

AZCPOA MEET & CONFER MEETING

June 30, 2016

Director Ryan greeted the group and addressed the agenda items.

CO II Len Sustaita, ASPC-Perryville, CO II Darren Sikes, ASPC-Lewis, and COII Matt Ball, ASPC-Florence represented AZCPOA. Also present from ADC were Director Charles L. Ryan, Deputy Director Jeff Hood, Carson McWilliams, Division Director of Offender Operations and Brad Keogh, General Counsel. Tina Wilson and Natalie Poff were present to take minutes.

Item 1 – Deputy Director Hood referenced the policy on recording of conversations in Department Order (DO) 104 and confirmed with verbal acknowledgments from each person present that the meeting was not being recorded. Deputy Director Hood stated that he did not give his consent to record the conversation.

Item 2 – Director Ryan reminded AZCPOA that questions need to be submitted 10 days in advance and asked that for future meetings, questions be submitted in a timely manner.

AZCPOA did not submit any questions on behalf of its membership. Due to the lack of submitted questions, Director Ryan discussed the following items with AZCPOA:

- 1) An agency-wide message regarding Lean was sent to all ADC employees by Director Ryan at 11:41 a.m. on Wednesday, June 29, 2016. The message read as follows:

“We need your help. Are you interested in improving how ADC does business? Are you interested in continuous improvement? Help us as we roll out the new Arizona Management System (AMS) which is being implemented by Arizona state agencies. Join us and your fellow employees as we begin our discussion on the best ways to deliver better results utilizing **Lean** tools and principles.

What is Lean? Lean is all about continuous improvement, delivering better results faster. And for us, it also means accomplishing great results while never losing sight of our primary mission to operate safe, secure, and orderly prisons. Applying Lean principles identifies duplicative and unnecessary steps in processes and eliminates those steps to the point where the process is waste free and the quality of our work is second to none. Importantly, Lean is **not** a code word for reductions in our workforce.

Why Lean? You are the expert on your job. You have the knowledge to make it better. With so many priorities competing for your limited time and resources,

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we need efficient processes to get our work done. Lean tools and principles offer a way to do that – to focus and direct your knowledge to improve the job and the work environment. You deserve to come to work each day knowing your ideas are valued and motivated to find better ways to do your job – to increase your contribution to ADC and to the Arizona taxpayers. Let's identify these opportunities together. Let's continuously improve together.

Where are we now? A team of dedicated employees and supervisors has applied Lean principles to several projects over the past year, and has proudly reported significant reductions in the time it takes to hire a Correctional Officer and to complete the inmate intake process. Another project involving ADC and the Arizona Board of Executive Clemency is expected to achieve similarly impressive results. A Project Team consisting of members of our Executive Team, which includes the Office of Continuous Improvement, will now begin to plan our AMS framework and related performance measures. This team will reach out to employees at all levels for input and participation, and then will support and guide you as we journey forward together.

Where are we going? We will keep you informed with regular updates. We will seek your feedback along the way. Within the next two months, you will receive more information and training to help you better understand the Lean principles and their application to your work. Soon you will be requested to participate in a change readiness assessment, which is similar to our current employee engagement survey, but which will specifically focus upon developing our communication and training efforts to reinforce your direct involvement in the coming months.

It is time to open a new chapter for management. The AMS directly supports our ADC core values of **Professionalism, Responsibility, Integrity, Courage,** and **Efficiency (PRICE)** by increasing the worth and value of each task that is part of your roles and responsibilities. Looking at our work in this way ensures that every action counts. Together, with teamwork and collaboration, we will apply the AMS to the important work that we do for the citizens of the State of Arizona every day. The result will be a stronger workforce and a better environment for you to work in!"

- 2) In addition to the Lean initiative, Director Ryan explained that a shared vision statement for the State of Arizona will be forthcoming, as it is under final review in Governor Ducey's office. Once finalized, the vision statement will be published and shared.

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- 3) Director Ryan advised that the Governor's office is working with consultant Mass Ingenuity to implement Lean processes based on John M. Bernard's book titled *Business at the Speed of Now*. The implementation will be statewide and will span over a period of six months; cascading down to line staff. The expectation is that we will experience a culture change over the next twelve to eighteen months as we adopt the principles of Lean and the AMS.
- 4) The Lean bulletin boards in the Director's conference room display the Lean Teams' accomplishments, including the RUSH recruitment time reductions. At the time that the RUSH recruitment efforts were evaluated using Lean, the Division was authorized for 6,640 CO positions and had 640 vacancies. Using Lean, the RUSH recruitment time was reduced by more than 50% and decreased the CO position vacancies to 480. This decrease in recruitment time was the result of eliminating wasteful steps in the recruitment process, such as conducting personal reference checks. Recently we have lost ground because of staff turnover, and as of this week our CO vacancies are at 602, with a loss of 100 officers over the past four weeks. We are now able to efficiently recruit, but we are unable to retain our staff due to competition in the market.
- 5) Director Ryan has had two conversations regarding the pay packages with staff from Governor Ducey's office. In support of the pay package, Director Ryan has also spoken with the Correctional Directors Association in regards to a nationwide survey regarding CO vacancies, salaries, and turnover; with specific focus placed on the Western Region and the State of Arizona. Currently, only New Mexico has a lower starting pay than Arizona in the western states.
- 6) In regards to Lean, Deputy Director Hood shared how the second Lean Team evaluated the Intake Processing at Alhambra. A key for the Lean Teams is to work with the people who do the job; they watch and observe how the work is performed to help determine wasted steps and opportunities for efficiency. Although the Intake Processing was considered to be as good as it could be, the Lean team was able to reduce the Intake Processing down to two and a half days. Another Lean Team is looking at how to shorten the process for warrants and getting technical violators in front of the Board of Executive Clemency to be heard. Lean is a new mindset that will be used by all state agencies. This is not a deadline but rather a journey; it is how we will do business.
- 7) In regards to DO 503, Employee Grooming and Dress, Director Ryan explained the importance of staff appearance in relationship to projecting a professional image. Specifically, we will address concerns with relaxed policy enforcement

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consistently across the Division and concerns with facial hair; goatees and beards. The uniform policy is changing to not allow goatees or beards; it's a safety and OSHA issue for those who work in the CO series. Facial hair makes it difficult to pass a fit test and to properly wear a N95 mask. Within the next few months, the policy related to goatees and beards will be revised; no change in policy for mustaches and sideburns. When staff are crisp and look professional they are more respected by inmates and other staff. Division Director Carson McWilliams added that the Department has purchased forty-nine (49) mirrors that will be used by Shift Commanders to help address grooming and dress issues. Director Ryan stated that the sharpest looking officers are at COTA and those in the Honor and Color Guard.

- 8) Concerns regarding the uniform allowance as related to the forthcoming grooming and dress policy changes were raised. AZCPOA asked how positions that deal directly with painting and construction are supposed to maintain a clean and well-groomed image, as by definition, those positions often have tattered, stained and dirty clothes. Additionally, AZCPOA advised that coveralls were previously available to employees but were taken away. It was also stated that the uniform allowance often times goes toward other living expenses and not toward uniform replacements or repair as intended, largely in part because of the low wages paid and increasing cost of living expenses.

Director Ryan approved for coveralls to be reinstated for those particular positions to better preserve their uniforms and to ultimately help ensure compliance with policy, which may take a couple of months to implement. Director Ryan advised the Department must ensure accountability of all coveralls for security purposes and that DO 503 related to Uniform Committee is under review.

- 9) Additional concerns regarding training were discussed, specifically regarding higher ranking staff who do not participate in Self Defense training.

Director Ryan advised that all correctional series employees must be trained regardless of rank.

- 10) AZCPOA brought up issues regarding all CO series staff working weekends to help balance shifts.

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Division Director Carson McWilliams confirmed that all of the CO series staff working weekends was not intended to backfill CO positions with weekends off. Mr. McWilliams will look into this further.

Division Director McWilliams subsequently discussed with the Wardens and it became necessary to balance shifts after several months of staff attrition.

11) Division Director Carson McWilliams advised that the Department is working toward shift management and enhancing rosters by adding CO IIIs. Director Ryan added that the Department is offering CO III jobs to civilian staff that were previously only offered by way of promotional opportunity. Now, civilians can obtain college degrees to become CO IIIs, bypassing the promotional process and thus increasing the candidate pool. These CO IIIs will be required to graduate through COTA.

12) Director Ryan confirmed that the refinance of MTC-Kingman prison will save the Department approximately \$77 million over the course of 9 years; \$8.7 million in savings per year. This is a result of lowering the current interest rate from 8.2% to 2.1%, with GEO assuming the contract. The State will take ownership on November 1, 2016. Director Ryan confirmed the following allocation of funding:

- \$2.7 million CPI Health Services Contract
- \$1.6 million Maricopa Release Center (excluding programs)
- \$2.5 million GEO Management Contract

In addition, \$1.9 million has yet to be earmarked, but could fund part of a pay package.

13) AZCPOA asked for an extension to submit agenda items.

Director Ryan approved AZCPOA's request, allowing 14 days for agenda items to be submitted.

14) Deputy Director Hood advised the QEO of the reporting requirements as defined in DO 501, section 1.1.2, "Reporting - A QEO shall provide a report to the Director at the beginning of each fiscal year on July 1 which includes information on the number of current members; the names of elected officials authorized on-duty allowance and any update to its by-laws." Deputy Director Hood provided an extension for the reporting this year; asking that the QEO submit its annual report by Friday, July 8, 2016.

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15) In closing, Deputy Director Hood confirmed that this was our first Meet and Confer meeting held with each of the Employee Organizations (EO) individually to improve the quality of the interactions. We will continue to publish the questions and answers for each EO and monitor how the meetings are going over the upcoming quarters. If need be, we may adjust the approach.

Close:

The Director thanked those who attended.

cc: Executive Staff
Wardens
Paul O'Connell
File