

## **MINUTES**

### **North Carolina Criminal Justice Education and Training Standards Commission**

#### **Planning & Standards Committee November 16, 2016**

The Planning & Standards (P&S) Committee of the North Carolina Criminal Justice Education and Training Standards Commission met at Wake Tech Public Safety Center, Raleigh on Nov. 16th, 2016 at 10:30am.

#### **Committee Members Present**

Commissioner Scott Cunningham, Chair  
Commissioner Jeff Welty  
Commissioner Brent Herron  
Commissioner Teresa Jardon  
Commissioner James Fisher-Davis  
Commissioner James Moore  
Commissioner Richard Epley  
Commissioner Trey Robison  
Commissioner Bill Grey

#### **Guests Present**

Monica Shabo, OSDT  
Robby Millard, OSDT  
Charles Walston, OSDT  
Felicia Banks, OSDT  
Melanie Wood, DPS Prisons  
Tammatha Clodfelter, App State Univ.  
Stedman Smith, App State Univ.  
Stephanie Crapo, NCSHP  
Tony Losada, NCJA  
Tracy McPherson, NC Community Colleges

#### **CJ Standards Staff Present**

Steven Combs  
Trevor Allen  
Richard Squires  
Charminique Branson  
Dawn Suffel  
Sharon Witherspoon  
Tammie Dame

**Call to Order**

Chair Scott Cunningham called the committee meeting to order and declared a quorum.

**Approval of the August 10th, 2016 Meeting Minutes**

**Motion** to approve was made by Commissioner Trey Robison and **seconded** by Commissioner Jeff Welty. **Motion carried.**

**Election of Vice-Chair**

**Motion** to re-elect Commissioner Jeff Welty as committee vice-chair was made by Commissioner Trey Robison and **seconded** by Commissioner James Fisher-Davis. **Motion carried.**

**Rule-Making Hearing**

Under separate cover.

**Proposed Rule Revision – 12 NCAC 09B .0301 - CERTIFICATION OF INSTRUCTOR**

Standards legal counsel, Ms. Whitney Belich, presented a proposed change for the committee to consider the Commission's authority to deny, suspend, or revoke an instructor's certification when 1) the person has committed an offense which could result in action against the officer's law enforcement certification, or 2) law enforcement certification has been denied, suspended or revoked under NC CJ Commission, Sheriffs' Commission, Company & Campus Police Program, or similar in state, out of state, or federal certifying agencies. The committee discussed that changes to the rule should also address non-law enforcement certified instructors. Ms. Belich cited that language in the rule requiring the same conduct standards for both types of instructors is reasonable. The committee agreed that a change to the rule is warranted and asked that proposed language be improved and presented at the next meeting. Commissioner Cunningham asked committee members to provide additional suggestions, if any, to staff following today's meeting.

**Recruitment & Retention Study Presentation**

Ms. Charminique Branson along with guest Dr. Tammatha Clodfelter presented survey findings assessing recruiting and retaining high quality officers. The study was conducted by Appalachian State University (ASU), East Carolina University (ECU) and Criminal Justice Training and Standards Division (CJSD). All final results were presented with the exception of the qualitative analysis for Institutional Corrections, which will be available at the February 2017 Commission meeting.

Dr. Tammatha Clodfelter of ASU provided the following summary collected from NC Community Colleges and Universities:

Barriers to Recruitment (rank order)

- Perceived dangerousness of the job
- Pay
- Negative portrayal in the media

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- Negatively viewed by the public
- Too much stress related to job

### Agency Factors to Promote for Recruitment

- Opportunities for promotion
- Ability to diversify responsibilities
- Relationship or partnership with state and federal agencies
- Comradery
- Public interaction with agency

### Role of Media

- Individuals do not believe they are influenced by media, whether it is traditional or online. However, they do believe that others are swayed.
- When asked in general which sources of information are influential, traditional media is important, particularly with those who will not pursue law enforcement. This contradicts the finding that individuals do not believe they are influenced by the media and warrants further investigation.

### Role of Social Media

- Social media is believed to influence others' perceptions of law enforcement, but not the respondent's perceptions.
- Recruitment efforts on social media are not influential.

### General

- Students with fewer earned credit hours were more likely to pursue law enforcement as a career.
- Females, particularly white females and those with more credit hours are less likely to perceive law enforcement as a suitable career.
- Those who plan to pursue law enforcement as a career indicated that they intend to enter BLET most likely between the spring of 2017 and fall of 2017.

Ms. Charminique Branson (CJSD) presented the following review on behalf of Dr. Heidi Bonner from East Carolina University's (ECU) study of Division of Adult Corrections and Juvenile Justice: Community Corrections, Juvenile Justice and Institutional Corrections:

### **Community Corrections**

#### Turnover Intent

- 65% of respondents stated that they had thought about quitting their job in the last six months
- 41% stated they currently desired to quit their job
- Non-supervisors had a significantly higher degree of turnover intent compared to supervisors

#### Exit Information

- Five years of data, from 2011 through 2015, were analyzed
- 54% of employees who left resigned (43% of those did so for better employment)

- The remaining exits were due to retirement, transfer or reassignment, dismissal, or departure while under investigation
- In terms of personal characteristics, respondents who were a minority, who had a graduate degree, and who were younger were more likely to consider leaving
- In terms of work environment perceptions, respondents who perceived that they had less input into decision making, perceived less support from their supervisor, and perceived less ambiguity (role strain) in their job were more likely to indicate an intent to turnover
- In terms of job attitudes, respondents who felt more burned out and who felt less satisfaction with their job were more likely to consider leaving
- Only 14% of respondents felt that community corrections leadership tried to retain personnel
  - a. Respondents provided several suggestions to improve retention related to pay, supervisory support, opportunities for advancement, and other benefits
- When asked what they liked most about their job, a very common response from respondents was the ability to help people, in particular the opportunity to help offenders change their lives for the better
  - a. Respondents also noted every day being different, the opportunity to have a flexible schedule, and the opportunity to do field work as positives aspects of their job
- Respondents noted a number of concerns with community corrections employment including overwork, growing caseloads, low salary, uncertainty stemming from high turnover, the unpredictable schedule of trainings, and constant change regarding what is expected, and how the job is performed
  - a. Additional areas of concern included paperwork, aspects of management, and stress related to being held accountable for the actions of offenders

### **Juvenile Justice**

- Turnover Intent
  - a. 62% of respondents stated that they had thought about quitting their job in the last six months
  - b. 30% stated they currently desired to quit their job
  - c. Juvenile Justice Officers were significantly more likely than Juvenile Court Counselors to indicate an intent to leave
- Exit Information
  - a. Five years of data, from 2011 through 2015, were analyzed
  - b. 44% of employees who left resigned (25% of those did so for better employment)
  - c. The remaining exits were due to retirement, dismissal, the employee not reporting or not certifying, the employee not accepting a transfer, or other reasons
- Predicting turnover intent

- a. The final model included personal characteristics, work environment perceptions, and job attitudes as independent variables
  - b. In terms of personal characteristics, respondents who had served in the military were more likely to consider leaving
  - c. In terms of work environment perceptions, respondents who perceived less ambiguity (role strain) in their job were more likely to indicate intent to turnover.
  - d. In terms of job attitudes, respondents who felt less satisfaction with their job and perceived more work stress were more likely to consider leaving
- Only 29% of respondents felt that community corrections leadership tried to retain personnel.
    - a. Respondents provided several suggestions to improve retention related to pay, incentives and awards for performance, opportunities for advancement, and supervisory support
  - When asked what they liked most about their job, a very common response from respondents was the ability to help people
    - a. Respondents also noted a good work environment and the opportunity to have a flexible schedule as a positive
  - Respondents noted a number of concerns with juvenile justice employment including overwork, administrative duties that reduce the time available for direct services, and limited resources and services for clients
    - a. Additional areas of concern included low salary, lack of support from management, low morale, and the perception that the employee was not valued

### **Institutional Corrections**

- Turnover Intent
  - 56% of respondents stated that they had thought about quitting their job in the last six months
  - 39% stated they currently desired to quit their job
  - Non-supervisors had a significantly higher degree of turnover intent compared to supervisors
- Predicting turnover intent
  - The final model included personal characteristics, work environment perceptions, and job attitudes as independent variables
  - In terms of personal characteristics, respondents who were younger and who had more than a high school education were more likely to consider leaving
  - In terms of work environment perceptions, respondents who perceived that they had less input into decision making, and who perceived less support from their supervisor were more likely to indicate an intent to turnover

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- In terms of job attitudes, respondents who felt more work stress and who felt less satisfaction with their job were more likely to consider leaving

Ms. Charminique Branson also presented the following summary on behalf of CJ Training & Standards Division's study of sworn NC Law Enforcement Officers from twenty-six (26) police departments:

- Over half of the respondents became police officers because they had a desire to serve.
- Surveyed officers ranked increased pay and benefits as the top two ways to retain officers.
  - a. Increased pay was the number one response, which implies the desire to serve has diminished over time. Over 62% of the officers said they would leave their agency for a different job industry.
- Over 72% of the officers were married, it can be concluded family dynamics impact the need for benefits.
- Over half of the officers said the overall job satisfaction within their police department was low:
  - a. Poor leadership/ management
  - b. Rotating shifts
  - c. Low pay
- Officers who experienced high morale within their police department identified:
  - a. Great leadership
  - b. Camaraderie
- Over 92% of the officers believe that have a good relationship with their communities.
- Fifty-nine percent believe there is a need for increased opportunity for more police citizen interaction.
- Forty-three percent believe workshops with the media are important to improve community relations.

**Medical Guidelines Presentation**

Dr. Stephanie Crapo of the NC State Highway Patrol presented a detailed list of recommended changes to the "**Medical Screening Guidelines for Criminal Justice Officers Manual**". Dr. Crapo explained that changes being presented come from a review conducted by three medical professionals based on what they see in their current practices as well as a comparison of similar guidelines from a number of other states' agencies. Commissioner Cunningham affirmed that staff and legal counsel will conduct a thorough review of today's suggested changes and return with a proposal at the February meeting.

**Motion to Adjourn**

**Motion** to adjourn was made by Commissioner Jeff Welty and **seconded** by Commissioner James Fisher-Davis.  
**Motion carried.**