



*State of North Carolina
Department of Public Safety
Prisons*

Chapter: N
Section: .0500
Title: **NCCE Business Development
Group - Managerial Tasks**
Issue Date: 04/04/22
Supersedes: None – new policy

POLICY AND PROCEDURE

References 2nd Edition Performance-Based Standards
For Correctional Industries

Related ACA Standards 2-CI-6A-11, 2-CI-6E-2, 2-CI-6E-5

North Carolina General Statutes [148-129](#), [148-131](#), [148-132](#)

.0501 GENERAL

The North Carolina Correction Enterprises (NCCE) Business Development Group (BDG) is comprised of three functions: Sales, Marketing and Customer Service. The BDG is responsible and accountable for the legally mandated through NCGS 148-129 to generate revenue for the agency through the retention of existing customers and the acquisition of new customers. The Assistant Director for the Business Development Group, is responsible for establishing and maintaining fundamental managerial task policies and procedures for the group.

.0502 PURPOSE

It is the policy of North Carolina Department of Public Safety, Prisons to clarify and govern how NCCE BDG Managerial Tasks should consistently be executed in an excellent and efficient manner to maximize the performance and value of the BDG to benefit the organization as a whole.

.0503 SCOPE

This policy applies to NCCE BDG Managerial Tasks relating to:

- (a) Assignments
- (b) Sales/revenue tracking and forecasting
- (c) Surveys (time frames and process) – Customer satisfaction and product
- (d) Reporting – Monthly sales reporting

.0504 DEFINITIONS

- (a) Assignments – Any tasks or workflow activities that are delegated or requested by the assistant director, BDG, to/of any individual member of the group, whether sales, marketing or customer service. Assignments do not include job description or other

standard tasks or activities performed by fully trained staff that must be executed without request or assignment as part of earning a “meets expectations” performance rating.

- (b) Sales/revenue tracking and forecasting – Using a combination of systems, processes and accounting data to track and forecast/predict total agency and plant sales/revenue on a periodic basis.
- (c) Surveys (time frames and process) – Customer satisfaction and product – Using various methods of gathering feedback from customers on a periodic basis to measure overall customer satisfaction (or lack thereof) with general services as well as product performance and quality.
- (d) Reporting – Monthly sales (revenue) reporting – Assembling, writing and distributing a monthly report to select NCCE leaders and managers on total agency and plant/industry sales/revenue results and trends.

.0505 POLICIES

(a) Assignments

- (1) Assignment Authorization – Assignments or work delegation are given to or requested of staff only by:
 - (A) The Assistant Director for the Business Development Group or designee (to all BDG staff)
 - (B) The Customer Service Manager or designee (to all Customer Service staff and to marketing and sales staff if task is a “regular job duty task” that is being passed on as a matter of customer service or efficiency).
- (2) Assignment Communication
 - (A) All assignments and/or delegations must be clearly communicated either orally or via email by the manager or designee to the staff member to prevent misunderstandings and ensure optimal execution.
 - (B) Clear manager communication includes, but is not necessarily limited to:
 - (i) Big picture context (how the task relates to fulfilling an important obligation of the BDG to customers, the agency as a whole or other key stakeholders)
 - (ii) Level of priority/importance of the assignment or request as compared to other tasks the staff member is already working on

- (iii) Specific outcomes desired
 - (iv) Timelines/deadlines
 - (v) Specific success metrics
 - (vi) Reasonable detail (granularity) to assure alignment of expectations between the requestor/delegator and the staff member receiving the request or assignment
 - (C) If the staff member is unclear about assignment execution or expectations, it is that staff member's responsibility to get clarity prior to beginning the assignment.
 - (D) After an assignment or task delegation has been communicated, the manager will reasonably and periodically follow-up with the staff member on task progress to ensure the assignment is being properly executed and that it has not gotten "off track." Based on deadlines or at the request of the manager or supervisor, the staff member will periodically provide progress updates to the manager to help ensure ongoing alignment of expectations.
- (3) Assignment Flexibility and Change

Because of the unpredictable nature of working in a demanding, customer-facing group such as the BDG, as well as the uncertainties related to working in a prison industry organization such as Correction Enterprises, staff will be flexible, positive and open to change when asked to take on an unusual task, new project or assignment.
- (b) Sales Tracking and Forecasting
 - (1) Sales Tracking
 - (A) Controller's Report – The NCDPS Controller's Office provides monthly business/financial reports to the Assistant Director for the Business Development Group, and other agency leaders within 15 working days of the end of each month. These reports include critical sales tracking data including revenue and profit numbers and other financial data for all NCCE plants and total agency for both the month being reported as well as year-to-date roll-ups. Within two business days, the Assistant Director for the Business Development Group, shall prepare and send a formal report on revenue and profit results and trends to agency leadership.

- (B) Sales Lead Follow-Up/Monitoring – The marketing coordinator position oversees three offender staffed positions in the offender call center at 2020 Yonkers Rd. One of the positions maintains and updates active sales lead documents; follows up with all sales representatives; and shares updated documents daily with the Assistant Director for the Business Development Group.
 - (C) Sales Representative Self-Reporting – All sales representatives report significant sales opportunities, quotes provided, and purchase orders received at least weekly (and sometimes daily) to the Assistant Director for the Business Development Group.
- (2) Sales Forecasting
- (A) ***Year-End Forecasting (2-CI-6E-2)***
 - (i) Each fiscal year beginning in March, the Assistant Director for the Business Development Group, makes monthly informed forecasts of year-end sales and profits for each industry and the agency as a whole.
 - (ii) These forecasts are based on year-to-date results, recent revenue trends, and discussions with industry general managers.
 - (B) Year-Ahead Forecasting
 - (i) Based on anticipated year-end results, trends, external factors, and discussions with industry general managers, the Assistant Director for the Business Development Group calculates the next fiscal year’s industry and total agency revenue targets by June 15.
 - (ii) Adjustments are made when final prior-year results are reported by the Controller’s Office in late August each year.
 - (C) Quarterly Forecasting
 - (i) As soon as revenue results are reported during the month following the end of each fiscal quarter, the Assistant Director for the Business Development Group, compares and contrasts results with forecasts for each industry and the agency as a whole.
 - (ii) If revenue is trending above or below forecasts, adjustments are made with the approval of the agency director and deputy director.
 - (D) Communication of Forecasts

- (i) The Assistant Director for the Business Development Group communicates forecasts to the agency’s senior leaders, general managers and any other “need to know” employees such as sales representatives.
 - (ii) These communications consist of an email to recipients with attached spreadsheets and/or Word or PowerPoint documents with colorful tables, graphs and charts.
 - (iii) Communications provide the numerical results as well as revenue trends and for all industries and the agency as a whole.
- (c) ***Surveys (time frames and process) – Customer satisfaction and product (2-CI-6A-11)***
- (A) Telephone Surveys

The offender-staffed call center employees use a script to make periodic phone calls to customers, recording results on a spreadsheet and turning them in to management.
 - (B) Email Surveys

Email surveys of the entire customer database are conducted annually to measure brand awareness and satisfaction with Correction Enterprises service and product performance/quality.
- (d) ***Reporting – Monthly sales (revenue) reporting (2-CI-6E-5)***
- (1) The Assistant Director for the Business Development Group writes and distributes a monthly sales report via email to senior leadership, general managers and other key stakeholders.
 - (2) The monthly sales report is written and distributed within two days of receipt of each month’s financial report from the NCDPS Controller’s Office.
 - (3) Each email report includes a copy of an excel spreadsheet that displays sales and profits for each industry and the agency as a whole.



Commissioner of PrisonsApril 04, 2022

Date

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