



# DEPARTMENT OF **CORRECTIONS,** REHABILITATION & REENTRY

## 2025 TRAINING & PERSONNEL DIVISION STRATEGIC ROADMAP

### Mission

Our mission is to enhance public safety across Arizona through modern, effective correctional practices and meaningful engagements

### Vision

Reimagining Corrections

### Principles

- Always deliver a perfect effort
- Transform power and control mentality into respect, rapport, and engagement
- Modernize correctional practices and develop staff for meaningful performance
- Be responsive, communicate effectively, and responsibly serve the public and population
- Develop solutions that promote systemic wellness and deliver positive, effective outcomes
- Center our work on transparency, accountability, and humanity

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## **Goal 1: Build a Meaningful Organizational Culture & Promote the Development of Team**

- 1.1 Achieve a 10% increase in participation rates in EAP and HIP programs by December 2025, compared to the baseline participation rates from December 2024
- 1.2 Develop and implement a Sergeant Mentorship Program by January 2026. Once the implemented, every newly promoted Sergeant will be matched with a mentor
- 1.3 Create and launch an Advanced Leadership Academy and have at least 100 graduates by December 2025
- 1.4 Design and deploy an Executive Leadership Academy (ELA) with Cross-Departmental Collaboration by December 2025
- 1.5 Reimagine ADCRR's Correctional Officer Training Academy (COTA) to ensure new cadet training aligns with departmental priorities and best correctional practices
- 1.6 Expand the 2024 security series Field Training Officer and Evaluation Program by fully implementing it at all prison complexes and increasing participation by 15%

## **Goal 2: Create and Implement Optimal Population Management & Progression Strategies**

- 2.1 Strengthen volunteer partnerships and services in prisons and community offices by increasing the number of approved volunteers by at least 50 volunteers

## **Goal 3: Deploy Quality Service Delivery & Continuity of Care in Complexes & Communities**

## **Goal 4: Achieve Modernization & Sustainability of Practices & Resources**

- 4.1 Establish and roll out an ongoing evaluation tool to measure the effectiveness of the Reimagined COTA training program by the end of 2025
- 4.2 Reimagine the recruitment and hiring process for new employees, prioritizing efficiency, attracting qualified candidates, and reducing the timeline-to-hire to under 30 days to meet operational needs and support workforce growth
- 4.3 Redesign the employee promotional process to ensure transparency and alignment with the Department's mission, vision, and principles