September 16, 2021

(Sent VIA EMAIL ONLY)
Senator William N. Brownsberger
Chair, 101 Commission on Correctional Funding
William.Brownsberger@MAsenate.gov

Representative Michael S. Day
Chair, 101 Commission on Correctional Funding
michael.s.day@state.ma.us

Dear Chairs Brownsberger and Day:

The National Institute of Corrections (NIC), in partnership with Practical Solutions for Public Safety, piloted the Staffing Analysis Virtual Instructor-Led Training Model, a comprehensive and systematic process of determining staffing needs and developing staffing assignment patterns for specific assignment posts within the correctional facility. Four agencies were chosen to participate in the pilot: The Bristol County Sheriff's Office, Essex County Sheriff's Office, Hampden County Sheriff's Office, and the Massachusetts Department of Correction. Each of the agencies worked tirelessly with the team of coaches from April 1, 2021 to June 1, 2021 to complete the staffing analysis for their designated posts.

Practical Solutions for Public Safety submitted an end-of-project report to the National Institute of Corrections. The attached Executive Summary of that report provides a description of project goals, objectives, key takeaways, and recommendations.

It has been a privilege to work collaboratively with the pilot agencies and the 101 Commission, to provide a better understanding of the complexities and uniqueness of the individual Sheriff's Offices and the Massachusetts Department of Correction.

Sincerely,

Stephen Amos
Stephen Amos, Chief
Jails Division

Staffing Analysis – Virtual Instructor-Led Training Development and Pilot Delivery Program
Executive Summary

On September 11, 2020, the Massachusetts Special Commission on Correctional Funding adopted a motion to endorse a proposed plan that the National Institute of Correction (NIC) would pilot virtual Staffing Analysis Training to four pilot participant sites – three jails and one of the Department of Corrections designated facilities. The pilot training program was conducted from April to June, 2021. NIC, a non-regulatory, apolitical organization created to provide training and technical assistance to local and state corrections facilities at no direct cost, uses a nationally recognized model for conducting staffing analysis.

The goals and objectives of the pilot included the following:

- Develop a staffing analysis virtual instructor-led training (VILT) curriculum applicable to correctional facility settings
- Pilot the new VILT curriculum and strategy with agencies that can represent the needs of both prisons and jails.
- Collect and analyze post-pilot delivery feedback from participants, instructors, and project team members.
- Apply final revisions and edits to the VILT curriculum

The NIC staffing analysis model is a comprehensive and systematic process of determining staff needs and developing staffing assignment patterns for a facility. All correctional agencies have unique characteristics that impact staffing needs, including the type of population housed, criminal justice trends, agency mission, physical plant, and myriad other characteristics. As a result, no two staffing analyses can be compared; they can only be complete in identifying and analyzing the characteristics that drive their staffing needs and to present the findings in a format consistent with the intended audience. As such, staffing analyses are typically internal documents, such as procedures or a security audit. From the analysis/audit, management decisions can be made to modify operations to address needs or, in some cases, outline the need for additional resources. Like a security audit, specific findings may be gleaned to communicate issues or modifications to a specific audience.

For the pilot project, the staffing analysis scope was limited to one facility and two positions: first-line detention/correctional officers and first-line supervisors for each participating agency. Applying the staffing analysis tools and methodology to these two positions allowed for the analysis to be completed in two months and meet the Commission's time line. Agencies used the steps in the training modules to apply what they learned to their own agency. Trainers provided, coaching, support, and feedback to the agencies to identify where additional descriptions or analysis could occur. The training culminated in a formal "findings" presentation to the Commission by each of the participating agencies.

The training sessions and the overall program were evaluated by the participants from each agency. The VILT, coupled with the intersession activities and coaching, was regarded as successful. Some revisions to the curriculum were identified as well and will be incorporated in a future edition. The final products and evaluation of the program also illustrate the degree to which characteristics that drive staffing needs vary with each agency regardless of leadership at the state, local or tribal level. Participating agencies should complete their staffing analyses to include all facilities and all staff as well as the interrelationship of each.

Practical Solutions for Public Safety, Inc