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Forsyth County/Office of the Sheriff

Detention Center Project - 2023



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Forsyth County/Office of the Sheriff – Detention Center Project 2023

Observations, Key Findings and Recommendations

Scope of Work

In 2016 Forsyth County Government conducted an extensive/comprehensive project because it was having issues in its Detention Center with the Detention Officers. AHR completed this confidential HR project for Forsyth County Government. In late 2017/early 2018 AHR completed a follow-up project to the 2016 project in order to evaluate progress made since 2016. Forsyth County Government continues to experience issues in its Detention Center. AHR will conduct a confidential HR project for Forsyth County Government. The scope of the project will involve a comprehensive and extensive analysis of the Detention Center within the Sheriff's Office.

The project included:

- Interviewed Deputy County Manager
- Interviewed Sheriff one-on-one and follow-up communications
- Interviewed one or more County Commissioners
- Interviewed Detention Center Major one-on-one, multiple times
- Interviewed Quality Coordinator multiple times
- Interviewed Director of HR one-on-one and had ongoing dialogue throughout the project
- Survey all current employees in the Detention Center, not just Detention Officers (internet-based tool AHR utilizes will facilitate participants maintaining confidentiality enabling employees to provide honest and candid feedback)
- Facilitated 4 focus groups where participants are current Detention Officers
- Facilitated 3 focus groups where participants are in supervisory/administrative positions within the Detention Center
- Interviewed/met with a number of folks in either key positions or who requested a confidential meeting
- Reviewed Exit Interviews for past Detention Center Employees
- Reviewed the current organizational structure of the Detention Center
- Perform a pay equity analysis of current Detention Center positions (recent pay changes delayed analysis and will be presented at a later date)



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Forsyth County/Office of the Sheriff – Detention Center Project 2023 Observations, Key Findings and Recommendations

Summary

- Over 140 electronic surveys were completed, representing 71% of those surveyed, including extensive answers to the five open ended questions. All questions from prior surveys were included in this survey with the addition of a section on Shift Work plus two additional open ended questions on recruitment and retention.
- Interviews, focus groups, confidential discussions and completed surveys produced uniform themes
- Consistent with 2016 findings, issues at the Detention Center continue to be complex, systemic, deep rooted and will take time to correct
- Several key areas produce significant concern and/or indicate deterioration in the recent past
- The make-up of inmates is very different than it was even several years ago
- COVID and associated protocol changes add to the complexity of the issues while making successful resolution to the issues more arduous
- Operating “short staffed” for so many years has produced far reaching consequences, both short and long term
- Recent enhancements in pay practices have helped some with recruitment/retention but is proving it is not the primary issue
- The most critical issues at the Detention Center fit into the following major categories:
 - Management Practices, especially above first level supervision
 - Leadership qualities
 - Communication
 - Favoritism
 - Short staffed
 - Safety concerns
 - Burn-out
 - Lack of approved time off
 - Mandatory overtime
 - Lack of training
 - Decreased experience levels
 - Shifts
 - Rotating vs. permanent shifts



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Observations, Key Findings and Recommendations

Management Practices

Observations & Key Findings

- Leadership does not have the respect of staff nor have built integrity with staff
- Staff feel lied to and do not trust those above their supervisor
- Meetings occur and decisions are made utilizing the “good old boy” network and with “old school” mentality
- The perception is that leadership does not plan, they react
- There is very little visibility of management or leadership to employees within the Detention Center
- Employees do not feel they are listened to, especially above their first level of supervision
- Communication is lacking, the audience is very selective/exclusive and when it occurs then it does not occur in a timely manner
- There is little, if any, leadership training conducted to equip leaders, managers and supervisors
- Staff feel disconnected from those they work with to operate the Detention Center

Recommendations

- Establish goals and measurement criteria for successful leadership, ensuring alignment with both Forsyth County and Sheriff’s office (training may be needed on effective goal setting, performance measurement and analysis)
- Research professional organizations and bring in an outside perspective to facilitate implementation of best practices and not “old school”
- Evaluate organizational structure for effectiveness, balancing both long and short term goals/objectives
- Provide supervisors and managers with regular leadership training
- Management and leadership should be more visible on a regular basis
- Improve the environment and culture with both general recognition and targeted/individual recognition
- Focus on inclusion and building the team
- Establish communication goals for each level of the organization and hold staff accountable
- Communicate, communicate, communicate (timely, respectful, professional and constructive)
- Evaluate the appropriate use of “employee teams” that add value and are constructive (set goals, success criteria and report out regularly)
- Consistency, honesty, integrity and respect should be demonstrated with every action taken
- Relocate business partners or support staff to the Detention Center to facilitate a better understanding of the challenges management, supervisors and officers face which will either expedite success or amplify the degree of success



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Forsyth County/Office of the Sheriff – Detention Center Project 2023

Observations, Key Findings and Recommendations

Short Staffed

Observations & Key Findings

- The Detention Center has been extremely short staffed for an extended period of time
- Short staffing impacts increased overtime, reduction in employees' approved time off, reduction in training opportunities, reduction in assignment rotations, reduction in promotional opportunities, increase in turnover, increase in employees working on scheduled days off, increase in fatigue, potential reduction in quality of employee health, and increase in risks associated with both safety and security
- Employees are exhausted and frustrated with the environment they work in and do not see an end in sight

Recommendations

- Continue to address "short staffing" as a priority for the Detention Center, Office of the Sheriff and Forsyth County
- Over-communicate the "why" behind decisions, the attention being placed on staffing, recognizing that the solution will take time but the Detention Center staff is not forgotten, ignored or less important than the inmates
- Embrace staff concerns and do not dismiss them
- Pay attention to the "little things" and make incremental cumulative changes



Forsyth County/Office of the Sheriff – Detention Center Project 2023

Observations, Key Findings and Recommendations

Shifts

Observations & Key Findings

- Shifts, especially in continuous operating environments, is always very sensitive and a dicey subject
- The announcement and implementation back to rotating shifts occurred in the middle of this project
- Employees were very upset that they did not receive communication on their shift/team assignment more than two weeks prior to the recent change from permanent to rotating shifts
- Changing teams in addition to going to rotating shift added to the discourse

Recommendations

- If a viable option to change back to permanent shift structure and consistent with the recommendation in 2016:
 - Any change to the shift structure should be planned and communicated well in advance of the change in order to give employees time to change plans or make arrangements for aspects of their life impacted by the change
 - Only if their recommendation will be considered: create a team, including all levels of employees, to holistically evaluate the length and structure of “shifts”, including what positions throughout the Detention Center should be on rotating shift vs. permanent shift
 - Consider the implementation of a “shift premium” for any employee assigned to a rotating shift, designating it separately on their pay stub to remind them of the premium and to facilitate removal if they transfer to a non-rotating shift
- Engage the County Wellness folks to develop programs for and/or assist employees assigned to rotation shifts
 - Consider establishing a more robust Wellness Initiative to include a professional Wellness Coordinator that has credentials and tools which are HIPAA compliant to over see a holistic approach to the wellbeing of the Detention staff to potentially include:
 - Wellness Coordinator develop and administer a customized Health Risk Assessment (HRA), including analysis of results and progress annually. Set minimum number of one-on-one meetings per year employee attends based on results of HRA and ongoing health issues the employee has.
 - Meet with employees monthly in one-on-one sessions.
 - Hold quarterly Employee Wellness Events to incorporate improving the overall health of the staff while presenting creative ways to sustain healthy choices
 - Quarterly/semi-annual updates with HR and Detention Leadership to refine goals and report performance against goals
 - Implementing a Wellness Reward Program to accumulate “wellness points” with gift cards earned based on points

Forsyth County Government Detention Center Survey Results

OVERALL SATISFACTION (new section)

	Favorable	*****	**** or ***	**	*	Total
As a general rule, how satisfied are you with working here?	69%	11% 15	58% 82	18% 26	13% 18	141

SUPERVISION

	Favorable	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
My supervisor treats me fairly	87%	35% 48	52% 72	9% 12	4% 6	138
My supervisor avoids playing favorites in the treatment of employees	74%	26% 36	48% 66	20% 27	7% 9	138
My supervisor expresses appreciation when I do a good job	80%	33% 45	47% 65	15% 21	5% 7	138
I can depend upon what my supervisor says	73%	25% 35	48% 66	20% 28	7% 9	138
If I have a problem, I feel free to discuss it with my supervisor	78%	30% 42	48% 66	13% 18	9% 12	138
My supervisor handles employee complaints well	75%	23% 32	51% 71	17% 24	8% 11	138
All things considered, I am satisfied with my supervisor	76%	31% 43	45% 62	17% 24	7% 9	138
My supervisor helps me to solve work-related problems	78%	30% 41	49% 67	17% 23	5% 7	138
When I ask questions, my supervisor does a good job of getting answers for me	85%	30% 42	54% 75	12% 16	4% 5	138
My supervisor is properly trained (new question)	83%	30% 42	52% 72	11% 15	7% 9	138
My supervisor's leadership skills are good	78%	27% 37	51% 70	16% 22	7% 9	138
My supervisor is good at relating to employees	75%	26% 36	49% 67	17% 23	9% 12	138
My supervisor is knowledgeable about organization policies and procedures	90%	36% 50	54% 74	7% 10	3% 4	138
My supervisor makes good decisions	80%	24% 33	56% 77	16% 22	4% 6	138
Once a decision is made, my supervisor is consistent	71%	26% 36	45% 62	23% 32	6% 8	138
My supervisor does a good job of assigning work	80%	23% 32	57% 79	14% 20	5% 7	138
I would rate my supervisor's ability in organizing work activities highly	78%	27% 37	51% 70	16% 22	7% 9	138
My supervisor delegates responsibility	87%	28% 39	59% 81	9% 12	4% 6	138
I can go to my supervisor for advice	75%	30% 41	46% 63	16% 22	9% 12	138
My supervisor asks for my opinions or suggestions	65%	25% 35	40% 55	25% 34	10% 14	138
I feel free to disagree with my supervisor	73%	22% 31	51% 70	17% 24	9% 13	138
My supervisor gets employees to work as a team	74%	24% 33	50% 69	20% 28	6% 8	138
My supervisor makes work related changes as a result of suggestions	64%	13% 18	51% 71	26% 36	9% 13	138

Forsyth County Government Detention Center Survey Results

	Favorable	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
My supervisor ensures that I have what I need to do my job	81%	26% 36	55% 76	14% 20	4% 6	138
My supervisor helps me develop my skills	69%	26% 36	43% 59	22% 30	9% 13	138
My supervisor has a good understanding of what I do	83%	34% 47	49% 67	13% 18	4% 6	138
My supervisor helps me think of better ways to do my job	64%	22% 31	41% 57	28% 38	9% 12	138
I am satisfied with the amount of time my supervisor spends with me	73%	26% 36	47% 65	17% 23	10% 14	138

DETENTION CENTER MANAGEMENT

	Favorable	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
I believe what management tells me	32%	7% 9	25% 34	37% 50	32% 43	136
Communication problems between work units are handled well	29%	4% 6	25% 34	40% 54	31% 42	136
Communication between my supervisor and management is good	46%	5% 7	40% 55	36% 49	18% 25	136
Management above my immediate supervisor is good	40%	7% 9	33% 45	36% 49	24% 33	136
Generally speaking, I think this organization is well managed	26%	1% 2	25% 34	40% 54	34% 46	136
This organization makes an honest attempt to resolve problems that may exist	30%	4% 6	26% 35	34% 46	36% 49	136
Communication from employees to management is good	28%	2% 3	26% 35	38% 52	34% 46	136
I have confidence in the fairness and honesty of management	27%	3% 4	24% 33	39% 53	34% 46	136
This organization is as good a place to work as other organizations	51%	7% 9	45% 61	25% 34	24% 32	136
Organizational policies and procedures are consistently followed	31%	1% 2	29% 40	43% 59	26% 35	136
Management is concerned about me as an individual	27%	4% 6	23% 31	35% 48	38% 51	136
Management lets me know about changes before they are made	35%	2% 3	32% 44	37% 50	29% 39	136
Management addresses employees' suggestions and complaints	24%	3% 4	21% 28	39% 53	38% 51	136
Management keeps me informed enough on what is going on	29%	1% 2	28% 38	39% 53	32% 43	136
Management gives employees accurate information	30%	2% 3	28% 38	44% 60	26% 35	136
People who make decisions in this organization know what is going on at my level	24%	3% 4	21% 28	39% 53	38% 51	136
Management creates an atmosphere which contributes to free and easy discussion	19%	3% 4	16% 22	46% 62	35% 48	136
Management has a very good personnel policy	44%	3% 4	41% 56	35% 48	21% 28	136

Forsyth County Government Detention Center Survey Results

	Favorable	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
Management really cares about the needs and problems of the employees	22%	2% 3	20% 27	37% 50	41% 56	136
Management gives clear cut directions/instructions	42%	4% 6	38% 51	34% 46	24% 33	136
I know where I stand with the organization	54%	10% 13	45% 61	28% 38	18% 24	136
I feel that organization policies are fair	61%	6% 8	55% 75	27% 37	12% 16	136

EMPLOYEE RELATIONS

	Favorable	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
When better jobs are available, all qualified employees are given equal consideration	33%	6% 8	27% 36	36% 49	31% 42	135
My most recent performance evaluation gave me a good idea of my strengths	86%	20% 27	66% 89	8% 11	8% 135	135
This organization deals effectively with employees who have poor job performance	30%	2% 3	27% 37	39% 53	31% 42	135
Employee complaints are promptly settled	31%	1% 2	30% 40	39% 53	30% 40	135
This organization's grievance procedure is an effective way to get problems solved	40%	1% 1	39% 53	40% 54	20% 27	135
This organization seeks ideas, opinions and suggestions from employees	35%	4% 5	31% 42	28% 38	37% 50	135
This organization responds to employees' suggestions	24%	2% 3	21% 29	45% 61	31% 42	135
I am satisfied with communications within this organization	21%	2% 3	19% 26	42% 57	36% 49	135

COMMITMENT

	Favorable	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
I really care about the fate of this organization	93%	52% 70	40% 54	3% 4	4% 6	134
This organization inspires the best in me in the way of job performance	60%	19% 26	41% 55	24% 32	16% 21	134
Clear work goals have been set for me	67%	20% 27	47% 63	22% 30	10% 14	134

Forsyth County Government Detention Center Survey Results

JOB SATISFACTION

	Favorable	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
I have a clear idea of what is expected of me	78%	28% 37	51% 68	14% 19	7% 10	134
All in all, I am satisfied with my job	63%	18% 24	46% 61	22% 29	15% 20	134
I am satisfied that I am able to see the results of the work I am doing	66%	19% 25	47% 63	22% 30	12% 16	134

TRAINING

	Favorable	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
This organization does a good job in training employees	28%	3% 4	25% 33	46% 61	27% 36	134

PERSONAL APPRAISAL

	Favorable	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
My performance is fairly evaluated	80%	19% 25	61% 82	13% 18	7% 9	134
Performance reviews are based on fact and not opinion	67%	18% 24	49% 66	25% 33	8% 11	134
I receive enough training to improve my job performance	62%	12% 16	50% 67	25% 33	13% 18	134

PAY/EMPLOYEE BENEFITS

	Favorable	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
I am satisfied with my pay	29%	2% 3	27% 36	40% 53	31% 42	134
I am satisfied with employee benefits	63%	10% 14	53% 71	26% 35	10% 14	134
I am paid fairly for the work I do	26%	4% 5	22% 30	46% 62	28% 37	134
The merit raise program is administered fairly	41%	1% 2	40% 53	43% 57	16% 22	134
There is a relationship between a merit raise and good performance	51%	4% 5	48% 64	31% 42	17% 23	134

TURNOVER

	Favorable	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
I plan to stay with this organization	70%	27% 36	43% 58	19% 25	11% 15	134

Forsyth County Government Detention Center Survey Results

SHIFT WORK (new section)

	Favorable	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
I am willing to work ANY shift	38%	8% 11	30% 40	25% 34	37% 49	134
I would work a permanent day shift	81%	49% 66	31% 42	7% 10	12% 16	134
I would work a permanent night shift	46%	26% 35	19% 26	22% 29	33% 44	134
I would be willing to work day shift if I was moved to special teams	69%	26% 35	43% 57	17% 23	14% 19	134
I would be willing to work night shift if I was moved to special teams	43%	22% 30	21% 28	23% 31	34% 45	134
I would be willing to work day shift if I was promoted	72%	38% 51	34% 46	17% 23	10% 14	134
I would be willing to work night shift if I was promoted	52%	28% 38	24% 32	22% 30	25% 34	134
The staff on day shift has more experience than night shift	61%	27% 36	34% 46	31% 41	8% 11	134
The staff on night shift has more experience than day shift	8%	1% 2	7% 9	62% 83	30% 40	134
Supervision on day shift has more experience than night shift	35%	13% 18	22% 29	57% 77	7% 10	134
Supervision on night shift has more experience than day shift	10%	2% 3	8% 11	72% 96	18% 24	134
Transferring from day shift to night shift does NOT require additional training	19%	1% 2	17% 23	49% 65	33% 44	134
Transferring from night shift to day shift does NOT require additional training	12%	2% 3	10% 13	49% 66	39% 52	134
Communication between shifts is good	28%	4% 6	24% 32	40% 54	31% 42	134

Obtained by [illegible] through [illegible]

Forsyth County Government Detention Center Project - Interviews, Survey Open Ended Questions, and Focus Groups

What can be done to recruit and attract employees to the Detention Center?

I believe in today's climate, law enforcement is not an attractive job. I think over time the numbers will increase but I don't know what can be done because at the end of the day I don't believe that people want to work and invest in a career that has retirement etc.
From my brief time at the LEDC, I believe the recruiting department is making valiant efforts
Better pay
Higher pay, and get 12.25 hours holiday pay since thats the hours we work not 8.00.
Better benefits. Tuition reimbursement or coverage, house purchasing incentives like other counties. Maybe a 24 hour daycare center for those with small kids.
More job postings, send higher ups to recruit, better starting pay, better benefits, more given at raise time, fixed shifts.
Pay more and do right by your employees. Supervision needs to understand where the officers are coming from due to us always in the the dorms. Supervision need to learn their officers .
I believe that the sign-on bonus will help in attracting more potential candidates.
Increase the pay to 51,000.00 for the officers, offer attractive benefits and vacation time.
Pay and no false promise
let recruits actually see what's going on both shifts so that they can see the overall oof the job
To recruit new employees, we need to offer a sign on bonus (which we just started doing), have positive media posts & make videos that portray the positive aspects of the job. We need to make sure job postings/job vacancies are listed on job internet sites (Indeed, zip recruiter, monster jobs). Morale needs to change before we can recruit using current employees that support the job & its duties.
stop telling them things that are not true
Just keep hiring You already got the money in place. Stay on permanent shifts.
Raise pay
be more consistent with recruiting events, make more accessible and promote more on social media
The agency has to make vital changes within the department. Old problems need to be fixed before bringing in new ideas.
The permanent shift was a huge selling point but that will soon be gone. You could try going to military posts and try recruiting individuals getting out of the military.
Permanent shift
Pay and bonuses
I do not think there is anything else that we can do. We have job fairs and open house.
Better pay, flexible schedule,
When candidates apply for the Detention Center, they should be informed of possibility of rotating shifts
Pay raises and fixed shifts as well as get out to the community more
Better pay and stay on permanent shifts
I strongly feel that permanent shifts is the best attraction
Concentrate recruiting efforts towards those going through a mid-life change. Not towards college or military

Forsyth County Government Detention Center Project - Interviews, Survey Open Ended Questions, and Focus Groups

What can be done to recruit and attract employees to the Detention Center?

Better pay and be clear about what the role is for the officers.
Proper communication and permanent shifts
Stop lying. This last group of individuals that came in didn't even know we were switching to rotating shifts in January. Most are planning to quit, or they see that other employees are going to quit and the workload is going to transfer to them. Also, because we are so short-staffed, this jail is having safety issues. It doesn't work attracting employees when your facility is in the news all of the time about Officers getting assaulted. These assaults only happened because of the shortage of staff.
Before being able to recruit and attract new employees we need to get our house in order and fix things so that new employees come into an organization that is running as it should. If our house was in order than we could attract well-rounded and suitable employees and not as our management [REDACTED] refer to as warm bodies and easily replaceable. People hear of how management treats the officers and no one wants to work for that. No one wants to work for a [REDACTED] who tells them that they don't care about the hardship a new schedule will cause them and that regardless of the hardship they will not consider any change. They don't want to work for management who say that they just want warm bodies or for a [REDACTED] who tells his dedicated officers that if they want to leave than leave because we are easily replaceable. In order to recruit new employees, we need to retain the current employees. Why would anyone want to work in a place that has such a high turnover rate and where seasoned and vetted officers are fleeing? The LEDC holds recruitment events and waived so much of the application process and we still can't get new people to work here. When we do get new hires, three out of five of them leave once they go and do an actual walk through of the jail because they can see all the problems. It is blatantly obvious that management/officers/the Sheriff does not run the LEDC but the inmates do.
Reach out to local business's that are shutting down/laying off and try to recruit those employees
Not really sure what efforts can be made other than Job Fairs. It takes a different individual to do what we do. I believe 2 out of every 10 that apply may actually want and need to work. Also, there are more jobs in Winston now verses 20-30 years ago.
be consistant in decisions made
Pay increases and permanent shifts
positive and happy people
Recruiting and attracting people to work here is not always about more money, it has to be something that is in their hearts and is a passion to them to want to do this line of work. That how it was for me. It wasn't always about the money
I honestly don't know, but I'm afraid if we start rotating shifts we are going to lose more people and we already short.
Stay on permanent day and night shift and more pay.
raise the starting pay to compete with surrounding countries
Be proactive with pay increases/bonuses. Permanent shifts.
More pay.
More money or Maybe hire part-time employers that will work only 8 hour shifts. I have had several people say they would but 12 hours is just to much.
Remain on fixed shifts, higher pay w/ sign on bonuses, boost morale in the building to get employees excited about referring others to work in a more positive workplace

Forsyth County Government Detention Center Project - Interviews, Survey Open Ended Questions, and Focus Groups

What can be done to recruit and attract employees to the Detention Center?

Only hire for night shift. Make it clear that the positions available are for night shift and do away with the possibility of a swing/rotating shift schedule.

Listening to those already employed. A lot of us either have ideas to recruit more people or have the experience in recruiting and retention to get more people hired.

Visit military bases for soldiers exiting the military. The military will pay them to attend school (DOCC) and that would save our money as well.

1. Make sure we know our target audience.
2. Research and speak to other agencies to get ideas.
3. Reach out to the Military and see what programs they offer to personnel that are leaving.
4. When having local job fairs make sure it's promoted well in advance and in the right places.
5. Visit local Community Colleges and make sure flyers are always present.
6. NETWORK... NETWORK... NETWORK!!!
7. Locate employees that have the experience with recruitment.
8. Again, network especially with businesses that would likely have the same likeminded people... ex. Martial Arts Schools hold many events... that's how they recruit their clientele. Co-Sponsor one of their events. Have Detention, SRT, ATV, Drone and or K-9 show up and pass out flyers and other adverting items.

The constant change of shifts is where we lose our VALUABLE employees. The not as valuable ones are the ones that remain. When everyone gets comfortable with the shifts, there is always people that start looking for other jobs because we like things the way they are.

A salary increase for new hires may help with recruiting and retention. Have a system in place where possible candidates can interact with the officers currently work here and are the frontline staff. Training and advancement benefits may also help current and possible new staff.

Competitive Pay; Good Insurance; Increase Safety where possible, by providing safer materials in the dorms, like safer doors / food traps, Provide training that ensures Officers and Civilians can take care of themselves when faced with Irate Prisoner.

Work to change laws/policies that punish those who abide by the law but provide loopholes for criminals.

Treat the current employees better so they are a walking testament to what a great place this is to work instead of complaining about it daily.

Increase pay, more professional opportunities

There is a lot of experienced staff that work here. They should be included in the recruiting process. A team should be put together for hiring events and a mentor program should be put in place for the newer officers to connect with their trainers.

Increase pay to be competitive with surrounding businesses, not just law enforcement, but private also.

What can be done to recruit more employees to the Detention Center is not only bettering the pay, but it starts from the leadership down, Being valued, being more consisted with communication between the teams, and showing more love and support for one another.

this is not an easy task. pay is a start proving to perspective hires that the organization is going to stand behind them is something that must be done. We recently had Officers get charged for doing their jobs and when it was all done those charges were dropped but this is on the minds of people. This is a great place to work, and we need to help people understand that.

Forsyth County Government Detention Center Project - Interviews, Survey Open Ended Questions, and Focus Groups

What can be done to recruit and attract employees to the Detention Center?

A raise/better pay, scholarships/paid tuition, part time positions.
For one better pay and permean shifts people have families and its harder to recruit people long term with swing shifts i just started and might have leave because of this!!!
Send employees to BLET.. some people want to advance their career and seek overtime opportunities outside of the jail facility.
Advertisement of the good that we do. Pay. Better training for new hires and retraining for staff. Our presentation is our KEY! to this.
pay raise and stick to your word we are rotating and we weren't supposed to be
Hire individuals that are competent and know what the job is about before hiring. They can't be scared to come into this line of work... SAFETY IS A MUST !!
Offer video modules of daily duties on social media displaying roles in the facility. (Censored of course)
Increase communication with community to shed new light on the good we are doing also Increase starting pay
Raise our pay to at least equal to our neighboring county. Bonuses are short term, need permanent pay raise and they get taxed more. Benefits are good.
Increase the pay, and be honest about everything that is happening at the jail, in regard to staff shortages, inmate population, and all the changes happening at the jail.
More money
Change Management and Increase overall pay and incentives. Make the detention center safer! Happy employees will attract new prospects simply by word of mouth.
we just got the 5000.00 bonus but no one is giving it time to work
A lot of the factories are laying off people, we should reach out to those people.
A 10-15% pay increase
Raise the pay. Offer bigger insensitive based bonuses the longer you stay.
Increase pay and stay on set shifts
Start a recruitment team again including Detention Officers who appreciate and enjoy talking about their job.
with single parents help them with child care issues and they would stay when working nights some have no one that live in the area and have no help other than daycares during the day
Better pay, more opportunities for civilians.
increase the starting pay
When it is on the news that companies are laying off people, someone need immediately to actively try and recruit some of these people. There needs to be better pay and insurance if they stay for so many years and retire from the County.
Not go to rotating shifts, pay more
Maybe try more open houses or try to make the advertisement more enticing.
Pay more
stay on fixed shift, if night shift help is needed, then post Hiring for night shift only

Forsyth County Government Detention Center Project - Interviews, Survey Open Ended Questions, and Focus Groups

What can be done to recruit and attract employees to the Detention Center?

Keep permanent shifts and give a pay raise.
More money
More money
Change the 12 hour shifts to 8 or 10 hours
Tell the people that you hire that this facility will remain on permanent shifts. They also need to quit telling people a pay raise is coming if they don't have any intention of raising their salaries.
You cannot recruit anyone when you do not have a recruiting team out and about participating in job fairs.
Find employees who are happy with the agency to recruit and attract employees. There's not enough happy employees to hire and maintain the moral
Not going to a rotating shifts will help lots of problems in the facility.
Better pay, better safety for officers, better chance for career advancement other than the jail.
more incentives while employed at the detention center. better pay. matching other facilities in the surrounding counties
Comparative pay
Higher pay
Be honest and straightforward from the very beginning. Don't just hire people because we need the help. Go back to extensive background checks.
Better rules and regulations, team work, communication , better leadership and supervision
Advertising, go to events,
Permanent shift rotations. If you are recruiting prospective employees from outside of the county maybe have a relocation stipend to assist in attracting them to work for the organization. Build the culture and ethics of the organization back up to what it was 2-3 years ago. Morale needs to be addressed, if you have a disgruntled organization that will be noticed when you have walk along seeing the detention center. If morale is low like it is, your current employees will be honest and tell it how it is to these prospective employees who are paying attention to these current employees.
Be competitive with the starting pay. Go to companies that are closing down and recruit.
keep fixed shifts. keep people on their assigned posts. put offers and conversations in black and white.
More pay, More ppl!!! If I'm forced to do rotating shifts, now I'm losing my differential pay (171.50) kinda back where I started now doing double if not triple the amount of work!!!
Fix the problem and more people will be happy to come to work. Right now don't look to us to effectively recruit people.
Management should start listening to employee concerns and feelings toward things
Pay needs to go up to compete with other big counties. Look to military veterans that may be interested.
Permanent shifts, higher wages, a more positive work environment where it feels like upper management beyond shift commanders is actually on our side.

Forsyth County Government Detention Center Project - Interviews, Survey Open Ended Questions, and Focus Groups

What can be done to recruit and attract employees to the Detention Center?

In order to recruit and attract employees, truthfulness needs to be top priority. Recent employees are have been told different things when they were hired. Some have been told that we would remain on permanent shifts while other new hire groups have been told that we would be rotating.
Pay them BETTER than sworn staff. Equalize all benefits, including retirement!
The Detention Center has to be marketable. People need to see they will be appreciated for a thankless job.
Raise the pay and not consider rotating shifts at this time.
Recruit veterans exiting the military and from places which are laying off people who are in need of employment. Get media on board and report the good the agency provides to the community, not just the bad things which occur.
Increase the base pay.
Bonuses are good but people prefer permanent money. I rather have a 25 cent increase rather than 1k-5k bonus.
Involve the officers that are currently employed and assigned to the Detention Division. Give the officers an opportunity to speak to possible new hires, and answer questions that one may have.
Bring Detention officers to schools/colleges to talk to students and parents.
Better pay, better benefits and a county government that cares about the Detention Center. Our agency head does his very best for out interests however the board and [REDACTED] seems less interested and only care about bonuses for themselves and large pay increases for themselves ([REDACTED]).
STOP the lying
Quit lying to them on the way in. New officers are being told that they are on a permanent shift and when they come in to start, they are informed that we are going to rotating shifts.
The Sheriff told us when he was elected that as long as he was Sheriff, we would not go back to rotating shift. (Studies show that the rotating shifts are not healthy and cause health issues)
STOP the "politics"
A little over a year ago, a few supervisors were demoted without just cause or reason. They were told that they did nothing wrong. *****How do you demote without just cause or reason????? ***** Then, they turn around and promote people into those position and at least half of them did not even test for it or go before the oral board to interview – which is against policy. Sounds like favoritism.... Also, they promoted a [REDACTED] [REDACTED] to [REDACTED] which is against policy. It seems as though there is the "good ole boy" system here which is not fair to the rest of us. This does not look good on the agency.
We need more integrity and less politics
Stop the constant change. I understand change will happen, that's life but constant change is not needed. Every time you turn around here, there is something changing. That causes undo stress on the officers.
When there is a change needed in the operations, the [REDACTED] need to consult with the Officers – get their input on if it will work or not. The [REDACTED] are so far removed from the floors that they cannot initiate change effectively. They come up with changes that don't make sense. It makes the ones on the floor work harder and it is not even effective.
The ones coming up with all these changes have forgotten what it is like to be in the dorms

Forsyth County Government Detention Center Project - Interviews, Survey Open Ended Questions, and Focus Groups

What can be done to recruit and attract employees to the Detention Center?

You have people at the top () with integrity issues stirring up unnecessary drama within the department.

Upper management needs to stop talking out of both sides of their mouths. One example, they tell officers to get the trays off post because they can be used as a weapon. While at the same time, they ask us to pass out tablets for the inmates. The tablets have been used against officers as weapons but the tablets are still in the dorm.

Obtained by WXII 12 NEWS
through FOIA

Forsyth County Government Detention Center Project - Interviews, Survey Open Ended Questions, and Focus Groups

What can be done to retain employees in the Detention Center?

To keep the current employees at the Detention Center the agency (Command Staff) needs to get back to showing that they care. They have to become more visible to the line officers. They have to go out to the floors and talk to the officers get to know them and what matters to them.
Listen to the staff. During evaluations find out possible personal limitations, such as child care or age and instead of forcibly moving the backbone of the LEDC, IE: Officers. Move them to days, nights or teams according to their strengths within reason.
Increase pay and the performance range increase. Bonuses
Better pay, and better benefits, have higher ups pay attention and work with employees. Stop lying to the employees every other week. Change policies to support employees and not inmates.
supervision has to be fair to all employees, and make the jail comfortable for employees to work and want to be here. We don't get enough credit to what we do in the jail we are very underpaid and that needs to be fixed in order for the jail to keep people.
Permanent shifts will help in keeping veteran staff. The shift differential does help in giving a form of compensation for night shift employees, and in time, they can apply for day shift as openings occur.
Pay increase to 51,000.00 that was originally discussed for the officers. No rotating shifts. To show more respect and appreciation toward the officers and all of the hard work that we do. Also stop showing favoritism towards certain employees and be fair towards everyone.
Pay raise and no false promises
better pay and more morale
We cannot afford to lose any more officers. Rotating shifts has already caused more people to resign. Human Resources needs to higher new employees for night shift. Do not allow a new hire to dictate they will only accept the job if it's for day shift. If more vacancies are on night shift, hire new employees for night shift until it is caught up to the vacancies on day shift. Then, you can hire for either shift.
stop lying and make promise
Do not go back to rotating shifts. The facility is already losing people because of this issue.
Raise pay and stop favoritism
Treat them with Respect
stay on permanent shifts, increase pay and also implement bonuses at certain times of the year
Have better communication with employees. Better morality within the agency. Less dishonesty from supervisors. Have better relationships with employees and understand their needs. Supervisors should be fair and not play favorites within the division.
Provide leadership that leads from the front. Take back control of the Jail.
Permanent shift
Evening out the work load
Stop lying. A certain Sheriff said that while he was in this position we would never rotate. Call me a fool for taking a politician at his word.
Increase the pay, Increase the security of the facility/doors to cells, all can not be done with out an increase in the budget.
Remain on Permanent Shifts. Be more considerate and understanding to the Line Officers. Also eliminate the weekends during Mandatory Overtime. No Sat/Sun.

Forsyth County Government Detention Center Project - Interviews, Survey Open Ended Questions, and Focus Groups

What can be done to retain employees in the Detention Center?

Make sure our compensation is equal to other detention centers. Make sure supervisors are all on the same page. I have worked on two teams and each supervisor does things different.
better pay, more on the job training, better yearly raise.
Fixed shifts have it set in stone that we are not going to rotating and higher wages there are ppl who work in factories that make more than us and we deal with a lot more. We have deal with peoples lives daily and when we mess up we get charged,sued and etc why shouldn't we make more.
Do not go to rotating shifts.
Full Employer paid health and dental insurances. This acts as a raise by putting more money in the employee's paycheck. People like free benefits!
Being treated with respect. Feeling valued, not just being told you are valued
The Sheriff's department need to back their employees up when policy and procedure is followed and nothing was found that was being doing wrong....NOT being "polictical". Right is right and wrong is wrong. Again, comes down to integrity of the department!
advance pay grade to match other agency's so that staff are more willing to stay here rather then leave to go to another agency for better pay
giving a raise and not putting the sign on bonus with the pay check. Communication goes a long way. Being honest of the support that the Detention Officers can expect to receive.
Detention Center Supervision has to come together & be the change they want to see. Set good examples, and really uphold their duties. Be what they wish they had while coming up the Chain of Command. Show the people that they care. This entire survey was completed and rated based only on my current supervisor.
Additional pay and benefits.
Increase salary and don't make changes that don't work.
Permanent shifts and keeping the busy work to a minimum
be fair around the decision made to officers
Permanent shifts
be fair
More respect from management and stop being treated disrespectfully by our management or downplayed by management. Ask officers about some of the decisions they make instead being told in a nasty way.
To retain employee maybe more pay.
Permanent day and night
give them pay raises
Bridge the gap between Command Staff and Officers. Better communication with Officers. Change leadership styles that shows value and respect to Officers. Detention doesn't see the Sheriff unless there are problems.
More money

Forsyth County Government Detention Center Project - Interviews, Survey Open Ended Questions, and Focus Groups

What can be done to retain employees in the Detention Center?

More pay.
1. Make the officers feel like they are cared for... you might SAY it, but it's definitely not shown by many of the supervision. 2. FTO Program needs to be fixed... 3. You need a Training Supervisor here in the Jail to oversee FTO program and Training. They should work on a different schedule so they could assist with both day and night shifts to make sure everyone is being trained the way they should be.
Consistency. There was a time period when all you had to do was talk to the sheriff and you got promoted. There was no testing done. The people that got promoted were usually not promoted for a reason. Then you have supervisors that do not know what they are doing. This also hurt morale. Then these supervisors, who lack information, are in charge of leading new officers. I would say leave remaining positions open until you have a quality candidate. I would also try and show the officers that you care about them, even if they are short staffed. It seems as if all the attention and positivity is with the Patrol. They have more training benefits, more options of where to go if they need straight shifts or rotating shifts. They have actual lunch breaks where they can sit to eat, whereas we have to inhale lunch to get back to our area. They either get cars to drive home or guaranteed holidays off, whereas we do not. They get food sent to them and all the media attention. It is obvious that the detention center are the red-headed stepchildren. Once we are fully staffed, it would be nice for some of the same situations to happen over here. Morale is low because there are so many changes and been short staffed for so long. It is hard to remain healthy-physically and mentally, enduring all this. Yes the deputies were here to assist, but it was with basic tasks. We need people that can actually help in everyday duties. Standing by with the nurses, exchanging laundry, dentist duty, passing out breakfast trays. Not sitting in a control room on a property box collecting time and a half, while that officer has two dorms doing everything. Get decent employees hired and have the AGENCY show that they care about you.
Get us some help, eliminate the mandatory OT, and quit running facility like it is business as usual putting more responsibilities on shortened staff
Increasing pay across the board for the frontline staff and making sure they get it instead of promised it. Career advancement paths and goals will help as well. Better communication from command staff to the officers is a must so officers are set up to succeed in their job functions instead of failing. Morale needs to be boosted back up.
DO NOT change to a swing/rotating shift schedule.
Start by providing incentives for those of us with more than 6 months of experience so we feel that retraining is worth it.
I am a supervisor and if we go around individually to show our appreciation face to face would make a huge difference. Not just a general "thank you" addressed to EVERYONE in Muster would be greatly appreciated.
Better Insurance, Better Pay. Consistently, Honest Communication. Increase Safety where possible, by providing safer materials in the dorms, like safer doors / food traps, Provide type of training that ensures Officers and Civilians can take care of themselves if/when faced with Irate Prisoner. Work to change laws/policies that punish those who abide by the law but provide loopholes for criminals.
Better pay, better insurance, promote by knowledge & training not by who you are friends with or who complains to loudest.
Increase pay and staffing.
Pay raise to make more than P&G and keep permanent shifts.

Forsyth County Government Detention Center Project - Interviews, Survey Open Ended Questions, and Focus Groups

What can be done to retain employees in the Detention Center?

Better pay, it takes a hard work and deduction to come in here and do this job to the best of your ability, and hear of the other facility's that offer more.
Treat everyone fairly with giving seniority to special post as well as promotions
same as above
A key component to this facility is the security teams that work here. I think by not going to rotating shifts would help keep staff here. I also think there needs to be more communication from all parties involved. Instead of hearing staff ideas we as a whole need to listen more to the frontline staff that are working the floors everyday and have a true idea of what is going on and what it takes to run it. I think management should step on the floors with their staff and hear, listen, and see what they are dealing with.
Better evaluation, no mandatory overtime, sending employee to BLET if they would like to, better food and respectful staff that serve the food.
better pay and permanent shifts
Stay on fixed shifts, also add more bonuses, and raises
Understand the needs of the Detention Center and the needs of the Employee simultaneously. Stop micromanagement. Proper dissemination of information in a timely and useful manner. Total continuity and consistency in and among the teams. Act on moral. Do not react to it.
pay raise and stick to one shift
Do not go to rotating shifts and not lie to your employees, especially when you tell them that as long as I am in office, we will not go to rotating shifts. That was a a LIE !
Offer a diversity of training of different duties in the facility.
Stay on permanent shifts and increase shift differential to further entice new recruitment to go to night shifts
Raise our pay to equal neighboring county. Bonuses are short term and they take a lot of tax out. Reman on fixed shifts.
HONESTY, and stop making foolish decisions. Think before you react. This is a new population of inmates and a new population of staff. You cannot go back to the "old" way of doing things and expect for things to go back to what they used to be. You have to come up with a better way of doing things, that is effective, and caters to the need of both the staff and the inmates. So many decisions have been made with only the inmates in mind the past 4 years, and as a result you have lost a great deal of both good and bad officers. And having an attitude of "it is what it is" is not the attitude that should be had at this point in time. Everyone is pissed off, and that attitude only adds fire to the situation. Start listening to the staff, and balance everything out.
More money
Increase pay and incentives. Go back to allowing us to bank holiday hours when we are working on holidays. Lift the overtime restriction, allow people to work if they want to work, but it must be stated they have to have at least 8 hours away from the job before returning. There are a lot of employees that would work more days than required if allowed.
Command staff stop thinking they know what is best with out talking to the employees
Get rid of the mandatory OT.

Forsyth County Government Detention Center Project - Interviews, Survey Open Ended Questions, and Focus Groups

What can be done to retain employees in the Detention Center?

Better pay
Upper management needs to show up in musters and walk the floors so line officers can express their concerns / praise without having to write a memo. It would also be nice if they did it just so the newer officers would know who they are.
Offer pay increase for the FTO position
Better pay and training
I think if offered more money people would stay/ and if helped with daycare issues.
Personally, I wish there were more opportunities for advancement for civilian staff. I feel stuck in a dead-end job and I have grown tired of doing the same thing.
Same as my answer to the last question
Care more about the employee than the inmate. be more concern for your employees
More pay for Detention and insurance when retire.
Not go to rotating shifts
Many do not want to rotate. If we have to rotate, why are we doing 2 weeks which is really hard on you because by the time you switch it is literally time to switch back.
Do not rotate shifts
Keep permanent shifts and give a pay raise.
To give them a raise
Stay on permanent shifts
Everyone treated equitably, stop playing favorites
Quit telling everyone that has worked so hard to keep this organization running that they are going to rotating shifts.
Ask the resignation of the entire command staff that has done nothing but create a TOXIC and hostile work environment for the last four years with the approval of the Sheriff. That would be the [REDACTED] and all [REDACTED] who have been promoted from the "Good Ole Boys" club that reigns supreme. If you are not in the club- you don't matter. Entire staff knows it.
Keep the promises made to employees and address us manner that shows you respect what we do. Supervisors needs to come on the floor and walk the dorms to see what officers deal with. Officers need to be heard and adhered to. The officers should have a voice
Do not go to rotating shifts, this is going to make many Officers leave the agency.
Better pay. no mandatory overtime. no rotating shifts. no switching teams around. advancement in the sheriff's department, not just the jail.
Accept employee feedback in regard to changes being made. Speak with employees and get the opinions of the individuals currently doing the job before making decisions that will impact all employees of the detention center.
remain on fixed shifts
Higher pay, more break time (30 minutes for 12.5 hours is not enough)
Video module for the current employees because we do not have time for hands on training.
Better communication , fixed shifts & better team work

Forsyth County Government Detention Center Project - Interviews, Survey Open Ended Questions, and Focus Groups

What can be done to retain employees in the Detention Center?

Be more competitive with pay than other county's. We need more staff
Permanent shift rotations. Better communication from the chain of command to line officers. The morale needs to be severely addressed. Morale is at an all-time low right now, officers do not look forward to coming to work. I love my job but I can tell that my officers are disgruntled. Command staff would notice these things if they would come around and speak with line officers.
Listen to the employees when they have concerns. Take those concerns into consideration. Do not make false promises just to keep morale up. Do not say one thing and do the opposite.
keep your word hold true to your word fair treatment
More money, stay on permanent shifts, more ppl
Command Staff needs to stop making changes that directly impact the officers in a negative way. Officers are on the floors with these inmates and the Command Staff makes it harder for us to do our job effectively. There is favoritism when it comes to promotions. People have been promoted who are not respected on the floors or by the officers. Communication from the Command Staff is poor and frequently delayed. We have been doing mandatory overtime for 16 months and we're tired and burned out. But the Command Staff continues to make changes that negatively impact the officers, their family and health. Every change they make we lose more officers. This next change going back to rotating shifts we will lose more people and we're already dangerously short staffed. The Command Staff said they knew people would leave. When the last change was made and we asked the [REDACTED] what would happen if we lose officers. His response was that we'll just hire more people. Clearly that indicates how he feels about retaining officers and being positive. As quickly as we're hiring people more officers quit and some don't complete their training because they see how awful the conditions are. New officers are training new hires because the experienced officers are leaving. We're losing valuable and experienced officers at an alarming rate.
Pay raise and better management decisions
Learning how to talk to staff . Make family a priority . Recognize seniority when supervision position are available . Officers need first choice when choosing day or night shift. All new officers new to start on nights.
Staying on permanent shift, higher wages, more transparency, having decisions explained- especially when those changes have a significant impact on the day to day lives of the majority of the staff in this building.
The major thing that could be done to retain employees is for management to actually listen to the employees suggestions and opinions. Employees currently believe they have been lied to on numerous occasions and have lost trust. Good morale is a major retention tool but as of right now morale is the lowest I've ever seen it, employees don't want to go to work because it's draining.
Give us the same retirement as a deputy. Stop treating us like trash. We've been lied to. There is no connect with 301 N Church St and the LEDC. I don't know how [REDACTED] (or higher) are selected, but I'm pretty sure you have to be a certified liar to be one. STOP PROMOTING FAVORITES. COMPETENT PEOPLE ARE CONSTANTLY PASSED OVER FOR POSITIONS.
Not switching to rotating shifts.
Listen to the complaints. Understand the issues and try your best to resolve them. Make sure people that are in ranking positions know their job and isn't scared!

Forsyth County Government Detention Center Project - Interviews, Survey Open Ended Questions, and Focus Groups

What can be done to retain employees in the Detention Center?

Increase the salary for current employees and new hires, better on the job training for current supervision and the command staff becoming more transparent with the line staff as things change.
Effectively train and communicate with each employee individually in a way that allows them to feel connected.
The negative media attention doesn't help. Better pay and incentives are a start
We want to feel like we are appreciated and understood. Some are afraid to ask a supervisor to come and relieve them when they need a break because of the holier than thou attitude. You want people to stay, those in supervisor positions need to remember where they came from and start acting that way. It is like riding a bike...you don't forget how to do the job. Supervisors just don't want to do the job of a DO once they get promoted.
Raise the pay and not consider rotating shifts at this time.
If you make a promise to employees, don't change your decision without speaking with them to explain why you are going back on your word.
Treat them with the respect they deserve. Stop keeping everything so hush-hush. Actually consider that they have lives and changing shifts may impact their lives and therefore they need time to make changes or accommodations to their current situation to make the new shift work. You can't tell your officers that they are going to rotating shifts January 7th and then not tell them what team they are being moved to or how long the rotation will be for. It is two weeks from when rotating is suppose to start and officers still do not know how long the rotation will be for or if they are changing teams. This is blatant disrespect. It is clear that management does not care about their employees or how anything that they decide affects the officers. Officers were told that no hardship would be considered. Having pay that is comparable to other agencies is also needed. We are still one of the lowest paid staffs in NC, especially when compared to neighboring facilities.
They need to compensate the employees who are staying with pay raises (not mere \$1000 one-time bonuses, which get taxed to extreme). New hires are getting paid more than some of the officers who have both promoted and been at the agency for years. This is not right.
Promotions need to be considered based on work ethic, merit, experience, etc and not on personal opinion and friendships. There is a group of women who all got promoted at the same time not because they are the best person for the position but because of who they know. In one case, the new sergeant has driven away almost all of the officers in her section (one quit and one is trying to get out).
Management needs to actually listen to the line officers. They are the ones having to deal with this new breed of inmate. Management still thinks it is 1995 and tries to run the facility as such. Officers and inmates are different. Inmates feel they are entitled and it appears that our facility is so afraid of upsetting inmates that we have given them everything and do not make them responsible for their actions. We try to implement a new procedure and the inmates start to rebuke it so then we cave and say okay and revert back to what made the inmates happy. In a [REDACTED] meetings minutes one [REDACTED] specifically said that our job was to make the inmates happy and a happy inmate is a content inmate. It is clear that we are more concerned with the inmate's happiness than officer safety. We have been told that regardless that it goes against policy that the inmates will be let out. This meant that one officer was running two housing units with 60+ inmates out in each unit. This is a clear violation of policy. If there are not 3 officers assigned to post than that floor is to be locked down. This is even more a direct violation of policy when the control room officer is a PG contractor, who is not certified. That contractor can not help and thus puts more stress and hardship and risks the safety of the assigned officer.
The training program is non-existent. We have new officers training new officers because we have driven away senior staff.

Forsyth County Government Detention Center Project - Interviews, Survey Open Ended Questions, and Focus Groups

What can be done to retain employees in the Detention Center?

Officers need to be given more notice of their mandatory days. They have waited till one week before the new month to tell officers when their MOT days will be. This is unacceptable. This just shows that that supervision does not care about the officers who make the place run.

The safety of the officers needs to be first and foremost. They need to put a tint on the windows in the housing units so that the inmates can't see inside the control room or into the other housing units. The inmates currently can communicate through the glass with inmates in the opposite housing unit and thus can set up attacks and jumps on either another inmate or officers.

The tablets need to go. If we must keep the tablets they need to be put into the multipurpose room where inmates can sign up for law library use. The inmates do not the tablets. They are currently using the tablets for everything but what their intended use is. Inmates are using tablets as lighters, to have phone sex (i have personally listened to conversations while monitoring during an investigation), to assault officers, to assault other inmates, and to have 3-way phone calls. The tablets are 100% a safety hazard.

Since the implementation of the mandatory overtime, management refuses to grant time off. When you do have vacation time scheduled (a year in advance) they schedule you your mandatory OT during your vacation time and then tell you that you are responsible for finding coverage and if you can't then you will be written up. Why can't they just look at the vacation book and not schedule you MOT that week? This is just a small way that they make us feel like we do not matter. What is worse is that our supervision takes off whenever they want and it seems like what is expected of us is not expected of them.

We are not being led by leaders. Our supervision is too concerned throwing their people under the bus or placing blame elsewhere. I have witnessed a sergeant side with an inmate over an officer in regards to having the television on. Some supervisors demean and embarrass their officers in front of the inmates thus making it impossible for that officer to gain any respect or authority in the housing unit they are assigned to.

Obtained by INMATEFOUNDS
through

Forsyth County Government Detention Center Project - Interviews, Survey Open Ended Questions, and Focus Groups

If there was one thing that you could change, what would it be?

If I could change on thing it would be people's attitudes about this agency. So many officers walk around with the entitlement attitude. Nobody wants to work together towards a common goal realizing that we are all on TEAM.
Again, my time at the LEDC is limited, however, I have personally been extremely satisfied with my training, the leadership I have had the pleasure to interact with, and procedures that are in place.
I don't know
stay on permanent shifts.
Policies that make sense. Let officers advance in the field, dont hold them back from doing what they want to do
SUPERVISION and Pay.
I would like to see an eventual dismissal of the private security company in the detention center. However, when that does happen, floor officers need to have a consistent rotation of floor assignments. All officers should be able to work the control room as well as the housing units. With a rotation of floor duties, all officers would spend 2/3 of their time working housing units and 1/3 of their time in the control room.
Some of the Command Staff needs to be changed. Not everyone is on the same page with the Sherriff and seems to have lack of respect or concern with what works best for the jail and officers. Some decisions that are made by them are based on what they want without considering the officers and what we know works best for us and our safety.
Not going to rotation shift when got hired for another
pay
Communication! So much is lost in translation. Communication needs improvement between the teams. Also, [REDACTED] do not relay info to the [REDACTED] or staff.
I also think officers should not be expected to do 5 jobs. Officers are tired from 2 years of working mandatory overtime. Then, when they are at work they are expected to do multiple jobs, cover multiple areas, and be superheroes by saving multiple inmates from Fentanyl overdoses. PTSD is real & it is so unrecognized. We deal with trauma almost every shift.
leadership
I would change some of the UPPER command staff. The [REDACTED] is destroying the jail. Promote [REDACTED] [REDACTED] to [REDACTED].
Command staff that will communicate with its employees
The knowledge that command staff has and their interest in the specialized post I now run
Leadership of the higher command staff
I would change the supervisor
pay
I would change the way people (employees, not supervisors) are treated within the facility.
Swing shifts and better supervision
Stay on permanent shift
better insurance courage
The air of hopelessness amongst the officers.

Forsyth County Government Detention Center Project - Interviews, Survey Open Ended Questions, and Focus Groups

If there was one thing that you could change, what would it be?

The testing for promotion, because there are some people that are not good test taker.
Management
How out of touch command staff is. If you want to change the shifts when everyone and their mother doesn't want to but with no clear reason, then you are the issue. At this point it feels like someone is trying to intentionally sabotage this facility.
There is not just one thing. Our entire upper management needs to get overhauled. It appears that the [REDACTED] is trying to sink the LEDC and [REDACTED] and Sheriff are letting him. So many things need to change as stated in Answers for 90 and 91.
I would change the image of the detention center. When I first came here, it was a fun place to work. The supervisors were knowledgeable and willing to show you how, without degrading you.
Classification do better at moving inmates around so they don't get comfortable in surroundings
Stay on Permanent shifts
Just the overall negative energy.
Fixed shifts, have the supervisors be rated by their peers as well as their shift commanders
stay on permanent shifts
THE [REDACTED]. He does not have integrity. Once you are caught telling stories, you have not integrity. If officers were caught lying, they would be fired. What makes the [REDACTED] any different. He is suppose to be a leader with the highest integrity.
[REDACTED] [REDACTED] - a year ago, when officers asked the [REDACTED] what would happen if people quit due to what was happening and going on within the detention center, he laughed at the officers and said he would just hire more. We are almost 2 years into working overtime due to being short staffed..."Just hire more people" is NOT working. As a member of leadership, you do not laugh at a legitimate concern of your employees and just brush it off. that causes people to not feel valued and feel very unappreciated. People have quit because of [REDACTED] [REDACTED] actions. Many people are asking....is he trying to sink the ship?
stop the rotating shifts from happening.
Not go to Rotating shifts.
Do not go to swing shifts. More officer are gonna quick and we will be more short and have more mandatory overtime and be even more tired.
The personal feelings be removed, and everyone (it starts with supervision) conduct themselves in a professional manner at all times. I would never trust a chain to hold me if I know the links are broken.
Empower supervisors the ability to supervise without external pressures
Inmates privileges. That is one of the main reasons why the assaults on the officers increase because the inmates think they deserve everything, and they run the jail.
Leadership / Management style of upper leaders.
The detachment between upper management and the duties of the floor officers.
More bonding with supervisor and more supervisor that care like [REDACTED] [REDACTED] and [REDACTED] [REDACTED].
the old school mentality of running the building. "this is how I was treated back in the day and that's how i'm going treat you"
let the senior officers train new hires

Forsyth County Government Detention Center Project - Interviews, Survey Open Ended Questions, and Focus Groups

If there was one thing that you could change, what would it be?

More opportunity, BLET, Armed Detention Officers etc
Command Staff - just because you've worked in the jail for many years doesn't mean you know how to run a business. Why are we told you're too busy, that there are meetings to have meetings. Too many things happen to where we are reactive here, so what are we meeting about? Are we networking with other agencies or listening to your officers who are on the floors and know what needs to be done. Line officers see it every day and have great ideas!
I know it is not easy due to the way the world is today, but sufficient staffing and floor supervisors that know what they are doing would make the world of a difference. If officers had one dorm daily, got to sit and eat lunch for once, and get their days off, morale would improve.
the [REDACTED]
It would have to be management and the only reason I say this there is still a lot of favoritism that goes on here at the Detention Center. I feel that some of the positions that some of these officers are in from Corporals on up some should not have but because of management they are there. And it is not because of the work that they do it is because of them being yes people to everything that they say.
Improve morale for everyone working at this job.
Communication, communication, communication. That is the key to all things that are required for us to do this job effectively and efficiently on a daily basis. More support from leadership when it comes to officers running their dorms. Trying the rotating shifts is not something that will work like it hasn't in the past.
DO NOT go to a swing/rotating shift schedule.
Lower-level management. They have little to no management experience.
Not be so "inmate friendly", they are inmates and not residents.
Raise in pay for Administrative Staff. I cannot live off what I make. I am forced to donate plasma to buy food and gas.
Go back to Blue Cross Blue Shield, many employees had to change medicines that they had been on and worked for them because Cigna don't have them on the approved list
increase staffing levels "if possible"
I would change the idea of going to rotating shifts because the long term affects of it offer no reward. I would also change the lack of communication that is taking place.
Increase pay, to increase staffing levels.
upper management
pay rate
If there one thing that I could change it would be the pay, and officer being able to work the positions that applied for and got.
to stay on permanent shifts. we have done training on how bad rotating shifts are on your body and take years off your life, but we are going to go back to them just to make an administrator happy
Management; change the hours
the pay
How inmate friendly the entire facility has become. Catering to the inmates more than the burnout officers. END MANDATORY OVERTIME!!!!

Forsyth County Government Detention Center Project - Interviews, Survey Open Ended Questions, and Focus Groups

If there was one thing that you could change, what would it be?

Micromanagement.
rotating shift
Stay on permanent / fixed shifts
The level of amenities given to repeat violation inmates; drop the luxuries determined to patterned behavior.
Management listening to hourly employees
Getting all the teams to follow policy the same.
When the administration feels the need for changes, there needs to be thought and not just a "this is what we are doing" attitude, and the communication needs to be improved as well. No one knows what is going on until 2 weeks before it's supposed to happen and that is not fair to the staff. That is what happened the last time there was a major change with staffing and as a result we lost a lot of officers at once, and we have yet to recover.
The money
One....Create a FAIR pay scale. Male and Female Officers should be starting and receiving the same amount of pay. A male officer who has 8 years less experience than a female officer should not be making more money than the female who has been there longer. Years of service matter! Dedication Matters!!
One...Management needs to be on the floors doing the work with us and helping instead of criticizing! It's not fair to continuously shift employees around and expect us to work our days off, when they work 8-5 and enjoy their weekends and holidays off. WE are required to be HERE and we have families to care for as well!
One...We should be allowed to take at least a 30 minute meal break away from our assigned posts. It is not fair to require employees to grab their meal and return to their assigned area to STAND and eat their lunch when you are working a 12-15 hour shift and management gets to order food out and sit in the lounge area for over an hour to enjoy a nice meal and conversation.
The command staff and how they run things. They sit in there offices and make up things knowing they dont have to dill with them
Have the direct supervisors spend more time with their staff.
Pay
The good ol'boy system the Dention Center promotes Officers on. The interview process is just a formality.
not go to rotating shifts
Moral
higher pay
Do not say things will be one way, and then change it to "meet the needs of the organization". If you can't keep your word, don't even say things.
the supervision and communication skills
More pay for new and current staff.
Not go to rotating shifts and better communication from command staff. (ie:Lt's, Capts, etc.)
The way information is communicated to everyone.
Supervision

Forsyth County Government Detention Center Project - Interviews, Survey Open Ended Questions, and Focus Groups

If there was one thing that you could change, what would it be?

Upper management having employees backs
to NOT rotate shifts
The [REDACTED]!!
To give us a raise
Money
I would like to see the command staff consider the needs of its employees before making decisions that will drastically impact the lives, morale and safety of their officers.
Bring in someone to review all the quid pro that takes place inside the Detention Center.
The attitude of the [REDACTED]. He doesn't appear to care about officers safety with the decisions being made. The comment about officers being replaced hasn't left our mind since last year. The sheriff needs to hear our voice like [REDACTED] does.
Do not go to rotating shifts !
better pay, no mandatory overtime, better decision making for the higher ups. no rotating shifts.
going to a rotating shift
Longer break time. Sometimes when we are short staffed I work 2 dorms and have to eat my lunch in the control room which is very uncomfortable and stressful.
The communication between the floor officers and the higher ups. The higher ups should really LISTEN and take in what the Officers are saying.
Communication & Supervision
Morale
The upper command staff needs to change. Some way, shape or form it needs to be restructured. Current command staff is still stuck in the mind set of 15-20 years ago. That is not going to help bring the detention center out from this deep hole it has dug itself from. Times change and the command staff's mindset needs to change with the times. Things that worked years ago do not work nowadays because the officers that are employed here are a different generation. This generation has a different mindset to working.
More personnel
Stay on permanent shifts and not have rotating shifts.
supervision backing their officers
being fair with all officers
don't punish certain officers and not all for an infraction
One thing??? Stop Promoting on who you know, Promote on what you know and how you do yr job. Ppl would respect supervisors more, most supervisors now are not respected!!! Used to be a comradary amongst teams, not anymore, mandatory overtime is not meant to be permanent!!!
A clean sweep of command staff and supervisors. There are some that are excellent and well respected but others have been promoted because of the favoritism or because they went to the Sheriff and told him they should be the next to promote.
Management would actually care how we feel and stop lying to us
Give back the 12 hours on holiday pay. We work 12 hour shifts not 8 hour shifts. Its a slap in the face.

Forsyth County Government Detention Center Project - Interviews, Survey Open Ended Questions, and Focus Groups

If there was one thing that you could change, what would it be?

1st Choice- Give SRT free reign to do whatever is necessary to bring inmates back into line.

2nd Choice- Cancel the planned change from permanent to rotating shift

3rd Choice- Fire [REDACTED] ASAP

If there is one thing I could change it would be the communication between administration and officers. I feel like officers and immediate supervision can state suggestions and opinions but administration don't consider the suggestions.

Stop giving the inmates so many privileges. Disciplinary segregation in particular needs to not be so inviting.

Have the supervisors come out of their offices and stop watching the cameras all day. A supervisor should show up in a housing unit or control room more often than to just sign off on the rounds. Give their officers working the housing unit a break when they are covering two housing units because of shortages and not have the "I put in my time and don't have to do that anymore" attitude.

The communication.

Don't allow employees to skip their chain of command and go straight to the Sheriff or [REDACTED] without affording supervision the opportunity to address the issue. Some will go straight to the top because they normally will get their way or make complaints when they are held accountable for their actions when they are in the wrong.

Stop shuffling the teams. Eventually the rookies will get experience!! Most of us have stated...I rather be on a team that short and i know what to expect from them than to be on a team and not knowing what to expect. It's more than a team...it's a family. Don't break families up.

Unlock Schedule! It should be from 8-12 every day. No second unlock on any team. If short, already have preselected officer to stay over for the 4 hours. Meal pass is easier when the inmates are out. And you get all the trays back!! It's a jail...things are going to happen.

Volunteer Overtime. I think officers that wants to learn specialized post should come in on their days off and learn the post. They are to only work/learn the area of interest. This benefits the jail and the officer. Expanding their abilities and knowledge.

Salary

Communication between Management and staff of all departments.

Change in county government management.

Forsyth County Government Detention Center Project - Interviews, Survey Open Ended Questions, and Focus Groups

If there was one thing that you would want to stay the same, what would it be?

If there was one thing that I would want to stay the same, it would be keeping the current sheriff (Kimbrough) longer than four more years. Since he has taken office, he has changed the atmosphere within the agency.
The teams itself have gotten close, if rotating shifts are inevitable, i feel it would be easier to deal with the transition with the brothers and sisters you already know and trust
permanent shifts
Permanent shifts
to keep the permanent shifts.
The permanent shifts do help in keeping a certain degree of consistency. Officers become more proficient in the tasks required of their assigned shifts. This proficiency is especially needed on day shifts where most activities occur. Most officers I have talked to seem to be more concerned about the quantity of officers in the facility more than how "well-rounded" the officers are. I does not matter how "well-rounded" the officers are if they are too fatigued due to a rotating shift. A lot of officers I have spoken to are talking about leaving due to how unmanageable their personal lives will become due to a rotating shift.
Non-Rotating Shifts and stop mixing up the teams.
Shift perference that was asked when hired
leadership
Permanent shifts
the shifts NO Rotation
Permanent shifts
Permanent shifts
permanent shifts
Permanant Shifts
The permanent shifts.
Permanent shift
The current team assignments. Just, "Hire more people."
There are good people at the LEDC. People who are intelligent, hard working, loyal. Keep these people. Show them respect. Don't pass them over because they are outspoken. I could name various sergeants that would have made better lieutenants than some who were promoted. These people were passed over because they were either outspoken or were not in the clique. [REDACTED] [REDACTED] and [REDACTED] [REDACTED] are two such [REDACTED] that should have been considered for [REDACTED] [REDACTED] position as they have been in records forever and with the agency even longer. But these two people keep getting passed up because they are strong alpha women who speak their mind and actually take care of their people. These are the people that we need to keep, to show appreciation to, to respect. These are the people that we want leading the jail and training the future officers.
No rotating shift.
Permanent Shift

Forsyth County Government Detention Center Project - Interviews, Survey Open Ended Questions, and Focus Groups

If there was one thing that you would want to stay the same, what would it be?

Permanent Shifts.
Permanent shifts
NOTHING
Permanent shifts. I did rotating shifts and it is hard on the body. It seems you never get enough sleep and breaks the body down.
Permanent Shifts.
Permanent shifts,
Fixed shifts
Stay on permanent shift
Permanent shifts. No, I repeat, no officer want swing shifts.
Stay on permanent shifts... This is a different generation that does not think about long term employment. If they truly do not like something, they quit and find another job and in today's time...there are plenty of jobs!
permanent shifts
The shift that each Detention Officer applied for.
Officers dining room
Permanent shift
nothing, we need changes
Permanent shifts
Permanant Shift - it's healthier! And we need all the health we can get!!!
Straight shifts. We have a lot of single women at this position, where in the past we did not. On patrol, you can get a straight shift if needed- courthouse, civil, SRO. Here, if we rotate we do not have that option. We would lose a lot of staff.
the leadership minus the [REDACTED]
Permanent Shift.
Permanent shifts
I would like to see the teams stay as they are. Changing them around might work in the short term but there is no long term gain from doing it. It would help the morale amongst the officers as well. It would help retain the current staff we have.
Permanent shift schedule.
Day shift and Night shift. Rotating shifts are going to be detrimental to everyone involved. People are going to leave in large numbers.
Generally I am plesed with "how things are being operated". Being short staffed is 98% of the LEDC's problem.
Permanent Shifts.
not sure
One thing i would want to stay the same is the team structure as it stands now. There is no reward that would come from changing it.
Leadership.
Permanent shifts

Forsyth County Government Detention Center Project - Interviews, Survey Open Ended Questions, and Focus Groups

If there was one thing that you would want to stay the same, what would it be?

permanent shift
permanent shifts.
our shifts
permanent shift
permanent shift
Stay on fixed shifts
Permanent shifts.
one shift only not rotating
Stay on permanent shifts, rotating shifts is not healthy to your body. It will affect you mentally, physically, and emotionally. IT IS A PROVEN FACT.
Permanent shifts remain.
Supervisors keep doing what they are doing
Benefits are good.
Right now, I do not think that it is a smart move to start rotating shifts again. I am not saying that it is a horrible idea, simply because it does work. However, I do not think that starting rotating shifts is the best move right now.
Stay Permanent shifts
Receiving a Longevity Check !!
fixed shifts
Always keep trying to help the residents to try to stop the revolving door. More programs. When we are staffed
Permanent shifts
Permanent Shifts. It's the main reason I'm looking for another job.
Set shifts
Continue Permanent shifts
the benefits
No rotating shifts. This job already takes a hard enough toll on your personal life by having to sacrifice weekends and holidays with your family. Rotating shifts would add additional hardship, not to mention the toll it takes on your body.
increase the pay, don't rotation and cut the overtime
That they are going to rotating shift.
Stay on permanent shifts and not go to rotating shifts.
I would leave the teams the way they are except dividing up the SRT to make the teams even.
People i work with
Staying on fixed shifts
Permanent shifts.

Forsyth County Government Detention Center Project - Interviews, Survey Open Ended Questions, and Focus Groups

If there was one thing that you would want to stay the same, what would it be?

Permanents shifts
Required training
I would like to remain on permanent shifts.
Permeant SHIFTS
Permanent shifts
Stay on fixed shifts that we are on now.
permanent shifts.
remain on fixed shifts
The shifts and who we currently work with.
Fixed Shifts
My current team.
Permanent shifts
fixed shifts
Permanent Shifts, I know 10 officers that will be quitting on my team alone if and when we start rotating shifts
The teams.....leave the teams alone and stop realigning them because Command Staff thinks it is what is going to make this agency better and meet the needs. In January when they broke up the teams several quit including Sergeants who have been here a while. We are losing experienced officers and supervisors.
Seniority on the vacation book and permanent shifts.
If there is one thing I would like to see remain the same it would be permanent shifts. I don't believe rotating shifts would solve the problem with vacant position, I think it would increase the number of vacancies because there not many officers left in the detention center that worked rotating. Rotating shifts take a major toll on your physical health due, may cause issues with sleep, and cause mental health issues.
Permanent shifts
My Team
Remain on permanent shifts because employees were told they would not go back to rotating. This has caused a major problem of line staff not trusting what is told to them by superiors and this has caused a drop in morale.
The teams.
Policies, I think Forsyth County have great policies. The policies haven't just been implemented. There are more things done right than is done wrong at Forsyth County LEDC.
Permanent shifts.
Permanent shifts
The current administration and command staff who do their best to address problems

Forsyth County Government Detention Center Project - Interviews, Survey Open Ended Questions, and Focus Groups

If there is anything that you would like to share? If so, please do so in the place below. Items from interviews, discussion and focus groups are included in this section as well.

I believe that this agency is headed in the right direction. Things like Covid19 and George Floyd incident hindered law enforcement agencies across the country. With great leadership and funding/pay increases, I think that the trajectory of (FCSO) can move upward. I look forward to continuing my career with this agency.

I have no complaints, i love my job and the people i have had opportunity to meet and work with. My FTO has been exceptional and i feel completely confident that i have the tools i need and knowledge to do my job efficiently. I look forward to my career with the FCSO

Yes but cant type that fast or well on cellphone.

I just want to stay on permanent shift, better pay for our service , and for leadership to be present and show that they actually care about their officers well being.

There are many, many issues at the jail. Recruitment & the hiring process, [REDACTED] do not ask for input or ideas & they are out of touch with what officers are dealing with daily. Safety is an issue with inmates in securing the cell doors themselves. There is no "real" disciplinary consequences for the inmates because the Administrative Segregation unit stays full. The staff is disgruntled from working mandated overtime, doing multiple jobs, barely running the facility with enough staff, and multiple people calling in because they are overworked.

need to see more face to make a change

I feel that the jail is being set up to fail by certain upper command staff. [REDACTED] needs to be promoted to [REDACTED]. He is the only person who really does his job and cares about the employees. He is fair to everyone not just his buddies. Promotions are not fair and only done for people's friends.

Although there are many problems I've observed over my time employed here I am a loyal employee and plan on staying. However, I feel like the command staff cater to employees known to constantly miss work and complain about shift assignments. These people are given specialized posts/promotions to get them off of the floor. Making good employees feel like all their hard work is for nothing. Certain officers are purposely given easier post assignments because they can't handle regular posts. Meanwhile strong officers haven't had a break from the most crucial/dangerous areas of the jail. Bad employees are allowed to miss assigned shifts along with mandatory overtime shifts without any type of repercussions. This agency is so determined to keep the bad employees happy that it has forgotten the good employees that make the jail run day in and day out. The disconnect of certain command staff was apparent with the last [REDACTED] meeting notes. Because all of the problems we are facing (officer burnout, short staffed, inmates pulling things through broken windows, assaults on multiple staff, mass exodus due to rotating shift announcement, and lowest morale of staff in many years) one of our highest ranking officers was complaining about control rooms and elevators being dirty. That disconnect is staggering and is exactly why good officers do not have faith or trust in the command staff. I've seen the jail fully staffed and happy employees and I've seen the jail how it is now. I consider myself a valuable employee for multiple reasons. And I plan on staying in this position. Hopefully this agency actually takes the time to read these surveys I'll admit I'm skeptical they even care what we think. But if someone truly is reading this PLEASE don't forgot about the good officers who have put in the effort day after day. The officers who have watched time and time again officers getting rewarded for bad behavior and decisions. The officers that have seen how good this place used to be. These are the officers that should be recognized.

Forsyth County Government Detention Center Project - Interviews, Survey Open Ended Questions, and Focus Groups

If there is anything that you would like to share? If so, please do so in the place below. Items from interviews, discussion and focus groups are included in this section as well.

Was told with shift realignment that "there are no such things as hardship". That is a bunch of bull.
People are beaten down.
Nobody feels more forgotten than night shift.
Why not trying to target "night shift recruiting"?
The insurance ESPECIALLY the vision coverage could be better. The inmates get away with way too much. The relationship between everyone could definitely be better.
When being asked to be in a supervisor role, PAY ME ACCORDINGLY....dont refuse pay because you dont know the roles of the job
I don't know if this survey is for me but I am in the lobby and been with the organization for twenty years been a officer on the floors. Since been in the lobby My Supervisor is [REDACTED] ever year she has done my evaluation for the last 2yrs she has given me the same thing she just did my evaluation in November2022 she gave me the same thing that she gave me last year. I ask her about she said you will get there. I have worked a lot of overtime 20days and 15days worked in 3south Admin. to cover the Receptionist back there my supervisor act like I didn't do nothing. She talked about 7yrs ago when I was on FMLA she used that against me. I thought that was wrong . She just keep sayin you will get there. If need be you can contact me at [REDACTED]
employees feel as though they are not heard at this agency. some of those on the command staff do not have the best interest of this agency as well
Supervision forgot where they came from and should have more compassion for other staff members. This agency forgets that as employees we have family, and we do have physical, mental, and emotional needs outside of this agency. When this like that occur, they make you fell less than human, the supervisors sit around and talk about employees which is poor management. This agency is supposed to be able to encourage employees not put them down, I fell training should be better, so that less mistakes can happen.
I hope things will change but have little hope that it will
I understand that the officers want permanent shifts and not rotating shifts. They fail to realize that everybody can not work day shift, somebody has to work night shift. There has to be enough people to run a night shift. That's way we are going back to rotating shift.
I've spoken my piece. The entire issue of this facility is that we're short-staffed. People are getting burnt out doing the job of three people. Personally I feel like the famous line in Oliver Twist where the kid is asking for some more every time I come to work.
There are some questions in this survey that I haven't experience, and I couldn't answer negatively. The morale at my job is very low. We are over work due to the shortage. I'm praying for quality and quantity new hires.
Let stay on Permanent day or night shift.
Officers don't feel their voices are being heard.
Staying on Permanent Shifts is what the majority wants. Leave us on Permanent Shifts. The money and incentives are greatly appreciated! But staying on Permanent Shifts gives me a peace of mind. That's important!

Forsyth County Government Detention Center Project - Interviews, Survey Open Ended Questions, and Focus Groups

If there is anything that you would like to share? If so, please do so in the place below. Items from interviews, discussion and focus groups are included in this section as well.

I believe that my responses above have expressed my opinions and feelings sufficiently. There is a lot that needs to change. [REDACTED] and above needs to be overhauled. Promotions need to be based on experience, merit, knowledge, etc and not on who one knows or because they have complained. We need to take the LEDC back and start holding inmates responsible for breaking rules. Supervisors need to support and uplift their officers. Management needs to appreciate the line officers instead of taking them for granted and dismissing them and treating them like they are nothing more than a warm body that are apparently easily replaceable. Words only go so far. We need to see action. We keep getting told one thing and then [REDACTED] implements something completely different. Then the Sheriff tells us that he had no idea that [REDACTED] did what he did. All we hear is that we are appreciated but we do not feel supported or appreciated. We are being pulled and pushed to our brinks and we are overworked and becoming more and more disgruntled and burnt out. Soon enough, all the people who have any experience will have been driven out due to the lack of respect and the nonsense that is being done.

We don't have enough FTO on teams so new officers are training new officers. Unexperienced officers are training. It is the not safe. We are not consistent when it comes to following policies and procedures. Inmates are not following rules due to us as all teams not being on the same page. We need positive feedback at times during morning muster from our leadership team.

There's alot of things that need to be changed like safety for officers, more pay, more punishment for inmates when they break rules and make 8south and 6 south harrash so they don't want to go back into it versus staying and living in 8south.

Quit lying to your employees. The Sheriff said when he was elected that as long as he was sheriff that we would not go back to swing shift. The sheriff outranks the [REDACTED] This is an integrity issue.

rotating shifts are medically proven to be extremely bad on ones health and if this agency truly cares about us than that would be at the top of their list.

I really want the changes to work out. I applied for the Night shift for a reason. I have no desire to work the day shift as this is a great inconvenience for me. I hope that we as a whole team can get through this situation in a timely manner.

Not all supervisors within the Detention Center are the problem. There are a few that really are making a difference, and mean business; they want and believe the place will get better; just by doing their part. These same folks go above and beyond, without hesitation. One or two people cannot make this better, it will take each and every one to make the positive changes needed. Supervision has been put into position to uphold their duties without question. With the Detention Center Command Staff, there has been a lot of talk, with no action. They have to get in (involved) with the people.

Inmates have more voice and power than officers. The command staff needs to remember one day they were an officer, and this place is so different from 5 years ago.

The issues are not with the lower level ([REDACTED]). Problems are with the decissions that come from higher than [REDACTED]

we must work together as a team and support one another

Get to know your people... not the smoke blowers... you have GREAT people here who truly care about this agency and the people who work here and what happens to them... the morale here is terrible, don't let this be your legacy.

Forsyth County Government Detention Center Project - Interviews, Survey Open Ended Questions, and Focus Groups

If there is anything that you would like to share? If so, please do so in the place below. Items from interviews, discussion and focus groups are included in this section as well.

Why do we all of a sudden have 4 captains doing the job of 1 () or 2 (). Why are we creating all these high ranking positions when we need help on the floor?

I would like to see more positivity. I would like to see the communication increase. I would like the agency to show more appreciation to a detention staff that has been holding on by a string. I would like everyone to see how depressed everyone is because they are absolutely exhausted with the workload they have day in and day out. I would like to get a pay raise for many reasons. We are at constant physical danger, on top of staff shortages where no one may be able to respond. We have to deal with inmates belittling and attempting to play mind games day in and day out. It is getting more dangerous, and more steps are required to do your job. I feel that the chaplains should come in to every team once a month to say that they are thinking about us and go around and check on staff.

I love my job. and I am very thankful to have a job

Yes, for someone like me who has been working in Law Enforcement in Detention for a very long time, I feel like my life has been at a standstill since working for the Forsyth County Detention Center. I have watched people who have been promoted who have been here less than 2 years without any experience and become supervisors. I have seen new people training new people because we are losing experienced people due to this rotating shift. There is a lot that I see needs be done some of these supervisors need to go to a Firstline Supervisor training class and learn a few things from there and understand that being a supervisor does not mean bossing adults around that work under you. Every day I come to work and pray that things will change but instead they are still the same and just makes me count down days until I retire.

Don't rock the boat when it's sinking. Staff is too low to afford to lose anyone over the switch to rotating shifts. There may be a time when such a change would be beneficial, but now is not that time. Right now is the time to recruit and retain until there is enough staff to cover any inevitable loss of staff from any big change. Nothing is going to change for the better until we get more people.

Stay on permanent shifts

after being on mandatory overtime for over 15 months with no end in site, working with lower staff numbers, never feeling appreciated, not accepting hardships, and now going to rotating shifts after all of the above feels like a big slap in the face. not to mention that you can never put in for any vacation time well in advance due to staffing shortages. we need help ASAP

I think that rotating shifts will be bad for everyone's health and more people will leave because of it. Communication has to improve from the top down. The staff need to be held in higher regard than the inmates not the other way around. Officers can be replaced but, experience is hard to replace.

Management seems to ignore the wishes of their employees desire to remain on a permanent shift schedule. Many employees have not been with the department long enough to be "trapped" to staying due to pension and retirement benefits. If the proposition of a rotating schedule is implemented I fear the very problem that it hopes to solve, not enough officers, will only exacerbate the problem by forcing many to leave and find a career/job that is more beneficial to their personal lives and families. DO NOT GO TO A ROTATING SCHEDULE!!!!!!!!!!

No one will listen...so no.

Forsyth County Government Detention Center Project - Interviews, Survey Open Ended Questions, and Focus Groups

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Administrative Staff (Civilian Office Support) do not receive any type of bonus, or retention pay. We get nothing to motivate us to stay here or make us feel that we matter in the grand scheme of things. I want to learn more about the Detention Center, yet there are limited training classes for civilians. I find myself forced to wear a "uniform" and I do not feel this is fair, if I am a civilian. So, whatever bonus the detention officers get, the support staff should get at least 70% of that amount too.
Supervisors, of all ranks, tend to speak down to line officers. Some people are promoted without the benefit of knowledge/capability to do the job. This could be a good job if people could learn to work together instead of having their "clicks"-line officers and supervisors.
Be consistent. One example of inconsistency is there is a policy that you have to be in the detention center for 3 years before putting in for B.L.E.T yet we had officer here for 2-3 months that were put in B.L.E.T. while we had people still waiting.
I came from a place that did not listen to staff. There was a disconnect between management and staff. There was no communication which turned into staff shortages and turned into working more and more days. It had a negative affect on staff morale. One of the reasons I wanted to work here is because of the staff that is here. They were a positive in my decision to work here. I would like to see all of the staff that was here when I started to stay here because I know I could learn a lot from them and improve throughout my career here.
We should not be making less than P&G an hour and we also should not be forced into going to rotating shifts after the sheriff made a sworn right hand up to God statement that while he was in office we would never go to rotating shifts. That is a sworn statement and he has broken the oath we have all sworn to. This to me is a complete lie and goes against all ethics and the oath I sworn on when I was sworn in. I am not one to work for a company that doesnt stand by what they swear they are We take rules and bend them when its convient for the other person. No i will not work for a company like this. I will not mix dorms and see drugs being passed from dorm to dorm
I would like to do Basic Law Enforcement Training but I was told I can't go till I work for the Detention Center for 2 years.
yes I have just started here wanted something dependable now i got a 2 dallor shift diff pay ripped away from me which has now hurt me Finacle wise. seems like sheriff and [REDACTED] doesn't care about our voice the whole place is saying no to swing shifts and yet here we are going to swing shift about to lose alot of people and its already unsafe here!!!! and the inmates know it WE ARE HAVING TO DO DOUBLE THE WORK WITHOUT THE PAY!
Making sure new Lieutenants know how to run a shift properly and make changes to the schedule accordingly.
We have knowledgeable teams but favoritism needs to stop. We need to address the problems instead of time delay them hoping they will go away. The drama and innuendos about a team or another person need to stop. WE need to move toward the family unity in a professional manner. Give us the proper tools and support for us to do our jobs more effectively and efficiently. Rethink the paperwork. Look at a more electronic solution for the information. There is not need for anyone to go floor to floor or person to person to justify their job or place. We do not need to be led by fear but by achievement. Equality across the board, not favorites. Assess special posts for merit increase. Such as 4C/D. 8S in its entirety. 6 C/D. Pay for performance. Hold the officers accountable. Moral improvement.
If people are going to be assigned to a specialized post or trained in a specialized post and the individual is chosen and told they got the post - ten move them to it. If you don't they think you are lying and just dangling a carrot. If you don't have intentions of moving them or letting them train...don't announce it!!!

Forsyth County Government Detention Center Project - Interviews, Survey Open Ended Questions, and Focus Groups

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"Out and about" should be the norm, not the exception.

What is the role of the lieutenants and are they included in "command staff"?

Meetings are not planned and organized. They seem to be more "in prompt to".

Have the sheriff do shifts on day and night to see what the line officers deal with

██████████ is going over to the Sheriff telling stories. He is saying that everyone here wants rotating shifts when no one over here has said anything like that. ██████████ is lying to push his own agenda.

There go a hill in front of us; let's get over it.

My work is a little different. I do not see the day to day interactions between staff and management as everyone else does. I have a good working relationship with management. Now they did just change management up so this could change. They allow me to do what I need to get done.

A lot of people are going to Quit if we go to rotating shifts. They are pushing the ones out with experience and a lot of time. We need that here this is not a regular job. People are mad because we were told in a meeting that we would not be going to rotating shifts. We believed what we were told by the organization.

██████████ does not care about his employees. ██████████ follow what ██████████ says and does. ██████████ came back to the FCSO family and immediately disgruntled everyone by insulting them. He stated he did not care what or how people felt, they could be replaced easily if they did not want to follow his rules. He stated that the Sheriff hired him back and gave him free will to run the jail anyway he pleased and that the Sheriff stated that he would not intervene. He said he was only going to be in that position 18 months and then he was out! Employees are upset by his comments and feel that they have no where to turn. He is never seen on the floors..ever! ██████████ was ALWAYS on the floors talking to us and helping us. ██████████ was always out and open for lending a hand or listening to our needs. ██████████ is not supportive, he is judgmental, disrespectful, demeaning and should have never been brought back. He is biased regarding gay and lesbian people, a womanizer, and always speaks with a condescending attitude. He speaks about employees to supervisors in a way that should never be allowed. It is unacceptable behavior in this day and time to conduct yourself as a "professional" in this manner. It's hard to respect someone with such poor character.

The lack of effective management has caused the jail to become more dangerous that it has ever been. People are leaving because the risk outweighs the reward! Employees do not feel safe, cared about or supported.

Our Sheriff is our only hope, and we hope he will see from these surveys just how bad things are. We do not need to wait for someone to get killed to make some serious changes. We need an effective Leader that will LEAD by Example, sweat with us, cry with us, help us and motivate us. ██████████ and ██████████, honestly do not care about us. ██████████ and ██████████ are the only upper management that have heart and dedication to the FCSO Family! They are supportive! ██████████ continues to surround himself with the old cronies he worked with years ago, and still uses the same old ways and tactics to "manage" people and things. MAKE CHANGES!!!!!!

Supervisors need to treat employees with respect and not talk down to them.

"The raises are coming" - have been hearing that for 8 months. Management does a poor job of managing expectations.

Forsyth County Government Detention Center Project - Interviews, Survey Open Ended Questions, and Focus Groups

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Manage the perception in addition to reality so that trust will grow.
Appreciate the staff and be inclusive when doing so. Do not show favorites or exclude folks.
We have done this back and forth with rotation shifts and lose good officers and we have to start back over. Give the bonus time to work and see what people come. The new officers are coming in and wanting night shift for the pay and shift. Command is not giving the bonus time to work. and make 3 south command staff need to work 3rd too if thats the case
I love my career I am 100% satisfied with my employment.
The supervisors [REDACTED] are all good for the most part. The [REDACTED] with the exception of [REDACTED] [REDACTED] are all trying to run the building the way it use to be but things were changed for a reason. The inmate population and the demeanor of the newer officers are different and we need to make organizational decisions based on that. Not what we use to do.
All teams work well, if we go to rotating shifts, a lot of people will quit, which then will put us in a worse situation. Keep set shifts increase pay, and people will stay with increased pay. The job becomes more desirable. If hospitals can get hazard pay, why can't the Detention Center isn't the Detention Center just as dangerous if not more we deal with criminals and we deal with Covid. We are out numbered, and we're short staffed, and we really cannot afford to lose, experienced officers because of rotating shifts.
the upper manage staff need to take in consideration that we have a life outside this job. I understand what I signed up for but at this point i'm missing out on alot of things with my children because they are coming second and my job first. I;m not loosing my children to the streets. my family comes first!!!!
Working in a Detention Center is a very demanding job mentally. There needs to be more compensation for the staff that work here and deal with all the criminals that society does not want to deal with. Everyone thinks deputies on the street work hard and have a more difficult job that Detention Officers do and that is so not true. This is the hardest job under the law enforcement umbrella. However, we are treated like the misfits of law enforcement. Compensate Detention Officers for the hardest job in law enforcement.
The current plan is for all teams to go to rotating shifts starting Jan. 9, 2023. All four teams have advised [REDACTED] [REDACTED] that if we do a majority of the officers will quit. If something is not done ASAP,,we are sunk!
Why is there a need for 5 captains and no one really knows what their jobs entails? Why ask questions and nothing changes? There is still so much favoritism within the agency.
I would also like to see promotions being done by policy and not by just picking your favorite person.
Diversity in non-existent
Value staff and make it a priority to demonstrate that you value staff
Command staff must facilitate a mindshift change
What can we learn from other detention centers?
Communication: explain the why in a timely manner!
Training is a critical success factor and we should better utilize all forms of technology/tools
All levels of management need to walk rounds with folks. Get out of the offices and gain a more accurate perspective of what is going on.

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Nobody seems to understand or care if we lose more people then it will make the work hard on others who are trying to stick around
One of the mottos is integrity. Then dont tell us that we are not going back to rotating shifts then turn right around and tell us that us we are. Mandatory overtime is wearing officers out. Dont set the officers up for failure by going back to rotating shifts. Alot of officers will quit
██████ has held it over the officers heads since he has returned to this organization that he planned to push for rotating shifts. He needs to be fired before he totally destroys this organization.
This TOXIC environment needs to be investigated by an outside source. Favoritism and knowing ██████ and his buddy's is the only way for promotion. ██████ DO NOT care about staff. Never go up on the floors- all of them promoted due to knowing ██████. Sheriff condones everything going on in his Detention Center-DOES nothing about it. There is NOT one person in this Detention Center that is not seeking a new JOB- No amount of money can make someone staff in this TOXIC work environment. You don't just loose 50 percent of your entire staff and something is not seriously wrong.
Inmates have taken over. They do what they want to do. Supervision does not back officers. Total lack of discipline.
Do not talk to officers like they are children. Treat them with respect.
Training has got to be a priority, even with staffing issues. Lack of training is perpetuating the problem on multiple levels.
Officers need to be heard and not just for the purpose of saying we heard you. we say what we need to stay happy and give 100% but everything is being done to destroy our family life and put us in danger as officers quit because of management. We can't lose people that work the floors. Our lives are in danger
The command staff does not care about the Officers that work here. They are also not worried about loosing many Officers when rotating shifts go into affect.
if they go to rotating shifts, they will lose a lot of people. its already bad enough with staffing. pay needs to be increased, we have a dangerous job, doing it for the 18.59 an hour is ridiculous.
The detention center is being ran like the enforcement side is. That does not and will never work. Those are two completely different atmospheres. Rotating shifts might work for the enforcement side because it is easier for deputies to check on their families if something happens as they are readily available, detention center staff don't have that luxury. Detention Center staff plan their livelihood around the set permanent shift. By going to the rotating shifts, no one is going to place the job before their family. The sheriff states we are a family, yet the detention center staff are treated nothing like family. Personal family is and will always trump any kind of work family there might be. There will be a mass exodus of officers when we do go to rotating shifts. I pray the sheriff and command staff have a contingency plan when only five or six officers are left to run the jail per shift. Rotating shifts is not the answer, command staff push for it because they are not having to work it themselves. They work monday through friday, are off every holiday. The sacrifices are being laid out there for the sheriff to see yet nothing is being done to address the issue. I love my job and I would hate to see the national guard have to come step in and run the detention center because there wouldn't be any staff left over to run it. I hope these surveys are taken seriously and something is seriously done before it is too late and all the leadership is gone.
The detent center has great personnel who are over worked due the current staffing levels. This really is the is the bottom line issue as it relates to morale and hardships on family/ personal time. More money is always a plus too.

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They management asks the employees what the issues are. When they are told what the issues are, the management brushes it off. Management does not have to deal with the outcome of their decisions that pertain to the inmate population and officers. The line officers are the ones who have to deal with it. Management makes the work load bigger for the officers, making the job more difficult. There are not enough officers to safely operate the facility. This makes the job more dangerous for the officer. Switching to rotating shifts will only end up with more good and experienced officers leaving. Those who stay are put into a more dangerous situation due to lack of staffing. Management has been advised of this and does not care. Once again, the management does not have to deal with the outcome of their decision.

supervision needs to listen more to staff and remember what they say to staff and be consistent and be knowledgeable of policy and procedures and to ask questions if they dont know. and learn to follow thru with problems and get back to people with answers .

Don't make empty promises - both the Sheriff and [REDACTED] have done this. People remember your promises and they remember that you did not honor them. Credibility and integrity are critical.

I used to enjoy coming to work, used to really love what I do...now I'm just there, I used to work overtime constantly...I'm tired!!! Sheriff told us when he 1st started...rotating shifts is bad for yr health, what has changed...other than ppl leaving. The Sheriff lied to us!!! The [REDACTED] can't see past there office door, they have zero idea what really goes on past there office door!!! So what's going to happen when when all the experience leaves and were so short that we don't have enough ppl for rotating shifts, what's plan b??? Guess we will hear the "were sorry" we made a mistake , and we just need to push threw it speach...stop putting it off, pay us!!! Some supervisors are doing 3 to 4 jobs!!!

First and foremost I want to say that I appreciate that at least on the surface, the agency is taking an interest in what everyday officers and frontline supervisors have to say. That being said, I feel that there will be less of a response than is expected because I have already heard several officers say that they do not believe that the survey results will be confidential (this was within an hour of the survey being sent out).

There are multiple significant issues at play within FCLEDC, most of which are at the very least extremely difficult to fix, if not completely beyond the Sheriff's or command staff's control. That being said, there is a very real problem of frontline staff feeling that they are pressed from all sides-that no one is on their side, whether it be inmates or command staff, and that we are very much alone. We perceive ourselves as ignored, disregarded, ignored, and easily replaced employees; command staff do not value us, the agency does not value us, and the county for which we work so hard and so passionately does not value us. We are underpaid, severely overworked, and feel we are viewed as inconsequential.

[REDACTED] [REDACTED] came back and is intentionally sabotodging the facility. He is careless with his words and actions. When he is done, he will leave.

When are we getting the raises that we keep being told "they are coming".

HR for Detention needs to be over here with us and partner with us. Live our issues with us and help us think outside the box. Figure out a way to "help people stay" within guidelines and be flexible.

Piority should be to build/rebuild trust.

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HR is viewed as inflexible where they need to be working with trained/quality performers to try to keep them.

I love this profession and I do not want to work anywhere but this detention center

Evaluate your actions to determine if you are "promoting team" or "tearing team down"

Top of the list, beyond a shadow of a doubt, is that rotating shift is NOT the answer to the staffing crisis that it has been sold as. Officers are already "taking bets" on when staffing will become so critical that the National Guard or Federal BOP will have to take command of the facility. A higher than average number of officers are single parents or have other extenuating circumstances that permanent shift allows them to handle. A rotating schedule would turn many officers' lives upside down, and force them to quit. I spoke with my FTO and mentor on Thursday morning (12/8/22), who informed me that he was putting in his two week notice after having been with the agency close to 10 years, if not more. When I asked why, he expressly stated it was due to rotating shift. His exact words were, "Last time, rotating shift ruined my life, and I'm not going to put myself through that again." I can almost guarantee you that the staffing shortage we have now, that we were JUST beginning to start climbing out of, will be worse than ever if the decision is carried out. I have yet to hear any officer or front line supervisor who would be affected by this decision say anything positive about it. Those of us that stay will do so out of passion for the work we do, and the need to provide for our families. As I have said to multiple people who've asked, "I don't have a choice BUT to stay, I have three kids and a mortgage." It is also safe to say that the majority of frontline staff blame command staff/upper management as the ones who brow beat Sheriff Kimbrough into breaking his promise and sending us down this spiral of going back to rotating shift. On top of THAT, every frontline staff member has voiced significant concern and push back to going to rotating shift, and yet we are (as of the moment) still going forward with the decision; as such, staff feels undervalued and unimportant when people are making decisions that DIRECTLY affect us, while it does NOT affect them.

While it seems as though the Detention Bureau was stumbling somewhat with COVID and everything related to it, I can say that things have only gotten worse since [REDACTED] was brought back on staff as [REDACTED]. [REDACTED] does not speak well in front of others, does not appear (in my interactions with him, and observing his interactions with others) to have any significant social awareness, makes jokes in poor taste, chooses his words poorly, and is generally off putting to most people. I remember when [REDACTED] was [REDACTED] when I first started, and I can say with confidence that this [REDACTED] and [REDACTED] are not the same person. There was, and still is, documentable justification as to why he was fired from this agency in the first place, and why he should not have been brought back. It would have been better for the agency to limp along with [REDACTED] doing their best to fill the role until a replacement was found, than to have him fill the role because there was no one else to do it.

Disturbing themes: favoritism, "good old boy" and exclusion.

We are people too. Don't treat employees (especially detention staff) as second-class citizens.

[REDACTED] is the only command staff we see. The [REDACTED] need to get out of their offices. Command staff needs to work shifts and rotate so that they can get to know the real issues, not what they think are the issues from their offices.

Inmates are out of control. There is no good disciplinary process.

Huge breakdown of communication.

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HR tells new recruits what it takes to get them in the door and then reality hits.

Need to focus on keeping staff. The time it takes to recruit, hire and get a new person fully trained is killing the staff.

Include different people with different perspectives when knocking ideas around.

While I agree with some frontline supervisors and officers when they say it's not JUST a money issue, money always helps. Not "bonuses", not "premium payments", not "longevity bonuses"; real, concrete, visible, long term raises in pay that affect peoples' everyday lives. Any amount of money is a positive of course, but the one time payments that staff have been receiving are more akin to sticking a Band-Aid on a sucking chest wound rather than any actual amelioration of the real problem. This brings me to my next point- everyone in the Detention Bureau is tired of the opacity and dishonesty that seems to be flowing from the top. We are on month 5 or 6 of being told "a raise is coming soon", and we are all exhausted from hearing it. I for one feel betrayed by the Sheriff's decision to break his promise. Any and every officer that was working in the FCLEDC at the beginning of Sheriff Kimbrough's first term as Sheriff can tell you his promise to ALL OF US- "As long as I am Sheriff, we will never go back to rotating shift." Staff at the LEDC have grown weary of empty promises and being told things are happening and then never having them materialize. I know for a fact that one officer in particular, among other minor factors, walked out due to her being promised a position that was indefinitely postponed without justification. At the time she left, she had been waiting almost 3 months, if not longer.

A very important point I want to cover is in regards to [REDACTED] the newly hired [REDACTED] for FCLEDC. From my understanding, [REDACTED] role is, among other things, to be an individual of authority to whom officers may go with concerns and/or complaints, knowing that what they say is both confidential and goes directly to the Sheriff, if deemed necessary. I can confidently say that the majority of front line staff in this building do not trust [REDACTED]. Real or perceived, [REDACTED] is known by the company [REDACTED] keeps, and [REDACTED] is most often seen in the company of command staff that many believe to be the source of the majority of the problems within this facility. [REDACTED] office is in 4 South Administration, where the offices of many of those same people are. We were initially told that [REDACTED] was a civilian employee, and yet within a few short weeks of [REDACTED] being hired, [REDACTED] has been seen multiple times in a FCSO uniform, debunking that initial claim. If [REDACTED] position is what we have been told it is, then a layer of separation needs to be created between [REDACTED] and the rest of command staff, both figuratively and literally. [REDACTED] office needs to be in a neutral location, away from the offices of command staff, where officers can feel comfortable rather than being afraid that they are being listened to or their conversation is being eavesdropped on. In addition, after the meetings that were held with each team by [REDACTED] and having heard from officers on all other teams, I have enormous concerns regarding whether or not [REDACTED] will report the findings of the meetings and what frontline staff told [REDACTED] truthfully and completely to Sheriff Kimbrough.

I want to point out the perception from many frontline staff, real or not, that promotions have been given out as a reward more for "who you know" and not "what you know"; that it matters more who you get to like you as opposed to being professionally qualified for the position. I would also like to point out that I say that as a recently promoted officer; I was promoted to corporal less than 2 months ago. Real or not, the simple fact is that blatant favoritism is a very real perception that many officers see.

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You created an integrity issue at the top when you brought [REDACTED] back as [REDACTED]. You brought the "good ole boy" system back.
[REDACTED] came in and demoted supervisors who were told that they did nothing wrong and then promoted the folks he wanted in the positions. There is no oversight or oversight committee to keep him for over reaching and abusing his authority.
Appreciation events and/or little things let people know that management cares.
Officers are tired of being lied to. Officers were told by the Sheriff that they would remain on permanent shifts while he the Sheriff but Administration believe permanent shifts will solve the issue with vacancies. The realignment that occurred back in January of 2022 starting the issues with officer retention and increased the number of vacancies. The detention center went from one shift being shorthanded to all shifts with a vast number of vacant positions.
The lies new to stop. Things needs to be made simple. Its a good job but the upper management and, certainly, the county make it difficult to work here.
I honestly think upper management should know...we need strong supervisors especially on specialized areas. It does no one any help when you have people on specialized supervisor that doesn't know much more than the officers working the specialized post!! I believe in giving people chances, but this isn't it. The longer you have been here to more likely you are burnt out! I see some many floor officers with the knowledge and potential than I see in some supervisors. Someone has to start making better choices when it comes to promotions. I truly feel that officers should have a say in who get promoted because the officers aren't going to fuck themselves over. This will also force supervisors to be more understanding and communicate more effectively. Some supervisors have horrible attitudes and is very demanding. The vote will humble a lot of people with you take in consideration of the officers' choices. This will also manage the favoritism. Let be honest...the last promotion at the jail was obvious. You have some many sgt that are much better at their job than any Lt or Cpt! but favoritism played a part! Stop overlooking [REDACTED]!!
Some have been promoted, that haven't been properly trained, and don't have the best advice to give a line officer. The ranking structure needs to be looked into.
Communication is a HUGE issue. Timely communication is even worse. An example is that everyone "knew" we were going to rotating shift and yet folks did not find out until about two weeks ahead of time which does not leave much time to make necessary arrangements.
Post vacancies when you know about them. Do not wait for the person to leave and put us further behind the eight ball.
Improve communication with officers. Supervisors meet with employees. Given time constraints, have communication prepared. Don't always rely on email or electronic communication. Making time for proper communications tells your employees that you respect them.
Favoritism runs rampate - they know who they want to get the promotion before they ever post it.
Explaining the "Why" in communication would have a huge impact.
Changing up teams too quickly results in not being able to learn your team mates.
How were teams determined and who was involved?
Command staff does not listen and people do not trust them.
There is an "us vs. them" culture. Why can't we all work together towards a common goal and utilize all the resources we have available.

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Leadership training is needed.
Detention center lobby staff - ensure they are included (e.g. COVID checks, appreciate the work environment and interaction with public, appreciation invitation, etc.)

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through FOIA