October 28, 2020

Senator William N. Brownsberger
Massachusetts Senate
State House, Room 319
Boston, MA 02133-1053
William.Brownsberger@MAsenate.gov

Dear Senator Brownsberger:

On September 11, 2020, the Massachusetts Special Commission on Correctional Funding adopted a motion to endorse a proposed plan that the National Institute of Corrections (NIC) would pilot virtual Staffing Analysis Training to four pilot participants' sites – three jails and one of the Department of Correction's designated facilities.

This document serves as the staffing analysis pilot proposal to the Special Commission. It describes the project's purpose, instructional engagement and outputs, and additional considerations that may impact the project's timeline, budget, and sustainability.

PURPOSE

The purpose is to provide four pilot sites with virtual instruction on NIC's staffing analysis and tailored guidance through each agency's process to produce a draft staffing analysis report. The staffing analysis of each facility will indicate how many custody personnel positions are required to staff a safe and secure, constitutionally compliant facility that meets all federal and state requirements. Additionally, the staffing analysis will provide an agency/facility a staffing plan that accounts for all personnel, whether they serve on a fixed post or another essential position. NIC will remotely validate the adherence to each team's data compilation process because NIC cannot travel to each site due to COVID-19 travel restrictions.

STAFFING INSTRUCTION PROPOSAL (THE PLAN)

The following information outlines the essential elements of a plan to meet the expectations of the Special Commission. NIC will provide the training, methodology, and coaching so that each participating agency can develop a comprehensive staffing analysis utilizing a uniform process to evaluate current staffing levels. The process for this endeavor is as follows:

- Upon agreement to this proposal, NIC will advertise and award a cooperative agreement for the work involved in this endeavor. This process takes approximately 60 to 75 days to complete.

- Upon award of the cooperative agreement, each participating agency will be notified to provide a team of five participants for the entirety of the project. Participants should be of varying disciplines and have extensive experience and institutional knowledge. Teams are to be assembled from staff members of each of the following departments: human resources, operations, classification, programs, and other facility administrators. Participants will receive instructions to register for the class in the NIC Learning Management System (LMS).

- Approximately thirty days before the beginning of the first instructional engagement, course instructors will make data and information requests to the lead (team and agency liaison) agency participant. Examples of data and information include floor plans, staff coverage plan, master and daily rosters, organizational chart, and relief factor(s). This information will assist the instructors in familiarizing themselves with each facility's unique characteristics, preparing for instructional delivery of the curriculum, and identifying any challenges an agency may have with data/information collection.

- Participants will receive virtual instructor-led staffing analysis training once a week for six to eight weeks. Each session will last up to two to three hours and focus on the step-by-step process of conducting a staffing analysis.

- Participants will complete intersession assignments/work. In between weekly instructional sessions, participants will focus on the process step requirements from the prior session, incrementally building on the actual staffing analysis process and associated outputs.

- Instructors will provide participants with intersession coaching/guidance. While participants work in between sessions on each process step, instructors will monitor participant progress, avail themselves for coaching and guidance, and provide quality assurance on the process and outputs.

- The virtual instruction sessions' cumulative effort and participant intersession work will be a comprehensive staffing analysis captured for each facility by the assigned teams in a draft report.

- NIC is aware of the deadline the Special Commission is under and will make every attempt to provide the training so that the draft reports developed by the teams could be provided to the Commission by June 1, 2021.

ADDITIONAL CONSIDERATIONS

1. Experience has shown that the learning experience is better suited for each participant when provided an individual work station for each instructional session versus engaging a group of learners from one monitor. NIC's Virtual Instructor-Led Training programs are designed to engage the individual and groups of learners at their work stations.

2. Minor details are subject to change based on future engagement with TBD instructors/project partners.

3. There is a possibility for sustainable capacity building. The Special Commission or the state legislature may approve of NIC's Staffing Analysis process and wish to replicate the commonwealth's remaining facilities' findings. In that case, participating pilot agencies could perform staffing analysis at other state

and county facilities. Each guest staffing analysis team could be shadowed throughout the entire staffing analysis process by like staff from the host agency/facility.

Please let me know how you would like to proceed. We look forward to hearing from you by Friday, November 13, 2020, to ensure that we can accomplish the aforementioned by early June 2021.

Sincerely,

Stephen Amos
Stephen Amos
Chief of the Jails Division

Ronald Taylor
Chief of the Prisons Division