



NORTH CAROLINA

DEPARTMENT OF PUBLIC SAFETY

OFFICE OF STAFF DEVELOPMENT & TRAINING

STRATEGIC

PLAN

2009 – 2013

Developing Tomorrow's Leaders Today

Revised: November, 2012

OSDT MISSION STATEMENT

***TO PROVIDE TRAINING AND EDUCATION
FOR THE NORTH CAROLINA
DEPARTMENT OF PUBLIC SAFETY
WORKFORCE, USING DIRECT AND
INDIRECT LEARNING EXPERIENCES,
ENSURING TRAINING NEEDS FOR BOTH
ENTRY LEVEL AND CAREER EMPLOYEES
ARE FULFILLED.***

OSDT STRATEGIC PLAN ACTION PLAN

Name: Gwen F. Norville

Date: _____

ISSUE 1: LEAD PROACTIVELY REGARDING PUBLIC SAFETY ISSUES

STRATEGY: 1.1 Research information from the divisions/sections regarding training needs and interests and prioritize training topics.

TACTIC: Various Measures

MEASURE	PERSON(S) RESPONSIBLE	TARGET	STATUS
1. Attend departmental meetings in order to gather and disseminate information regarding new training needs.	OSDT	On-going	
2. Schedule and conduct visits to other L/E Academies (In-State) to identify and acquire Organizational and Operational best practices.	OSDT DIRECTOR & DEPUTY DIRECTOR	On-going	
3. Invite departmental managers/staff to attend OSDT meetings to gather and disseminate information on new training needs.	OSDT DIRECTOR	On-going	
4. Conduct surveys and or meetings to identify new training needs throughout DPS and develop additional marketing strategies for newly developed training programs.	OSDT	On-going	Development of "First Steps" first line supervisory has been completed. Roll-out January 2013

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ISSUE 1: LEAD PROACTIVELY REGARDING PUBLIC SAFETY ISSUES (CONTINUATION)

STRATEGY: 1.1 Research information from the divisions/sections regarding training needs and interests and prioritize training topics.

TACTIC: Various Measures

MEASURE	PERSON(S) RESPONSIBLE	TARGET	STATUS
5. Identify new training areas to meet current and future trends.	OSDT DIRECTOR, DEPUTY DIRECTOR, CURRICULUM MGR., BASIC TRAINING MGR., TECHNOLOGY MGR.	On-going	Each Region has identified areas to conduct cell searches. Career Development Section has purchased mobile training cell for searches and cell extraction training.
6. Identify and update changes to Curricula based on a Job Task Analysis and the identification of critical skill sets.	OSDT	On-going	PPO Basic: Annually In-Service: Annually (July) Basic BCO: Annually (January) Juvenile Justice (January)
7. Develop First-Line & Mid-Level Supervisory Training Curriculum.	OSDT DIRECTOR, CAREER DEVELOPMENT	Completed	Peak Performance is available to all DPS employees, First Steps will be available 2013.

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ISSUE 2: DEVELOP AND TRAIN EMPLOYEES FOR PERSONAL AND PROFESSIONAL GROWTH

STRATEGY: 2.1 Routinely update basic and in-service training

TACTIC: Create a process to update basic and in-service training which addresses how to plan for change, how to document changes, and how to better use technology.

MEASURE	PERSON(S) RESPONSIBLE	TARGET	STATUS
1. Schedule periodic committee meetings to keep Basic and In-Service training up to date.	OSDT DIRECTOR, DEPUTY DIRECTOR, CURRICULUM MGR.	On-going	ATRC, Video Review, Power Point, PPO Curriculum and BCO Curriculum should meet quarterly.
2. Identify Division and OSDT staff to provide routine updates to Division policies so that training can be updated.	DCC POLICY SECTION DOP POLICY SECTION	On-going	Channel all Department/Division policy updates to Susan Johnson (SOP) and Barbara Edgerton (SCC), who will forward to the appropriate Instructors.
3. Collaborate with other agencies to assist in the delivery of DPS training needs.	OSDT	On-going	Maintain all available certified lesson plans on one web page.
4. Establish a Modular Search Trailer for the purposes of utilizing during PPO basic training	OSDT Director	2012	Modular Search Trailer was purchased with utilizing funding from Community Corrections Drug Forfeiture money, trailer is located at Southern Coastal, McCain, NC.
5. Deliver General Instructor training for DPS Personnel.	CAREER DEVELOPMENT	On-going	Strive to deliver two schools per year, with sixteen students per school. Have delivered 10 GI schools since 2008.

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ISSUE 2: DEVELOP AND TRAIN EMPLOYEES FOR PERSONAL AND PROFESSIONAL GROWTH			
STRATEGY: 2.2 Explore divisional/sectional training needs by job classification			
TACTIC: Create a process to explore divisional/sectional training needs by job classification			
MEASURE	PERSON(S) RESPONSIBLE	TARGET	STATUS
6. Develop an intervention program to be used analytically to provide assistance to dysfunctional facilities within the agency in identifying and implementing positive changes.	OSDT DIRECTOR & DEPUTY DIRECTOR	On-going	REACT- "Responding Effectively Acquiring A Collaborative Team" was developed in 2010 and is currently in use. Utilized at Maury CI and is being implemented at Bertie CI in Nov. 2012

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ISSUE 3: DELIVER EFFECTIVE SERVICES AND PROGRAMS USING RESEARCH AND ADVANCED TECHNOLOGY

STRATEGY: 3.1 Use more technology to facilitate training.

TACTIC: Develop a plan to use more technology to facilitate training.

MEASURE	PERSON(S) RESPONSIBLE	TARGET	STATUS
1. Continue to explore additional training opportunities that can be added to the OSDT E-learning Portal.	CURRICULUM MGR., TECHNOLOGY MGR.	On-going	As of November 2012, fourteen (14) hours of training are available through the E-learning Portal, including Stress Management, PREA.
2. Contact stakeholders to get input.	CURRICULUM MGR.	On-going	Survey Monkey is currently being used.
3. Collaborate w/DPS Stakeholders to expedite the conversion of STS web-based.	OSDT & MIS	2012	
4. Add content on OSDT webpage to include Wellness, Supervisory Information, FAQ, and Basic Study Skill.	TECHNOLOGY MGR.	2013	Add FAQ for Basic Correctional Officer Trainees.
5. Create an E-Learning Classroom in Apex and in each OSDT Region.	TECHNOLOGY MGR.	2013	

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ISSUE 3: DELIVER EFFECTIVE SERVICES AND PROGRAMS USING RESEARCH AND ADVANCED TECHNOLOGY			
STRATEGY: 3.2 Clarify the roles and increase the retention of OSDT Staff			
TACTIC: Develop tool for conducting entrance and exit interviews			
MEASURE	PERSON(S) RESPONSIBLE	TARGET	STATUS
1. Develop questionnaire for management to conduct exit interviews.	OSDT Management	2013	Survey Monkey could be used to gather information from departing employees.
2. Create procedure for management to respond to and use information received from the exit interviews.	OSDT Management	2013	The OSDT model should be based on the process DPS is using.

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ISSUE 3: DELIVER EFFECTIVE SERVICES AND PROGRAMS USING RESEARCH AND ADVANCED TECHNOLOGY

STRATEGY: 3.3 Develop staff recruitment and retention methods.

TACTIC: Create Instructor classification levels as career path.

MEASURE	PERSON(S) RESPONSIBLE	TARGET	STATUS
1. Research with OSP and DPS personnel the options of Instructor classification levels within OSDT.	OSDT DIRECTOR	2012	OSDT Director has recommended a classification study of all instructor and coordinator positions at OSDT.

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ISSUE 4: EMPHASIZE COST EFFICIENT MANAGEMENT OF RESOURCES AND ACCOUNTABILITY FOR HIGH QUALITY RESULTS

STRATEGY: 4.1 Evaluate the impact of training delivered by Basic and Career Development.

TACTIC: Produce a report that describes the impact of training based on stakeholder needs.

MEASURE	PERSON(S) RESPONSIBLE	TARGET	STATUS
1. Prepare and electronically submit a monthly summary report, reflecting training activities and other pertinent data by the 5 th day of each month.	TRAINING MANAGERS		
2. Compile training data for designated section quantifying annual training accomplishments.	CAREER DEVELOPMENT, CURRICULUM MGR., BASIC TRAINING MGR.	On-going	Consolidate for the Annual Summary.
3. Compile and disseminate OSDT Annual Report.	DIRECTOR	Annually	

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ISSUE 4: EMPHASIZE COST EFFICIENT MANAGEMENT OF RESOURCES AND ACCOUNTABILITY FOR HIGH QUALITY RESULTS

STRATEGY: 4.2 Report measurable outcomes for OSDT efforts in order to increase accountability.

TACTIC 1: Assign responsibilities for collecting, analyzing and reporting outcome measure information at the regional and state level.

MEASURE	PERSON(S) RESPONSIBLE	TARGET	STATUS
1. Student Satisfaction Evaluations Revise current student evaluation; gather, analyze and report information collected from student evaluations.	CURRICULUM MGR., BASIC TRAINING MGR.	2012	Survey Monkey Instrument is being used for all Career Development Training. Hard copy surveys are being conducted in basic training.
2. Analyze Student test scores and feedback.	CURRICULUM MGR.	On-going	
3. Course Completion Rates; analyze reasons that students do not complete courses.	CURRICULUM MGR.	On-going	CC: Specific reasoning for student removal / failure / incompleteness to Reena Banerjee (OSDT Statistician) for OSDT Statistical compilation.
4. Assaults against Adult Correction staff; obtain information regarding results of assaults against corrections staff in order to focus training efforts.	CAREER DEVELOPMENT SECTION	On-going	Added blunt edge weapon defense in BCO Training, beginning January 2013

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ISSUE 4: EMPHASIZE COST EFFICIENT MANAGEMENT OF RESOURCES AND ACCOUNTABILITY FOR HIGH QUALITY RESULTS

STRATEGY: 4.2 Report measurable outcomes for OSDT efforts in order to increase accountability.

TACTIC 2: Conduct quality assurance MEASURE to improve training performance.

MEASURE	PERSON(S) RESPONSIBLE	TARGET	STATUS
<p>1. Conduct site visits, observe training classes; provide feedback to trainers.</p>	<p align="center">OSDT MANAGEMENT & QUALITY ASSURANCE MGR.</p>	<p align="center">On-going</p>	<p>Sites visits are being conducted by the OSDT Quality Assurance Manager, quality assurance evaluations are being conducted and information is shared with appropriate parties. OSDT Management conducts periodic site visits.</p>
<p>2. Replace the existing gymnasium floor at the Southern Coastal Plains Regional Training Center in McCain (DOC Owned Property) with a rubberized material to abate asbestos exposure, enhance safety, and enhance the acoustic quality of the training environment.</p>	<p align="center">OSDT DIRECTOR DEPUTY DIRECTOR, BASIC TRAINING MGR., REGIONAL TRAINING MGR.</p>	<p align="center">2013</p>	<p>The current gymnasium floor is covered in 9 x 9 tiles which contain asbestos. The most cost efficient method of addressing this hazard and ensuring compliance with federal requirements (EPA), is to remove the asbestos material completely and install a different floor covering. Estimates received in 2009 for floor covering were around \$19,000.</p>

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ISSUE 4: EMPHASIZE COST EFFICIENT MANAGEMENT OF RESOURCES AND ACCOUNTABILITY FOR HIGH QUALITY RESULTS

STRATEGY: 4.3 Determine best/most appropriate equipment and materials for training.

TACTIC: Conduct test and/or pilot programs.

MEASURE	PERSON(S) RESPONSIBLE	TARGET	STATUS
1. Compare training outcomes with different types of equipment.	QUALITY ASSURANCE MGR. IN CONJUNCTION WITH DEPUTY DIRECTOR, BASIC AND CURRICULUM MGRS.	On-going	Transition to Stun Shield and Stun Belt for Section of Prisons
2. Seek information from vendors on equipment.	QUALITY ASSURANCE MGR. IN CONJUNCTION WITH DEPUTY DIRECTOR, BASIC AND CURRICULUM MGRS.	On-going	Seek information as needed.
3. Develop DOC Training Academy	DPS & OSDT DIRECTOR	2013	Samarkand has been identified as usable site, 10 million estimate on up fit. Recommendation made on R & R request.
4. Facilitate acquisition of Video Tele-Conference Equipment and establish the capability to connect from regional locations.	TECHNOLOGY MGR.	2012	Have received video conferencing equipment, will explore options for usage
5. COPAT implementation	OSDT & OSDT COPAT Coordinator & OSDT Fitness Instructors	Statewide implementation in 2013	Began pilot @ 5 prisons facilities in Sept. 2011, increased to 9 facilities June 2012.

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ISSUE 4: EMPHASIZE COST EFFICIENT MANAGEMENT OF RESOURCES AND ACCOUNTABILITY FOR HIGH QUALITY RESULTS

STRATEGY: 4.4 Determine best practices for OSDT Operational Procedures.

TACTIC: Design, implement, evaluate, and revise operational procedures to maintain a cohesive training operation.

MEASURE	PERSON(S) RESPONSIBLE	TARGET	STATUS
1. Establish guidelines to address inclement weather procedures with minimal impact on training operations.	QUALITY ASSURANCE MGR. IN CONJUNCTION WITH DEPUTY DIRECTOR, BASIC TRAINING MGR.	Completed	Weather alert radios have been purchased and placed in each region location for use.
2. OSDT established a laptop project in January 2012. All region sites began using laptops in basic training.			Ordering of Basic training manuals has been reduced in size & cost. Continue to work with MIS to identify laptops involved in PC exchange.
3. OSDT established iPad project through Gov. Crime Comm. Grant. Project will reduce the number of paper manuals ordered.	TECHNOLOGY MGR.	2012	OSDT Mgmt. & teams have received 29 iPads, PPO students will receive 28 iPads to be used in basic training January 2013.
4. Design and have built a Firearms Security-Transport box for each OSDT Range Vehicle.	DEPUTY DIRECTOR	2012	Via Pamlico Correctional Institution One Region at a time. East completed April 2010. Career Development completed 2012.

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ISSUE 5: COMMUNICATE WITH AND BE ACCOUNTABLE TO STAKEHOLDERS			
STRATEGY: 5.1 Expand lines of communication throughout OSDT.			
TACTIC: Use the most effective communication necessary to share information.			
MEASURE	PERSON(S) RESPONSIBLE	TARGET	STATUS
1. Increase field / site visits by OSDT Instructors (Adult Correction & Juvenile Justice).	TRAINING MGRS. & OSDT INSTRUCTORS	On-going	Field visits are being conducted on a limited basis by OSDT Instructors
2. Improve communication between OSDT employees and encourage the sharing of information by using the "CC" feature on e-mail correspondence.	OSDT	On-going	
3. Increase routine communication among OSDT staff (e.g. training updates, operational updates, interpersonal communication).	OSDT	On-going	Regular informational staff meetings are conducted

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ISSUE 5: COMMUNICATE WITH AND BE ACCOUNTABLE TO STAKEHOLDERS			
STRATEGY: 5.2 Expand lines of communication between OSDT and Stakeholders.			
TACTIC 1: Communicate strategic plans with other sections in DPS.			
MEASURE	PERSON(S) RESPONSIBLE	TARGET	STATUS
1. Identify and establish relationships with other sections in DPS.	OSDT	On-going	Regular meetings are held with stakeholders, OSDT Strategic Plan has been placed on OSDT web site and advertised on OSDT informational monitor in Apex
2. Increase attendance of OSDT staff at DPS staff meetings.	OSDT	On-going	OSDT staff attend stakeholder meetings
3. Invite other DPS staff to attend OSDT staff meetings.	OSDT DIRECTOR AND MANAGEMENT STAFF	On-going	Stakeholders attend OSDT staff meetings and provide valuable information about their initiatives

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ISSUE 5: COMMUNICATE WITH AND BE ACCOUNTABLE TO STAKEHOLDERS

STRATEGY: 5.2 Expand lines of communication between OSDT and Stakeholders.

TACTIC 2: Promote and develop agency wide interaction.

MEASURE	PERSON(S) RESPONSIBLE	TARGET	STATUS
1. Identify OSDT representatives to regularly attend Division/Section meetings to identify needs and gather input.	OSDT	On-going	
2. OSDT Instructors conduct periodic field visits at work locations to acquire operational knowledge for use in lesson plan updates..	OSDT	On-going	Minimum once per year
3. Develop a plan for regional/state training conference for DPS instructors.	OSDT DEPUTY DIRECTOR	On-going	Adult Correction Field Training Coordinators Manual Update Meeting Conducted in Apex May 2011



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