

NCIA NEWS

FALL
2020

WORKING ON THE INSIDE – SUCCEEDING ON THE OUTSIDE



Building the **DREAM TEAM**

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ABOUT THE NATIONAL CORRECTIONAL INDUSTRIES ASSOCIATION

The National Correctional Industries Association (NCIA) is the only association solely dedicated to advancing the unique profession of Correctional Industries. For more than half a century, NCIA has operated as an international, non-profit professional organization of individuals, agencies and companies, both public and private, who are committed to:

- Promoting excellence and credibility in the field of Correctional Industries through the professional development of its members
- Increasing public awareness of the benefits of Correctional Industries as work/training programs funded in part or whole by the sale of goods, services and commodities produced by incarcerated individuals
- Supporting innovation in and the development of work programs for incarcerated individuals
- Promoting reentry and reducing recidivism by providing incarcerated individuals with real-world work experience that teaches transferable job skills, life skills and work ethic to prepare them for post-release reentry and employment

NCIA's Mission Statement

The National Correctional Industries Association (NCIA) is an international nonprofit professional association whose mission is to promote excellence in Correctional Industries through professional development and innovative solutions that improve public safety, business operations and successful reentry.

NCIA Members

NCIA members represent state Correctional Industry agencies, Federal Prison Industries and numerous county jail work programs, as well as private sector companies that work in partnership with Correctional Industries, both as suppliers/vendors and as partners in apprenticeship and work programs.

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BUILDING THE DREAM TEAM

Essential to any effective CI operation is an engaged, qualified, well-trained staff. The fall edition of *NCIA News* will take a closer look at how CIs across the country recruit new team members, on-board them, and support their continued professional success. With so many specialized areas and desirable skill sets within CIs, you'll learn about the 'teamwork' that went into making the 'dream work.' See how on-boarding & training programs, career ladders, and succession planning help teams make individual, as well as collective achievements.

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PRESIDENT'S MESSAGE

From Brenda Chandler, President, NCIA

Hello Friends,

It is with gratitude and appreciation that I write this final President's message. I have been honored and humbled to serve as your NCIA President for these two years. This year has been challenging for all of us. Following the immensely successful conference in Minneapolis in 2019, the need to cancel the April 2020 conference was not only a huge disappointment but a financial hardship for the NCIA organization as well. A bit of a roller-coaster ride...

The perseverance and tenacity of those involved in Correctional Industries is impressive and will be a necessary element for the future. What will the future look like and how do we return to greatness?

This edition of *NCIA News* is dedicated to teamwork and the building of CI teams that are engaged, qualified, and well-trained. While many of our CI programs are currently involved in some reductions, we can look at our organizations through a lens of rebuilding. I encourage all of you to take this opportunity to use your experience and knowledge to shape an even stronger future and position your organizations for excellence. We can build strong organizations and an even greater future!

I've remarked several times over the past few months how impressive the collaboration between our CI organizations has been. Sharing information and strategies to pivot and make PPE for the COVID-19 crisis demonstrates the strength and synergy we have together. I am confident in the ability of those involved in NCIA and the determination in rebuilding an amazing formidable organization.

For nearly two decades, I've had the privilege of being involved in this incredible organization called NCIA. I cannot express my gratitude enough for the remarkable people and the bonds and friendships this has led to. I love you all!

Some of you are aware that I recently made the decision to accept an early retirement offer effective October 2nd. I will miss my NCIA family immensely and treasure the memories more than words can say! The conferences and the friends made have truly been a highlight in my career! I will not only miss Gina, the NCIA staff, and all you CI folks, but also the wonderful vendors that support our work! I will be forever grateful for the opportunity to be involved in this great organization and will continue to support what we do. Keep up the good work!



"I am thankful for the adversities, which have crossed my pathway, for they taught me tolerance, sympathy, self-control, perseverance, and some other virtues I might never have known." ~ Napoleon Hill





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EXECUTIVE DIRECTOR'S UPDATE

From Gina Honeycutt, Executive Director, NCIA

Years from now, when we look back on 2020, we will have some unpleasant memories to share. To see the glass half full, we may need to look inward, focusing on our small successes, individual commitment, and the teamwork we have exercised to persevere through this year. Recognizing employees' accomplishments and acknowledging that they have reached life goals can be a huge morale builder at this time. For instance, our Executive Assistant,

Becky Warfield, gave birth to a beautiful healthy baby boy in late May. Achieving our dreams and goals in our personal life is just as important as our professional ones.

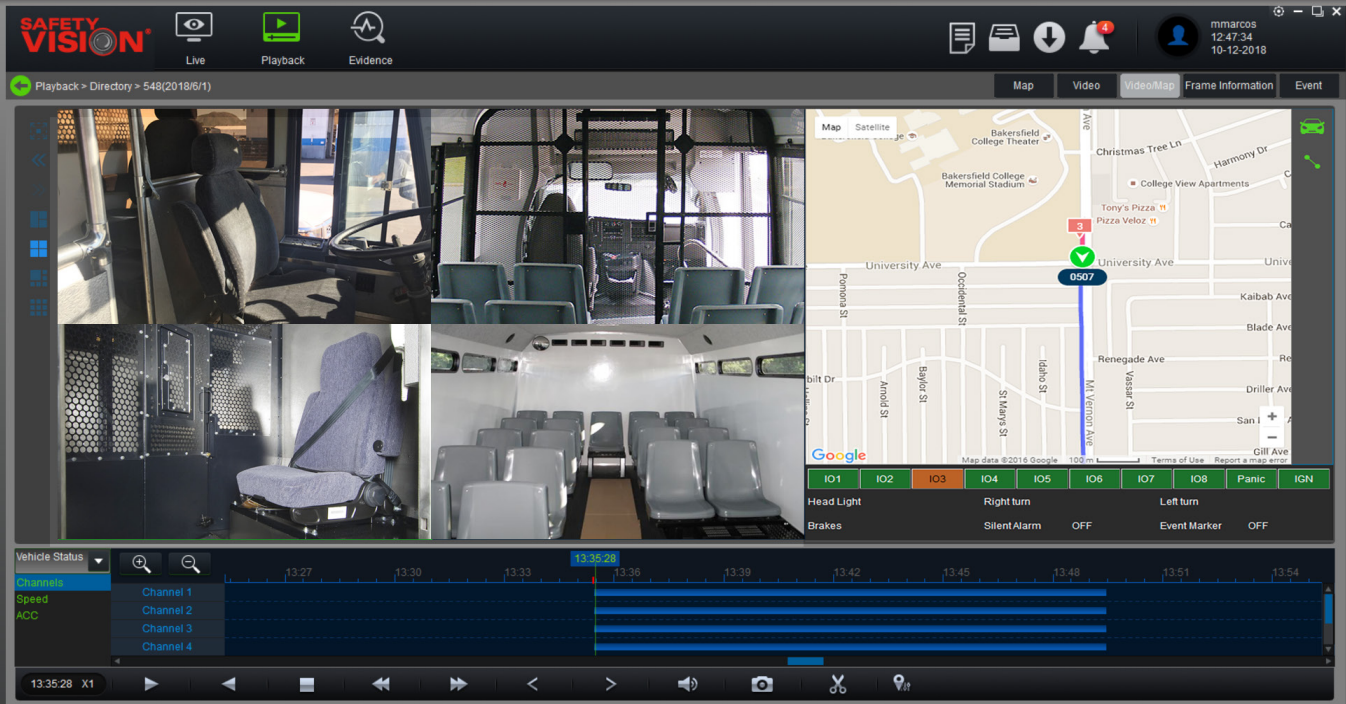
In this same spirit, I'd like to recognize two incredibly important individuals in NCIA's world: Chairman of the Board Mike Herron and President Brenda Chandler. While NCIA was not able to hold our August Executive Committee and Board Meetings due to COVID-19, we were able to gather for these meetings via Zoom. Because this was Mike Herron's last official Board Meeting as Chairman, NCIA's Board of Directors presented him with several outgoing gifts, including a collage of photos of some of our favorite memories with Mike at the helm of NCIA, after more than 10 years of service to NCIA. Also during the Board Meeting, President Brenda Chandler announced to the Board that she had accepted a retirement offer from MINNCOR, effective October 2, 2020, and as such, would be resigning from the NCIA Board of Directors on that date. To show NCIA's immense appreciation for all that Brenda has accomplished in her leadership role, including guiding the association through this very challenging pandemic year, the NCIA staff also created a photo collage of our favorite memories of Brenda on behalf of the Board of Directors. Brenda's positive nature and her unwavering dedication to NCIA will surely be missed—we are wishing her all the best in her next chapter! *Amusing side note: After President Chandler announced her retirement and resignation from the Board, she formally appointed Chairman Mike Herron to extend his chairmanship. We did not ask Mike to return his departing gifts!*

For teams to achieve their dream, they often need leaders and it's my pleasure to congratulate our newly elected officers and Board members for the 2021-2022 term. Congrats in particular to Danielle Armbruster who moves up to take over as president; Bobby Lumpkin as president-elect; Jeremy Elder and Amy Pataluna as our two newest officers taking over the VP roles; and Gayle Butler as treasurer. NCIA is lucky to have such dedicated professionals willing to serve as our association leaders! Also, kudos to our newly elected at-large members David Hart, Maria Peterson, Sarah Sytsma, and Anthony Vann. Head to page 25 to see all of our 2021 Board members!

I also want to give a shout-out to NCIA's own "Dream Team" — this has been a very challenging year for our national office team with many disappointments, the least of which was the cancellation of our Austin conference after all of the intense work in preparation. They have shown tremendous loyalty and tenacity through it all, with positive attitudes and always top-notch customer service. I am proud to work beside each one of them in service to our members every day.

Hope you all stay safe and healthy!

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Focusing on Employee Engagement to Improve Retention



BY **MARIA PETERSON**, DIRECTOR, UTAH CORRECTIONAL INDUSTRIES

In corrections, we often talk about recruitment as a primary issue of concern. Certainly, an important part of building the “Dream Team” is attracting top-notch talent to the organization, but even the most vigorous recruitment strategy will be ineffective if the organization does not have a structured retention strategy for employees. Correctional Industries can see great success when we focus on building a workplace that is respectful, safe, and engages the multi-generational workforce, in order to attract great employees and keep them.

By studying research-backed best practices for employee engagement and retention, Utah Correctional Industries (UCI) adopted an employee-focused philosophy that focuses on three key areas: communication, training and development, and workplace enhancement.

COMMUNICATION

“Engagement” has become somewhat of a buzzword in the HR field, and it encompasses a number of facets of workplace satisfaction including recognition, work-life balance, wellness, trust, purpose, compensation, and commitment. Communication is critical to any engagement strategy. Research from Indiana University found that strong internal communication is closely linked with employee engagement and a reduction in turnover.

“Managers are advised to nurture internal communication practices that listen to the employees and invite their participation in addition to providing complete and fair information to employees,” said Minjeong Kang, Department of Journalism, Indiana University.¹

[*Continued on page 10*](#)

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Continued from page 8

Below: UCI staff celebrate as an copy center participant graduates from Makin' It Work



UCI shares information in a variety of ways to reach our staff and ensure they are aware of division changes and important information. UCI's marketing team produces a monthly newsletter featuring a different shop and highlighting staff accomplishments. Division administration holds meetings with production managers and shares meeting notes with all staff in order to be transparent about leadership discussions and build trust with line staff. As UCI's Director, I provide a weekly email to staff with a focus on employee recognition and updates on division initiatives.

While staff are encouraged to use the chain of command for most issues, division managers also maintain an open-door policy to foster a culture of cooperation and open communication.

TRAINING AND DEVELOPMENT

To achieve a workplace where people have the ability to succeed, UCI worked with the Department's training bureau to create a training program that supports the unique needs of industries staff whose roles are different from that of custody and security staff in a correctional facility. In-Service courses cover staff/offender relations and leadership regardless of rank. This year, every UCI staff member took the CliftonStrengths Assessment, to discover his or her natural strengths. The research-based assessment identifies the top five dominant talents of each person and encourages managers to focus on strengths, not weaknesses, to build balanced and strong teams.

"When employees feel that their organization is committed to building their strengths, they are more

[Continued on page 12](#)



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Above: Program Specialist Audrey Honaker and Manager Ashlea Hansen celebrate the graduation of a Makin It Work participant

likely to believe that their opinions count and that they have greater opportunities to learn and grow,” said Shannon Mullen O’Keefe, Performance Lead at Gallup. “These are key engagement items that correlate to significant business outcomes.”

O’Keefe goes on to say that when managers know the strengths of each team member, they can engage them in the ongoing conversations that research suggests are critical to development.

UCI also subscribes to the [NCIA E-learning program](#) to allow staff to take courses that will support their individual learning needs on a timeline that works for their schedules. Staff have found the courses to be very helpful and enjoyed the flexibility to take courses at any time. The re-take option is a great way to refresh on courses

that have already been completed, making this a valuable and sustainable resource.

WORKPLACE ENHANCEMENT

A report from the American Psychological Association shows that 89 percent of employees at companies that support wellness initiatives are more likely to recommend their company as a good place to work. Utah Department of Corrections provides regional wellness teams that equip employees and managers with tools to support all elements of wellness – emotional, environmental, financial, intellectual, physical, social, and spiritual wellbeing. UCI supports these efforts by providing on-site exercise equipment and authorizing time during the workday to work out.

Recently, UCI has implemented teleworking for staff positions that are able to work from home. In support of work-life balance, which leads to increases in productivity, employees are encouraged to take time off when they need to and to attend family and community events when coverage is available for their shops.

A survey conducted by the Corporate Executive Board, representing over 80 percent of Fortune 500 companies, found that “boosting workforce productivity doesn’t hinge on employees actually participating in the work-life services offered by their employer. Employees just need to be reassured that the service is there and they have the option to participate if they want to.”

A robust engagement strategy may seem daunting at first, but by investing in our people, Correctional Industries can see returns that have tangible impacts on our operations such as increased retention, productivity, and innovation.

¹ Kang, M., & Sung, M. J. (2017). How symmetrical employee communication leads to employee engagement and positive employee communication behaviors: The mediation of employee-organization relationships on the link. *Journal of Communication Management*, 21(1), 82-102.



Above: UCI Warehouse Worker Nick Watts

NCIA WELCOMES NEW CORPORATE MEMBERS

Hirsh Industries

FlexTex Inc.

BUILDING THE TEAM TO REALIZE THE DREAM

BY **NIKKI TURNER**, CHIEF PEOPLE OFFICER, TRICOR

‘Teamwork makes the Dream Work,’ is a phrase coined by the renowned author John C. Maxwell and is also the title of his book. He said, “Teams are incredible things. No task is too great, no accomplishment too grand, no dream too far-fetched for a team. It takes teamwork to make the dream work.” This quote embodies TRICOR’s dream and vision that after completing the TRICOR program no participant will return to prison. Ours is a short, meaningful statement, but we are dreaming big here at TRICOR. It is our version of Jim Collins’ BHAG, otherwise known as our Big Hairy Audacious Goal. To accomplish this kind of dream, you must look within the organization and ask yourself some important questions because dreams, like this, can only be accomplished with a ‘Dream Team’ that believes wholeheartedly in our mission.

RALLY CRY: IDENTIFY YOUR MISSION, SAY IT LOUD, SAY IT PROUD

How do you rally or unite a group of people, a team, around such a vast goal? It starts with the mission, vision, and values (M/V/V). Are they ingrained in your business? Is your mission designed for your organizations’ purpose? Is it memorable, quotable, or simple to learn?

TRICOR, along with many organizations, used to have a paragraph long mission statement. Around 2012, that mission changed to seven simple words, “to prepare offenders for success after release.” It was clear at the onset of the new mission statement that our employees could ascertain what we were here to do. We are here to impact lives through the context of work, teaching occupational skills, life skills, and cognitive behavioral skills to TRICOR program participants. This work makes our team proud to come to work every day because it is the critical means to a life transformed that is ready to reenter society.

NEW KIDS ON THE BLOCK

So how do we get the buy-in? It starts at the beginning. New hires consistently hear and see the mission during the recruiting and orientation processes. Each of our position postings contains TRICOR’s M/V/V to familiarize



Above: Teamwork Makes the Dream Work, Maxwell

them early on what we value as an organization: being people first, leading by example, ‘Right today, Better tomorrow,’ customer-focused culture, and self-sufficiency. We are also very clear on who we are and what we do in the world of corrections, especially if the candidate is someone who enjoys helping people individually and the community collectively. We engage in a collaborative recruiting process, so it is not a sole person impacting the decision. A recruiting team consisting of human resources staff, subject matter expert(s), and/or the hiring manager collaborate together to design a job posting and develop the questions for the interview. This ensures buy-in from all parties that we are looking for the right candidate, with the necessary skills, knowledge, abilities, and competencies (KSAC’s) to do what the organization needs. Candidates that meet the minimum qualifications



Above: Real Deal Cards – Peak Learning

move into the interview phase, which consists of a level 1 interview, written assessment, the Real Deal ® Cards exercise, panel interview, and a tour of TRICOR’s operation that includes questions directing the candidate to our mission.

The process described is standard for all positions. However, our management level positions require additional assessments that play an integral part of our recruiting process. The Hartman Value Profile assessment gauges what the candidate values when we make decisions. Our values are the keys to our personalities, to self-knowledge, and to understanding others. The best practice standard for management level employees for the State of Tennessee is a total



Above: TRICOR Recruiting Assessments

score of 50 or higher. The senior and executive level positions take one additional assessment called the Profiles XT (PXT)®. This total person assessment measures performance indicators that are used for selection, development, training, promotion, managing and succession planning. PXT is a tool that was researched, designed, and developed by the experts at Profiles International, for criteria related to a specific job. The human resources team will review these assessments with the hiring manager, as a tool, to give better insight into the candidate(s) and to be used as a tool in fully engaging the selected candidate during their employee life cycle.

WELCOME TO TRICOR

Selected candidates are invited to the central office to begin their on-boarding with orientation. This process also is collaborative and takes a team effort. Did you know, per researchers at Glassdoor, that great employee on-boarding can improve employee retention by 82% when done effectively? Before the employee's first day, we ensure with our team that their workspace

[Continued on page 16](#)



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Above: The Wall

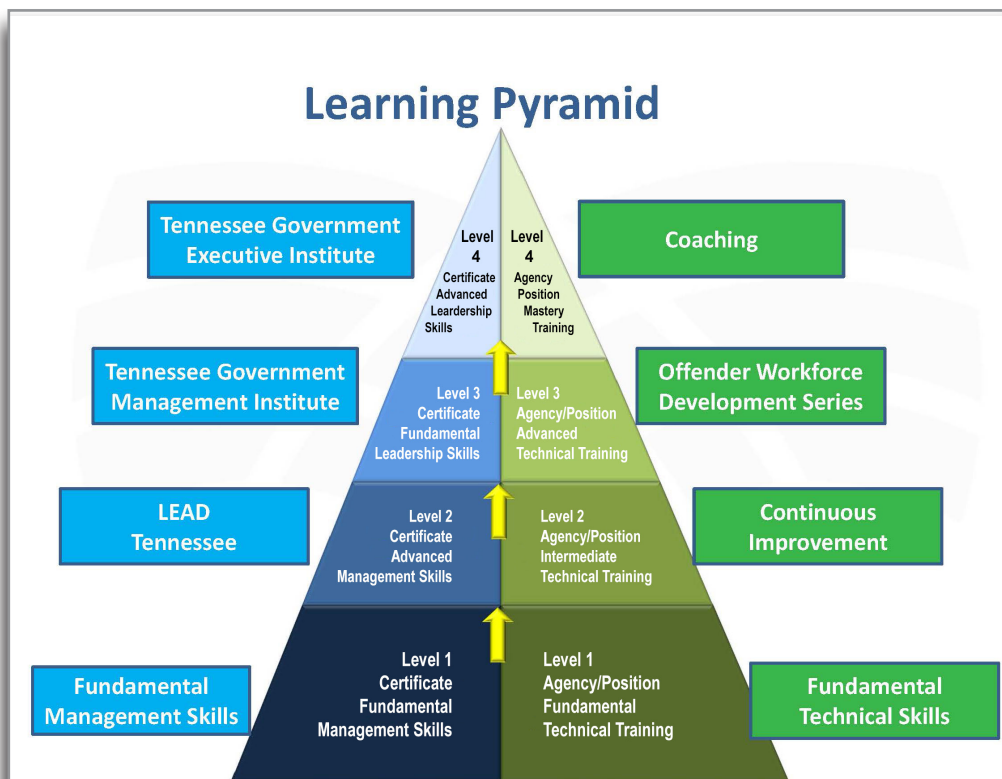
is clean, has necessary supplies, and that a personalized welcome sign is displayed. There are also personalized welcome signs placed at the entrance when they arrive. The morning consists of a meet and greet session, and a tour of the central office that includes an area that I like to call 'The Wall.' This wall is located in a central space, so our staff often pass by it, bringing them back to our mission and why we exist, with portraits of current and past participants in the TRICOR program. Here is where we emphasize that we have a rare opportunity in Correctional Industries that is unmatched by other necessary philanthropic goals ... we get to see the people whose lives we impact daily.

Candidates spend the two-day orientation with Human Resources, Talent Management, and the Information Technology teams, which includes a welcome video from our CEO, a TRICOR video, and lunch with the supervisor and potentially other pertinent members of their team. During orientation, there is a heavy emphasis on our M/V/V in addition to all other new hire requirements. To round out the experience, our CEO travels to meet each new employee at their work location within their first 30-45 days to talk about their experience and discuss our M/V/V again. Repetition is the key to keeping what we do at the forefront of our minds.

WE ARE IN IT FOR THE LONG HAUL

Now that we have the team, how do we keep them at their best? Why would they want to continue working here or in this field? We work in one of the toughest industries around, so keeping our staff sharp, educated, engaged, and hopeful that their hard work is not in vain is paramount. Here is where communications and talent management begins. We have a robust learning program that

includes learning pyramids for new employees, management, and key employees that align with the Tennessee Department of Human Resources Management and Leadership Learning Pyramid, which also serves as the template for the TRICOR Learning Plan. Annually, we develop our Workforce Plan (WFP) to mitigate the risk of not meeting strategic planning goals due to workforce challenges. This plan identifies how the agency's workforce capability and capacity needs are managed, including but not limited to: recruiting, retention, staff development, succession planning, knowledge transfer, leadership development, position/classification review, policy review, and revisions.

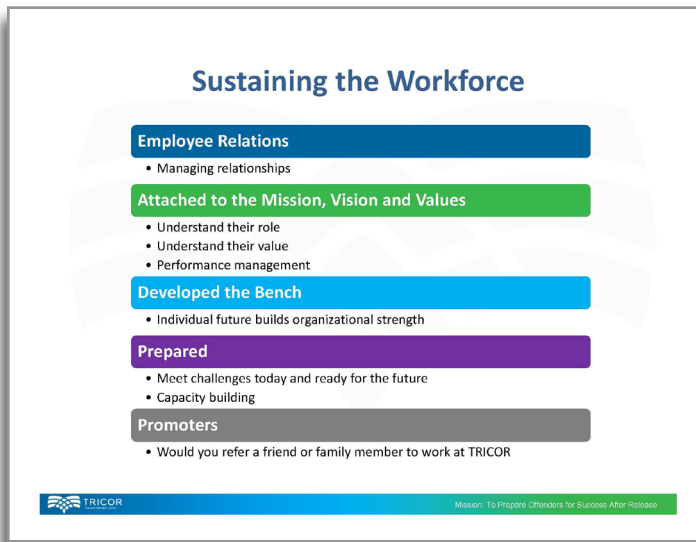


It is important to address current workforce challenges, such as the requirements of a diverse workforce, industry-specific talent requirements, length of time to fill vacancies, and retention of current employees, but even more important to assess foreseeable challenges.

THE TEAM SUSTAINS THE DREAM

One of our core values is, 'Right today, Better tomorrow,' because we are always looking to improve. We also know that what got us here today, may not get us there tomorrow, so we must provide opportunities for our team to learn, grow, and progress when the opportunity presents itself.

Further, we must manage relationships and ensure that the M/V/V is ingrained in all that we do. Developing our bench for succession is critical to growing on our own and maintaining the passion behind our M/V/V. We do this through cross-training and succession planning tools like the 9 Box Performance – Potential Matrix that aids in identifying our high performers with leadership desire and potential.



At TRICOR, we recognize that the dream is an opportunity to transform lives with a high performing, passionate team, a dream can be fulfilled. Men and women depend on this Dream Team to give them their second chance, their shot of reentering their community, and being successful in this world. Know this is true, people are your greatest asset and the key to the dream realized.



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NCIA WELCOMES NEW DIRECTORS!



TONY BAILEY, DIRECTOR KENTUCKY CORRECTIONAL INDUSTRIES

Toney Bailey was appointed Director of Kentucky Correctional Industries (KCI) on June 9, 2020. Bailey began working at KCI in 2005 as a production coordinator at Green River Correctional Complex (GRCC). The next year he was promoted to production supervisor, responsible for monitoring production machinery and overseeing employee training. In 2009, Bailey was promoted to his most recent position as the operations manager of KCI at GRCC. In addition to developing and implementing daily operational plans, his management focus was on maximizing efficiency and promoting products. While at GRCC, Bailey also served as co-commander of the Crisis Negotiation Team (CNT) from 2010 to 2017.

Prior to his time with KCI, Bailey held a variety of positions related to criminal justice. This included several years as a military police officer for the United States Army in Georgia and a police officer in Alabama. From 1999 to 2005 he worked as a youth worker and youth worker supervisor for the Department of Juvenile Justice at the Green River Youth Development Center located in Cromwell, Kentucky.

Bailey is a graduate of Eastern Kentucky University, where he obtained a Bachelor's degree in Correctional and Juvenile Justice Studies. In 2013 and again in 2019, Bailey was chosen as the Kentucky Correctional Industries Manager of the Year.



JOHN COLEMAN, DIRECTOR NORTH CAROLINA CORRECTION ENTERPRISES

John Coleman was appointed Director of North Carolina Correction Enterprises (NCCE) on June 1, 2020. Coleman is most excited to assist staff in career development and the opportunity to provide incarcerated individuals with opportunities to better their lives and become law-abiding tax-paying citizens. His drive is to achieve the mission of NCCE and the department of Public Safety - Division of Prisons.

Coleman served as a Corporal in the United States Marine Corps (USMC), as well as in the Ohio National Guard as a Specialist E4. He began his professional career in 1991, working for the Ohio Department of Rehabilitation and Correction as a Corrections Officer at Mansfield Correctional Institution.

In 1995, Coleman graduated from Ohio State University with a Bachelor of Arts in Sociology. Coleman is also a graduate of Ashland University, where he completed his Masters of Business Administration in 1999. His love for continuous quality improvement, project management, and problem-solving led him to tack on to his MBA by taking more credit hours to earn a Specialization in Project Management in 2017.

WISCONSIN TO USE NCIA E-LEARNING FOR OVERALL EMPLOYEE DEVELOPMENT

BCE (Wisconsin's Correctional Industries) will start using NCIA E-learning as part of their overall employee development program. To start, BCE will utilize two e-learning courses, Soft Skills and Shop Finances, which BCE purchased at a bulk discount so that multiple staff members can take the course. After BCE staff complete the courses, BCE Director, Wes Ray will work with the Wisconsin DOC Training Center to facilitate group discussions (of 6 – 8 BCE staff) to help share what everyone learned through taking each course.

Involving the Wisconsin DOC Training Center allows the group discussions to be led by a trained facilitator, who would not only be able to more effectively moderate the discussion, but also make it a more productive part of BCE's overall employee development program.

For more information on BCE's innovative program, please contact Wes Ray at wesley.ray@wisconsin.gov or 608-240-5201. To learn more about agency discounts for e-learning, please go to nationalcia.org/e-learning



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THE POWER OF RECOGNITION – EMPOWERING YOUR DREAM TEAM

BY **TUJAUNA WHITE**, MARKETING SPECIALIST/INTERNET/COMMUNICATIONS, SALES DEPARTMENT,
MICHIGAN STATE INDUSTRIES



Above: Administrator Coin Award-Image

There is nothing like a team that is ambitious, driven, and passionate about what they are doing. When team members give 100%, are ambitious, and driven ... the result is a dream-team ... one that will drive forward core projects for the business, as well as take the most complex problems and provide the best solutions. So, how do you get the right people and build such a team? Michigan State Industries (MSI) Administrator, Christopher Kamrada, implemented an Employee Recognition Program in January 2019 to award and recognize those staff who take ownership of their role and the organization as a whole. This program acknowledges commitment to the mission of MSI and rewards team members who embody the core values that have been created by the culture of the team.

MSI Core Values:

- **P**erseverance - Work to get the job done for our customers, co-workers, and staff.
- **A**ccountability - Hold ourselves, co-workers, and staff accountable.
- **R**espect - Show respect to all stakeholders.
- **T**rust - Accomplish great things by trusting our co-workers and staff.
- **N**et Income - Provide goods and services sufficient to support our operations.
- **E**xcellence - Demonstrate excellence in everything we do.
- **R**esourcefulness - Encourage "Outside-The-Box" thinking to find solutions.
- **S**ervant Leadership - Effective management to support staff and meet objectives.
- **H**onesty - Be truthful in all endeavors.
- **I**ntegrity - Strive to do the right thing.
- **P**rofessionalism - Conduct business openly, respect confidentiality, communicate timely.

The Administrator Coin Award was born out of Kamrada's desire and foresight to ensure that all staff that exemplify the qualities of a good leader are recognized. Everyone in our organization wholeheartedly believes in MSI's Mission, Vision, and Core Values. When team members are faced with immense project challenges, MSI is known to step up to the plate and hit a home run almost every time. During the recent and ongoing response to the COVID-19 pandemic, the staff at every level in the organization formed invaluable bonds, trust, cooperation, and collaboration to push through these challenging events. Various factory operations were manufacturing and shipping products in enormous quantities. The amount

BUILDING THE DREAM TEAM

of appreciation communicated by the Michigan Department of Corrections (MDOC) and other MSI customers during this pandemic was abundant. In moments like these, as well as other noteworthy accomplishments, an awards recognition program can empower staff to feel like they belong to a supportive team.

Building a dream team of engaged employees who can propel a business forward requires management to create a team-based organization that fosters trust and cooperation. Within our CI program, this concept is instilled at all levels of the organization and more importantly at each factory operation where staff provide the same team concept while motivating and developing work skills training for their incarcerated workers. MSI's Core Values are always front and center when on-boarding new team members and are reviewed multiple times throughout the employees first year. These core values represent our vision and partnership with MDOC, customers, and stakeholders.

Concise communication is a "must" for effectiveness. Successful teams communicate consistently to stay focused and on track to complete individual and organizational goals. Weekly conference calls are held with factory managers and staff to stay ahead of any issues, such as the new ERP system, interruptions in the supply chain, inventory discrepancies, work orders, and more. Open communication weekly among factory staff is an effective way to build trust and camaraderie while offering ideas, suggestions, assistance, and resources that may be helpful in future collaborative efforts. It also allows for an open dialog, where team members can hold meaningful discussions and resolve issues weekly as they arise instead of waiting for an issue to become an emergency.

Annual manager meetings also take place each year ... these highlight the staff training program and provide an opportunity for factory operations staff to come together in an off-site conference setting at various locations of interest. The most recent managers meeting took place at Michigan's Prison Museum located within the State Prison

[Continued on page 22](#)



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Above: Chris Kamrada shakes hands with Chad Guthrie, Admin Coin Award recipient

of Southern Michigan. Another meeting was held at the R. E. Oldsmobile Transportation Museum in Lansing, MI. During the roundtable sessions, held at the manager meetings, operations staff review and discuss new training materials, motivational presentations, operational accomplishments, along with discussions on innovation and new product development. Meeting participants also present their takeaways and lessons learned from previous NCIA National Training Conferences, and awards are presented for staff recognition.

Maintaining a positive attitude is necessary to minimizing dissatisfaction among team members working with MSI. Possessing a positive attitude, focusing on finding solutions to issues, building respect for each other, creating supportive working relationships, and encouraging an environment of collaboration ... these are all essential for building a strong team.

If trust has been established and positive attitudes exist within the team, cooperation falls into place and ensures that the team will work well together. A certain amount of

conflict may arise, but this conflict is not always negative in nature. Additionally, working through conflict in a professional way can help a team learn to resolve differences, compromise, and improve team performance through better cooperation. Team members must be committed to the organization and team goals to deliver on expectations. A favorite banner quote we have here at MSI reads, "Commitment is not measured by hours contributed but by the dedication team members show for the work, for each other achieving results, and milestones when expected."

The Administrator Coin Award represents leadership, and is a valuable attribute to help the team stay focused on the big picture and shared goals. A team leader must be able to delegate effectively and follow up to ensure that objectives are completed on time. It is the

responsibility of the team leader to build on the team's strengths as they emerge and facilitate communication, collaboration, cooperation, and commitment among all team members.

Each team member should be empowered to feel like they are working in a meaningful and active environment, as well as engaged in the team's goals. Empowerment is critical for learning and performance. Individuals, and even a team, that does not feel empowered are more likely to become passive and perform at a lower level. It is the leader's role to empower team members through individual communication and mentoring.

Teams must produce desired results and when a results-oriented culture is apparent across the team, its members are motivated to produce what is expected through team effort and collaboration. A well-established dream team within your organization can build trust and inspire teamwork among employees by enabling and empowering them to accomplish quality work that contributes to the overall business objectives.

Organizational success is linked to the quality of employees. By cultivating employees into dream team members, the result can be much greater than the individual parts and that's a big part of MSI's motto 'Building Bridges to Success.'



Left:
Deann Gallagher,
Operations
Manager, Admin
Coin Award
Recipient, with
Director Chris
Kamranda and
Chuck Beltz
(now retired)



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NCIA's BOARD OF DIRECTORS MEETS VIRTUALLY



1st Photo: Lloyd Arnold, COO of ICI, presents Mike Herron with his outgoing NCIA Chairman gifts.

2nd Photo: President Chandler after she opened her outgoing gifts, poses with her NCIA collage of memories.

3rd Photo, Right: Screenshot of the Board of Directors meeting via Zoom



Due to COVID-19, NCIA's Executive Committee and the Board of Directors did not meet in-person for their August meetings but conducted these meetings via Zoom calls. Since this was Mike Herron's last official Board Meeting as Chairman of the Board, NCIA's Board of Directors presented him with several outgoing gifts, including a collage of photos highlighting his years of service on the Board. President Chandler spoke of Mr. Herron's outstanding leadership over the years and the friendship and mentoring he had provided to so many CI professionals.

During her President's Report, President Brenda Chandler announced that she had accepted a retirement offer from MINNCOR, effective October 2, 2020, and as such, would be resigning from the NCIA Board of Directors on that date. Because President's Chandler early retirement meant that President-Elect Danielle Armbruster would move up three months early to take over the role of NCIA President, Ms. Chandler announced that her last action as NCIA President would be to appoint Mike Herron to continue on as Chairman of the Board, so that President-Elect Armbruster had the support of a past-president in her transition role. President Chandler quipped about the fact that NCIA had already put much thought into

Mr. Herron's departing chairman gifts and purchased them before this turn of events occurred! The Board of Directors then presented President Chandler with a photo collage highlighting her years of service on the Board as well. Ms. Honeycutt commented on the outstanding leadership Ms. Chandler had provided, especially guiding the association through this very challenging pandemic year, and offered her the best of luck in her next chapter!

After these presentations, President Chandler completed her final president's report including bylaws changes and an update on the Best Practices Committee. Chairman of the Board Mike Herron formally recognized the 2020 award recipients and announced the 2021-2022 Board election results. He reported on the success of the inaugural Robert Grieser Memorial Scholarship (see page 31 for details on the 2020 scholarship recipient) and provided an update on the Research Committee. The Board approved the 3rd Quarter FY 2020 financial statements and FY 2021 budget presented by Treasurer Gayle Butler, and then the officers presented their committee reports which included the latest marketing committee brochure, membership, and 2021 webinar and e-learning topics. Executive Director Gina Honeycutt updated the Board on the national office's activities before moving on to reports on NCIA's PIECP grant and NIC training. She discussed the 2021 conference planning

Below: Clark DesSoye, ACI Marketing Director, presents Brian Radecki with his outgoing Vice President of Marketing gifts.



efforts and how to proceed in light of the current COVID-19 challenges with the Board as well. The Board Meeting wrapped up with the Board's Regional Appointees reporting on their respective regions.

INTRODUCING NCIA'S 2021 BOARD OF DIRECTORS!

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Amy Pataluna (GA)

Western Region*

Michele Kane (CA)

**2021 Regional Elections taking place this Fall*

IOWA'S EVIDENCE-BASED SYSTEM FOR TRAINING

BY **SARAH HOLDER**, DIRECTOR OF TRAINING, IOWA DEPARTMENT OF CORRECTIONS

The Iowa Department of Corrections (IDOC) has experienced success by employing an evidence-based system for training and program implementation. Director Beth Skinner's vision is to build upon existing strengths and successes and continue to close the gaps in our learning and development and continuous quality improvement processes. Our goal is to provide professional learning opportunities that are grounded in day-to-day activities and employment practices that are designed to enhance employee job-specific competencies. IDOC's team aims to reduce recidivism, increase public safety, improve job satisfaction among employees, and improving the overall climate within each institution.

After completing a needs-based assessment, the Iowa Department of Corrections has implemented a new Learning and Development plan that was designed with

all IDOC training needs in mind. Based on the assessment results, evidence-based methods are being used to design and deliver professional learning opportunities. We also have implemented a new Learning Management System that will allow us to deliver quality training in several different modalities that include online, face-to-face, blended, instructor-led and observation, and skills-based checklists.

Our Learning Management System not only allows us to provide different learning experiences in order to engage and meet the needs of our learners, but it also allows learners to visualize and track their progress. This new platform will allow the Learning Center to better track course outcomes to learner performance and data, as well as track the overall course feedback and satisfaction. We can then use this data to continue to close the gaps we

Below: The Iowa Department of Corrections has implemented a new Learning Management System.

DOC Classrooms >
Classrooms used to create Sessions

Classroom Name	Language	Status
Implicit Bias	English	ENROLL
ICIW NEO Radio Classroom	English	ENROLL
Bloodborne Pathogens (Classroom)	English	ENROLLED
CPR/First Aid/AED (Classroom)	English	ENROLL
Mental Health/Suicide (Classroom)	English	ENROLLED
Use of Force (Classroom)	English	ENROLL


Personal & Professional Growth >
Personal and Professional Growth modules for all DOC employees.

E-Learning Module	Duration
Impact of Behavioral Mental Health	2h
Trust Building through Effective Communi...	
Handling Stress	1h
Think Outside of the Box with Six Thinki...	
Emotional Intelligence	

Security Skills


Security related items and skills.

1. Demonstrated proper application of full trip restraints. (Required)

Choose a date * 

Note

2. Demonstrated proper property (cell) search and a proper personal (pat) search and has entered them into ICON. (Required)

Choose a date * 

Note

Above: The IDOC is using Observation Checklists through the LMS in order to allow employees to track and record skill progress and as a place for self-reflection.

have in our training and improve performance toward reaching IDOC's goals. We will also be able to see and celebrate our successes! We have future plans to create professional learning paths for employee personal and professional development that include authentic and rigorous job-embedded learning experiences and assessments. This would make way for IDOC employees, in collaboration with leadership, to take ownership of their learning needs and support IDOC strategic initiatives. It is important that the IDOC create and nurture a culture in which core competencies, learning outcomes, and assessments engage staff as partners in their learning.

A big focus for the IDOC is New Employee Training (NET) and On-boarding. We believe that a quality New Employee Training program plays a crucial role in driving retention, employee performance, and helping us meet our goals of public safety and reduced recidivism. We are currently designing our NET training and curriculum around three key questions: What does the learner need to know per

policy? What should the learner know in order to be more effective, efficient, and experience on the job satisfaction and success? And, what questions or barriers may they encounter?

Our NET training is designed in a scaffolded way in order to help the learner build and develop skills and make connections between the topics. We are providing a skills-based experience, along with our classroom and eLearning, in order to ensure learners are able to apply what they have learned in meaningful, job-embedded scenarios. For example, Communications and Core Correctional Practice skills are highlighted and used throughout Personal Safety and other hard-skill courses.

This will help connect the dots between the skills taught in each of these courses and allow the learner to study topics, apply them in a practical manner, and receive instant feedback and coaching. Along with this change in

[Continued on page 28](#)

Continued from page 27

approach, we will be utilizing skills-based checklists, which include an area for employee reflection, for assessments in lieu of more traditional assessments. We feel that this will provide employees informative feedback about their progress and a more detailed evaluation of their skills. Research shows that reflection is critical to deepen and integrate learning, and effectively apply it while on the job. By practicing reflection, employees can better integrate the skills and practices they have learned, approaching work with an improved state of awareness and confidence.

We will be using the Observation Checklist feature in our Learning Management System to create job-specific skills or task checklists. The Observation Checklists feature opens various opportunities, such as monitoring and ensuring that learners work in compliance with requirements or processes, allows managers and supervisors to quickly check on how employees perform specific work tasks, and monitor progress related to on the job tasks.

We are excited to further implement our new Learning Management System and align our learning and development goals with Director Skinner's strategic initiatives. Director Skinner believes that staff are our most important and valuable asset and therefore, we are committed to supporting staff and helping them grow personally and professionally in order to accomplish our shared IDOC mission.

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CI IN THE NEWS: CORRECTIONAL INDUSTRIES IN THE MEDIA



YOUR CI COMMUNITY NEWS!

NCIA is excited to show you the new [CI in the News](#) page on the NCIA website! CI practitioners can use this resource to keep up with what other CI's are doing and also share your CI's news stories.

Go there today to see how many CI's are stepping up to make essential materials and PPE for the COVID-19 pandemic. Posted articles also address how CI's are working with their local governments, as well as CI collaborations and shared resources. So stay connected and up to date with CI in the News!

Send your recent CI news stories to Rebecca Burr via email (rburr@nationalcia.org) to get them posted.

GORDON VISITS WYOMING INMATES SEWING FACE COVERINGS TO HELP WITH COVID-19 PANDEMIC

Wyoming Governor Mark Gordon visited both the Wyoming Women's Center in Lusk and the Wyoming Medium Correctional Institution in Torrington where incarcerated individuals have been sewing cloth face coverings for distribution to private businesses and state employees during the COVID-19 pandemic," Gordon's office said.



GLOBAL SALES AND MARKETING COMPANY TO OFFER TRAINING TO WOMEN IN INDIANA PRISONS

Televerde announced the launch of the Televerde Foundation, which is dedicated to delivering workforce development programs and creating career pathways for women after they are released from prison. Televerde already employs women in the Madison and Rockville Correctional Facilities, as well as a women's prison in Arizona. The jobs provide compensation and training for a variety of skills including sales and marketing, customer service, project management, and others.

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ROBERT GRIESER SCHOLARSHIP WINNER—CAYLA HARPER



Cayla is a recent graduate from Delavan High School in Delavan, IL. Throughout high school, Cayla was a member of various clubs and volunteer organizations, a Site Coordinator for Delavan Extended Day 21st Century Schools Program, and graduated with Cum Laude Honors. In addition to regular high school classes, Cayla took a total of 30 college credit hours through Illinois Central College and was awarded the President's List recognition. She plans to attend Illinois State University in the Fall, where she will major in Exercise Science-Allied Health Professions and minor in Business Administration. Cayla has chosen to fulfill a career as an Occupational Therapist because helping other people has always been a top priority of hers. She finds it very important to put others' needs first and be willing to assist someone when needed.



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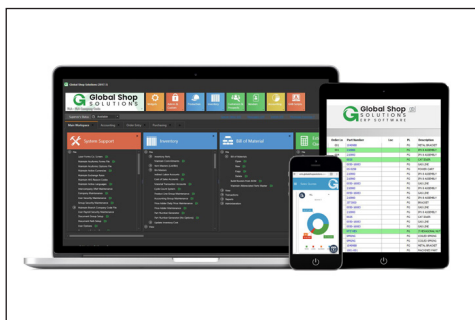
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CI PRODUCT SPOTLIGHT cont'd.



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