



Department of Public Safety and Correctional Services

Office of the Secretary

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June 28, 2006

STATE OF MARYLAND

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DIVISION OF PAROLE AND
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DIVISION OF PRETRIAL
DETENTION AND SERVICES

PATUXENT INSTITUTION

MARYLAND COMMISSION
ON CORRECTIONAL
STANDARDS

CORRECTIONAL TRAINING
COMMISSION

POLICE TRAINING
COMMISSION

MARYLAND PAROLE
COMMISSION

CRIMINAL INJURIES
COMPENSATION BOARD

EMERGENCY NUMBER
SYSTEMS BOARD

SUNDRY CLAIMS BOARD

INMATE GRIEVANCE OFFICE

The Honorable Ulysses Currie
Chairman, Senate Budget and Taxation Committee
3 West, Miller Senate Office Building
Annapolis, Maryland 21401-1991

The Honorable Norman Conway
Chairman, House Committee on Appropriations
Room 121, Lowe House Office Building
Annapolis, Maryland 21401-1991

Re: DPSCS's Report on Distribution of New Correctional Officer
Positions

Dear Chairman Currie and Chairman Conway:

Please find attached the Department of Public Safety and Correctional Services' Report on Distribution of New Correctional Officer Positions as required by the 2006 Joint Chairmen's Report, page 133.

The attached report explains the need for establishing the relief factor for a facility, application of the relief factor, includes a chart showing allocation of the additional PINs due to the FY 2005 update in relief factor, provides an example of the calculations used to determine a relief factor, and provides an example of calculating the impact of a change in a relief factor.

I hope this information is helpful and informative to you and your Committee members. If the Department or I can be of any further assistance, please do not hesitate to contact me at 410-339-5005.

Sincerely,

Mary Ann Saar
Secretary

Attachment

c: Senator Patrick J. Hogan, Vice Chairman, Senate Budget and Taxation Committee
Senator James E. DeGrange, Sr., Chair, Senate Public Safety, Transportation, and
Environment Subcommittee
Delegate Talmadge Branch, Vice Chairman, House Committee on Appropriations
Delegate Joan Cadden, Chair, House Subcommittee on Public Safety and
Administration
Members of the Senate Budget and Taxation Committee
Members of the House Committee on Appropriations
Ms. Mary Beth Carozza, Governor's Deputy Chief of Staff
Mr. Alan Friedman, Governor's Director of Legislative Relations
Mr. Kenneth Masters, Governor's Chief Legislative Officer
Mr. Donald Hogan, Governor's Deputy Chief Legislative Officer
Secretary Cecilia Januszkiewicz, Department of Budget and Management
Mr. Warren G. Deschenaux, Department of Legislative Services
Mr. David Juppe, Office of Policy Analysis, Department of Legislative Services
Mr. David Treasure, Budget Analysis, Department of Budget and Management
Mr. Edward Cheston, Staff, Senate Budget and Taxation Committee
Ms. Shirleen Pilgrim, Staff, Senate Judicial Proceedings Committee
Ms. Elizabeth H. Moss, Staff, House Committee on Appropriations
Mr. Robert Berkey, Budget Analyst, Department of Budget and Management
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Commissioner William J. Smith, DPDS
Director Randall Nero, Patuxent Institution
Director Rhea L. Harris, Office of Legislative Affairs



**DEPARTMENT OF PUBLIC SAFETY AND
CORRECTIONAL SERVICES**

**Report to the Joint Chairmen on the
Distribution of New Correctional Officer Positions**

July 1, 2006

Pursuant to 2006 JCR Page 133

Robert L. Ehrlich, Jr., Governor
Michael S. Steele, Lt. Governor
Mary Ann Saar, Secretary

Overview

As stated in the 2006 Joint Chairmen's Report, on page 133,

The budget committees are concerned about how the 160 new correctional officer positions will be distributed, especially about how many positions will be allocated to the Hagerstown region. The committees direct the Department of Public Safety and Correctional Services (DPSCS) to submit a report on the allocation of the new positions and to provide a justification for the allocation. The report shall be submitted by July 1, 2006.

The following is the report to satisfy the Joint Chairmen's requirement.

The additional correctional officer positions authorized are needed to maintain required staffing levels at the Department's correctional facilities as reflected in the Department's annual analysis of the Relief Factor.

The Department's correctional facilities operate 24-hours a day, every day of the year. Work assignments for correctional officers within these facilities are known as posts. For the most part, these posts must be staffed around the clock; that means three eight-hour shifts every day. Each facility has a Facility Staffing Plan which shows officer assignments to authorized posts for each shift, each day. The Department must determine how many positions (PINs) are needed to provide this constant coverage. The number of staff PINs necessary to provide on-duty coverage for a post is calculated against the Facility Staffing Plan and is determined by using the facility's Relief Factor.

Establishing the Relief Factor for a Facility

An officer cannot work every day of the year. The reasons that an officer is not available to staff a post on any given day in the year are called "relief variables." These relief variables include:

- Relief Days – The two days per week (four days per pay period) that the officer is off duty without pay representing "weekends" for these employees.
- Leave Days – The days used where the employee is off duty for each of the following State leave categories: Accident Leave, Administrative Leave, Annual Leave, Sick Leave, Bereavement Leave, Compensatory Time Off, Family Medical Leave Act, Family Sick Leave, Holidays, Jury Duty, Death Leave, Leave Without Pay, Military Leave, Personal Leave, Public Health Leave, Suspension Without Pay.
- Training Days – The number of days used for mandatory New-Hire On-the-Job Training, Academy Training, and annual In-Service Training.

Staff leave usage patterns are extremely variable among facilities and are also variable from year to year. For this reason, staffing must be periodically updated for each institution. If a Department-wide Relief Factor were used, some institutions would be understaffed while others would be over-staffed. Such an imbalance would increase the need for overtime and create staff burnout at the facilities with shortages.

The Department uses a program, known as the Staffing Analysis and Overtime Manager (SAOMs), to collect the information needed for the annual calculation of the most current Relief Factor. Basically, the calculation uses the average number of leave days taken by officers at a facility during the previous fiscal year to determine the average number of working days a correctional officer was available during the year. The number of available working days is divided by the total number of working days required for all posts in the facility to determine the Relief Factor. Calculation of the Relief Factor is made for each correctional facility as average number of working days available varies among the facilities.

SAOMs subtracts the average number of vacancies for each pay period from the number of authorized PINs to determine the average number of filled PINs during the pay period. The number of filled PINs represents the actual number of employees who were available to use leave. This number of filled PINs is used to divide into the number of days for the relief variable to determine the average number of days in each relief variable category used by an officer at that facility for that time period. In the fiscal year end calculations, the SAOMs program utilizes the number of authorized PINs, average vacancies and number of relief variable days for each of the 26 pay periods to calculate the weighted average number of relief variable days used per filled PIN for the entire fiscal year.

Application of the Relief Factor

Application of the Relief Factor is made against each shift using the 7-day work week as its standard.

It should be noted that not all functions in a correctional facility must be performed 7-days per week; for example, the visiting room need only be staffed on days when visits are permitted. Consequently, each post is identified as to the number of days per week it must be staffed: 7-days, 6-days, 5-days, etc., and whether relief is required for the post if the assigned employee is not available for duty.

In order to appropriately calculate the relief factor for a facility, all posts are standardized to their "Post Equivalents." In determining post equivalents, a 7-day post is the standard. Posts staffed fewer than 7 days are counted as fractions of a post. For example, a 6-day post counts as 6/7 of a post, a 5-day post counts as 5/7, etc. These posts are then added together to determine the Post Equivalents for the facility.

Another approach to determining the number of positions required for the facility is to apply the Relief Factor to determine the number of PINs necessary to staff a 7-day post on one shift. This Relief Factor is then prorated by the number of days per week the post

must be staffed to determine an applicable Relief Factor. For example, if the 7-day Relief Factor is 1.80, the 5-day Relief Factor is calculated by dividing the 7-day Relief Factor by 7, then multiplying it by the 5 days the post must be staffed, to yield a 5-day Relief Factor of 1.29. Therefore, a 5-day post requires 1.29 PINs to provide staffing. Again, all post calculations are added to determine the number of positions needed for the facility. Both methods will yield the same result.

Finally, some facility functions do not require relief. These are normally specialty duties, such as Audit Coordinator that are only performed on days that the designated staff member is on duty in a standard work week. These are indicated as 5-day non-relief posts and are calculated separate with a relief factor of 1, then added to the number of positions needed.

The following chart – *Allocation of Additional PINs by DPSCS Facility Due to FY2005 Update in Relief Factor* – indicates the impact of the Relief Factor update for each facility. The net number of additional positions currently required includes the decrease in staffing due to the closing of the Baltimore Pre-Release Unit for Women Annex during FY2005 and increased staffing approved for the Maryland Correctional Training Center due to operational changes.

Allocation of Additional PINs by DPSCS Facility Due to FY2005 Update in Relief Factor

Facility		December 2003 Facility Staffing Plan				July 2005 Facility Staffing Plan				Increase /Decr in PINs
		Post Equivalents	Relief Factor	Non-Relief Posts	Non-Supv PINs	Post Equivalents	Relief Factor	Non-Relief Posts	2005 Non-Supv PINs*	
EAST	ECI-East/ West/Annex	299.00	1.79	16	549	299.00	1.87	16	575	26
	PHPRU	13.00	1.82	3	27	13.00	1.83	3	27	0
BALT	MCAC	110.00	1.85	3	207	110.00	1.90	3	213	6
	MRDCC	136.86	1.77	4	246	136.86	1.78	4	247	1
	MTC	163.29	1.83	8	307	163.29	1.84	8	309	2
	BCCC	45.57	1.76	5	85	45.57	1.89	5	91	6
	BPRU	17.57	1.80	0	32	17.57	1.89	0	34	2
	BPRU-W/A	28.71	1.90	1	56	17.71	1.78	1	33	-23
JESSUP	MCI-J	137.57	1.82	1	252	137.57	1.83	1	253	1
	MCI-W	109.00	1.84	3	204	109.00	1.82	3	202	-2
	MHC	172.00	1.79	4	312	172.00	1.97	4	343	31
	JCI (MHC-X)	173.43	1.86	7	330	173.43	1.94	7	344	14
	BCF	64.86	1.77	0	114	64.86	1.85	0	119	5
	CLF	46.71	1.88	0	88	46.71	1.87	0	88	0
	EPRU	15.00	1.81	3	30	15.00	1.77	3	29	-1
	JPRU	57.71	1.76	2	104	57.71	1.83	2	108	4
	SMPRU	13.71	1.75	4	28	13.71	1.88	4	30	2
	TBC	45.43	1.85	2	86	45.43	1.84	2	86	0
WEST	MCI-H	203.57	1.79	6	370	203.57	1.86	6	387	17
	MCTC	237.14	1.81	2	431	238.94	1.80	2	432	1
	RCI	156.86	1.78	6	285	156.86	1.80	6	288	3
	WCI/NBCI	197.14	1.83	14	375	197.14	1.86	14	381	6
DOC Total										101
PATUXENT		172.14	1.78	15	321	172.14	1.86	15	335	14
BCBIC		193.00	1.79	2	347	193.00	1.93	2	374	27
BCDC		358.00	1.79	9	650	358.00	1.84	9	668	18
DPDS Total										45
Department Total										160

*The number of positions required for each facility represents the addition of the application of the relief factor for each shift which is rounded to a whole position and then the non-relief posts are added. Although the Post Equivalents for each facility may include fractions, actual positions required must be rounded to the next highest whole number because these represent full-time positions. Therefore, numbers shown may not calculate exactly due to rounding.

Example of the Calculations Used to Determine a Relief Factor :

Days per year (26 pay periods)		364
Weekly days off (“weekends”)	104	
Holidays	11	
Personal Leave	6	
In-Service Training	5	
Other Leave (Annual Leave; Sick Leave; Military Leave; etc.)	36	
Total Average Days Not Available		162
Average Days Available to Cover Posts		202
Relief Factor (days per year / days available)		1.80

In this example, leave usage at this facility is such that an officer is on duty to work a post 202 days out of the 364 in the year. Therefore, in this example, to cover one post all 364 days in the year, the facility needs 1.80 officers (PINs). Likewise, to cover 10 posts on one shift for all 364 days per year, the facility needs 18 officers, etc. This is the Relief Factor for a 7-day post on one shift.

This Relief Factor is then prorated for posts that are needed less than 7-days per week to determine how many PINs are needed to provide staffing coverage.

Example of Relief Factor proration for a 5-day post (both methods yield the same result):

1. Divide the 7-day Relief Factor of 1.80 by 7 to get the 1-day pro-rated Relief Factor of 0.257; then multiply the 1-day Relief Factor by 5 to get the 5-day Relief Factor of 1.29
2. A 5-day post must be staffed 260 days during the 26 pay periods per year. Divide the 260 days needed to be staffed by the 202 days available to get the 5-day post Relief Factor of 1.29.

For all shifts, the total number of posts in each category (7-day, 6-day, 5-day, etc.) is multiplied by the appropriate Relief Factor. They are then totaled to determine the number of PINs required by the facility to staff its approved posts.

Example of calculating the impact of a change in a Relief Factor:

Scenario:

- The facility has 100 7-day posts
- The previous Relief Factor was 1.80
- The new Relief Factor is 1.87
- The previous staffing plan required 180 PINs (the 100 7-day posts multiplied by the Relief Factor of 1.80).

Multiply the 100 existing 7-day posts on the previous Facility Staffing Plan by the updated 7-day Relief Factor of 1.87 for a result of 187 PINs needed to staff these posts at the updated Relief Factor; then subtract the 180 PINs required on the previous Facility Staffing Plan to determine that 7 additional PINs are needed due to the update in Relief Factor.

Conclusion

In conclusion, the Department of Public Safety and Correctional Services uses an annual calculation of a relief factor for each of its correctional facilities to determine the appropriate staffing levels for each institution. The correctional facilities operate 7 days a week for 24-hours a day. Therefore, the relief factor is used to calculate staffing requirements for continuous post operation of the correctional facilities. The number of positions (PINs) necessary to cover the on-duty posts for a facility is determined by using the Facility Staffing Plan and the facility's Relief Factor.

The chart on page 3 exhibits the distribution of the new correctional officer positions based on the calculated Relief Factor for each correctional facility. The chart shows that 101 new positions will be distributed throughout the regions of the Division of Correction; 14 new positions to the Patuxent Institution; and 45 new positions to the Division of Pretrial Detention and Services.