59 vacancies while NSP saw an increase from 23 to 45 vacancies over FY17.

The department is continuing to explore new ideas to improve retention at NSP and TSCI and address this difficult issue. While the retention data to date may not indicate significant improvement in vacancies or turnover at NSP and TSCI, the programs have only been in place for a short time and it is too soon to measure the complete impact these programs are having. Based upon employee feedback and the initial retention data, the department is confident that the situation would be worse had the retention initiatives not been launched and is appreciative of the Legislature providing funding to help address the issue.

The department has also focused on recruitment and retention in behavioral health over the past year. Progress has been made in filling vacant behavioral health leadership positions. The department has filled the assistant administrator for mental health and the assistant administrator

for sex offender services, a psychologist dedicated to restrictive housing at TSCI and a psychologist for the residential substance abuse program at NSP. While we still are having issues filling psychiatry, mid-level provider and substance use counselors, the progress made in filling the vacant leadership positions are reason for cautious optimism.

In June 2017 Correct Care Solutions cancelled its contract to provide medical services at TSCI effective July 24, 2017. The contract was for medical personnel and did not affect behavioral health positions at TSCI. It does, however, create additional positions the department will have to fill through new agency contracts or new hires.

While the department cannot definitively attribute the progress in filling behavioral health positions to the retention initiatives, the feedback we have received to date indicates they have played a part in retaining existing employees and sending the correct message to potential new hires. The department is hopeful these initiatives will continue to make progress in addressing our protective services and behavioral health vacancies, reducing the need for mandatory overtime.

#### **4. Plans for the future use of the funds**

The one time appropriation of \$1.5 million for retention has been expended and this is the final retention report required by N.R.S. 90-559. The department, however, will continue to monitor and evaluate the success of the retention initiatives as it will take time to measure the true impact on retention over time. This will allow us to identify the most effective investments of resources for any future retention initiatives. Outside of the direct impacts on retention and recruitment, the process of identifying potential uses, developing programs, and soliciting and reacting to feedback from employees has been beneficial.

The focus on employee engagement and retention has also heightened awareness of the issue and sends the message to staff that the department and external stakeholders take this issue seriously. Addressing these issues through a one-time appropriation was challenging in terms of determining how the funds could be utilized most effectively. It quickly became clear, however, that the benefits in sending the right message to staff and encouraging professional development will serve the department well for years to come.

Appendix 1 outlines the existing initiatives, expenditures to date, and the outcome measures used to evaluate their effectiveness.

## APPENDIX: NDCS RETENTION INITIATIVES

Strategy	Intended Target	How it Works	How it Impacts Retention	Potential Measure	Estimated Cost	Progress/Expenditures to Date
Professional Development Stipend	Protective Services	Design process to provide stipend when staff complete online training courses	Encourage professional development; Shows commitment to staff and recognition that new skills are valuable;	Measure retention for employees taking advantage of professional development.	\$300,000	648 staff completed professional development courses and received the stipend \$217,711
Resiliency Training	Protective Services	"Corrections Fatigue to Fulfillment" is a program developed to address the long term impact on overall health and functioning of corrections staff due to corrections- related workplace stress, the issues specific to the prison environment	The skill-building exercises teach employees to cope with the stressors and/or trauma experienced on the job, which means they will be better equipped to handle the stress of the job, they react to situations better, they and provides	Feedback from staff on training; Measures retention of participating staff.	\$50,000	Training was provided to staff at NSP and LCC in September, TSCI in October and Executive Staff in November 2016. NDCS staff was trained to deliver the program in December 2016. \$49,993
Peer Support Training	Victim Advocates	Contracted training would be provided to the victim advocates at each facility to provide an additional support for staff who are struggling with the difficulties of the job	Provide a level of support for staff outside of their normal supervisory structure where they may be more comfortable sharing issues w/ peers;	Staff surveys re: support services Retention rates for participating employees	\$25,000	5 staff attended CISM training in Sept and 10 more attended in January \$1,500
Staff Wellness Center (onsite TSCI/NSP)	All facility staff	Develop wellness centers to provide staff access to exercise equipment, relieve stress and promote engagement.	This is a need identified by staff which will provide an onsite stress relief opportunity and potentially save employees \$ by not having to pay for a gym membership.	Facility usage rates and employee feedback Retention rates at facilities where they are provided	\$200,000	NSP – Work nearly complete, completion date 9/1/17. \$89,392 (NSP) TSCI – Work underway, equipment let for bid.. \$34,000 (TSCI) Total – \$123,392
Commuting Stipend for TSCI	TSCI Staff	Provide a monthly commuting stipend to TSCI employees based on how far they live (by Zip Code) from TSCI. \$50 > 30 miles, \$25 < 30 miles	Travel time and cost have been identified as two factors affecting recruitment and retention at TSCI.	TSCI retention rates	\$250,000	\$236,176
Technology Upgrades at STA	All Staff	Upgrade Technology at the Staff Training Academy to move to electronic materials	Better prepare staff for use of our computer and data systems. Improve staff engagement by providing the tools and training they need to do their job effectively.	Staff retention - completing probation, and staying 1 yr after going thru updated academy) Employee feedback	\$85,000	80 Laptops, Monitors, Tables and PA system ordered. Electrical completed. First computer based academy started \$101,431
Retention Bonus	Select Job Classifications	Staff in the flowing job classifications hired prior to Jan 1, 2016 receive a \$500 retention bonus.	Recognize and reward the service of long term staff in high turnover positions	Staff retention – Turnover in identified job classifications. Employee feedback.	\$400,000	\$477,500 955 employees received the retention bonus in September 2016
<b>Subtotal</b>					\$1,310,000.00	\$1,207,703

## NDCS HEALTH SERVICES RETENTION INITIATIVES

Strategy	Intended Target	How it Works	How it Impacts Retention	Potential Measure	Estimated Cost	Progress/Expenditures to Date
Licenses	Dually Licensed Staff	Reimbursing Medical Staff for the costs to maintain licensure beyond their primary license.	This is in addition to what we currently reimburse in licenses	Participation Rate Retention rate for participating staff Employee Engagement	\$10,000.00	Eligible health care staff have been notified that reimbursement is available.  \$3,044
Schema-focused training	LADC, LMHP, PhD	Evidence based integrated therapy approach that focuses on changing long-standing patterns of thinking that prevent individuals from benefiting from traditional forms of treatment.	Provides additional skills/tools to BH staff for dealing with the most difficult inmates and alternative approaches that may be more effective with all clients.	# of staff who participate and complete training Retention rate for participating staff Employee Engagement	\$10,000.00	Training occurred on September 8- 9th, 2016 at no cost to the Dept.
Violence Reduction Training	BH Staff	Training for BH staff on delivery of violence reduction programming from recognized experts in the field.	Helps staff address the needs of high risk patients and provides tools for working with violent inmates to create a safer work environment	# of staff completing the training # of patients successfully completing VRP	\$35,000.00	Two trainings conducted for 28 NDCS and 5 Regional Center staff in November and contract for two years of technical support. \$34,451
Behavioral Health Symposium	All BH staff, re-entry staff	Host symposium to provide professional development and CEUs, could be used as recruiting tool as well. Costs include venue, staff travel, materials	Educates staff, policymakers, stakeholder and potential employees of the work NDCS behavioral health does; Professional development, education on best practices	# of New applicants from contacts at Conference Engagement of existing BH Staff Positive press on work of NDCS behavioral health staff	\$35,000.00	BH Symposium scheduled for May 9- 10, 2017 at Embassy Suites, Papillion-La Vista. Final Budget \$24,521.
Sex Offender Treatment Training in Good Lives Model	BH Staff	Host a 4 day training for treatment providers from NDCS, probation, parole and the community at Southeast Community College	Provide new skills to BH staff and provide training to community providers in the good lives model as potential recruitment tool.	BH Retention and recruitment	\$10,000	Training provided on July 17-21 to 35 participants.  \$12,653
Pay for professional CEUs	All licensed staff	Reimbursement for CEUs	Encourage professional development; Shows commitment to staff and recognition that new skills are	HC Staff retention rates # of CEU credit earned	\$100,000.00	These expenditures are currently included within the professional development stipend line item.
<b>Subtotal</b>					\$200,000.00	\$74,669
Administrative Costs of financial incentives		Taxes, FICA, Health Insurance, and Retirement costs associated with financial incentives paid to staff during FY 2017				237,105
<b>TOTAL</b>					\$1,500,000.00	\$1,519,477