



**DEPARTMENT OF PUBLIC SAFETY
AND CORRECTIONAL SERVICES**

Hiring and Attrition Report

October 2022

**Governor Larry J. Hogan
Lt. Governor Boyd K. Rutherford
Secretary Robert L. Green**

INTRODUCTION

The Budget Committees included the following Committee Narrative on page 159 of the Joint Chairmen's Report requesting the Department submit a report on hiring and attrition:

provided that \$100,000 of this appropriation made for the purpose of General Administration may not be expended until the Department of Public Safety and Correctional Services submits the second of four quarterly hiring and attrition reports to the budget committees. The reports shall include a breakdown of all hires and separations for each of the three months in question by category of employee (correctional officer, community supervision agent, or administrative employee) and by reason for separation. The report shall also include narrative summarizing all hiring events and changes to the hiring process that occurred during the quarter; the quantity, type, and cost of bonuses disbursed; as well as overall applications received, tested, and interviewed. The first quarterly report shall be submitted to the budget committees no later than October 12, 2022, and the second report shall be submitted to the budget committees no later than January 12, 2023. The budget committees shall have 45 days from the date of the receipt of the second quarterly report to review and comment. Funds restricted pending the receipt of a report may not be transferred by budget amendment or otherwise to any other purpose and shall revert to the General Fund if the report is not submitted to the budget committees.

OVERVIEW

The streamlining of the correctional officer recruitment process¹ and subsequent modifications in response to COVID-19 allowed the Department to hire 463 new correctional officers in 2021². During the third quarter of Calendar Year (CY) 2022, the Department hired 59 new correctional officers and 77 new employees of all other classifications, to include 19 contractual employees, for a grand total of 136 new hires throughout the Department.

Despite the impact of a global pandemic and amid a nationwide hiring crisis, the Department had a significant increase in correctional officer hires during 2020 and 2021. Correctional officer hires during the first quarter of 2022 were higher than the previous quarters. However, the Department saw a decline in the number of correctional officers hired in the second and third quarter of 2022. The Department attributes the reduced number of hires to lower application submissions during the first quarter of 2022, largely due to a competitive job market, and hiring delays resulting from a change in the medical vendor providing pre-employment examinations. Year to date, the Department averages the hire of 24 entry level correctional officers every month.

¹ The process is described in "Correctional Officer Hiring Strategic Plan Report" of December 2019.

² Personnel processes are measured and reported by calendar year. References to 2022 refer to the calendar year 2022, not fiscal year 2022. Unless stated, all other year references reflect the calendar year.

The promotional process, new hire bonus, special assignment bonuses, and the Retention and Longevity Pay Incentive (RLPI) contribute to the Department's efforts to reduce the overall number of employees that separate from the Department. In 2022 to date, there have been 622 separations, with the height of separations being driven by retirements in June.

A competitive recruitment market has made it difficult to fill administrative and professional positions within the Department. However, a series of COLAs and step increments in FY23 and FY24 has resulted in competitive wages for State regular and contractual employees. Effective January 1, 2022, employees received a 1% COLA, a 3% COLA effective July 1, 2022, and will receive a 2% COLA effective July 2023. In addition, on September 29, 2022, Governor Hogan announced that all employees across state government will receive a 4.5% cost of living adjustment (COLA) increase – effective November 1, 2022.

Following the Department of Budget and Management's elimination of a four-year degree requirement for thousands of State jobs, the Department expects to see an increase in the number of qualified applicants for administrative job classifications³.

RECRUITMENT

Between July to September 2022, the Department received applications for all positions. Applications for Correctional Officer I positions represented 33% of all applications⁴ received this quarter.

2022 July-Sept	Correctional Officer I	Correctional Positions	Community Supervision Positions	Administrative Positions
Applications	699	397	0	1022
MQ⁵	804	372	0	983
Interviewed	488	619	0	286
Selected	412	78	196 ⁶	80
Hired	59	18	8	39

RECRUITMENT STRATEGIES

The Human Resources Services Division (HRSD) identified several challenges that impact the Department's ability to fill administrative positions, including but not limited to,

³ <https://governor.maryland.gov/2022/03/15/governor-hogan-announces-elimination-of-four-year-degree-requirement-for-thousands-of-state-jobs/>

⁴ Total application metrics do not include freename candidates (Reinstatements, Transfers, DORS, etc.)

⁵ These positions do not have written tests, but were assessed via a rating of training and experience and/or structured interviews.

⁶ Hired from a list of eligible candidates from a prior recruitment.

low applicant response, minimally qualified candidates, the length of time to schedule selection interviews, and lack of applicant engagement. In 2021, the Department launched a Recruitment Strategy intake to improve collaboration, develop a recruitment strategy prior to advertising the position, including a review of past recruitments for lessons learned. Through a more collaborative process with Hiring Managers, the HR Analyst has been able to develop a customized plan to attract the ideal candidate. This targeted approach is intended to increase the number of qualified candidates, particularly for hard to fill positions.

HRSD continues to seek recruitment opportunities whether through job fairs, career information sessions, festivals, or other community engagement events. These outreach efforts are essential to developing and maintaining the Department's overall image and attracting job seekers. During the third quarter for CY 2022, the Recruitment Unit participated in 46 employment and outreach events across Maryland and neighboring states in an effort to expand its applicant pool. By leveraging social media recruitment through Indeed, the Department continues to expand its capacity to reach a broader applicant pool. Through job fairs and outreach events, the recruitment team has been able to expand its capacity to meet candidates. The table below summarizes the Department's recruitment and engagement efforts from July through September 2022.

Date	Event Description	Event Type
7/2/2022	Ongoing at Hagerstown Community College (HCC)	Recruitment
7/6/2022	Ocean City Police Department's Annual Job Fair	Recruitment
7/6/2022	In Person Correctional Officer Interviews Wor-Wic Community College	Recruitment
7/6/2022	Ongoing at HCC & Allegany College (AC)	Recruitment
7/7/2022	Salisbury Area Chamber of Commerce Ribbon Cutting	Outreach / Networking / Exposure
7/14/2022	Business After Hours Salisbury Area Chamber of Commerce	Outreach / Networking / Exposure
7/16/2022	On going at HCC & AC	Recruitment
7/19/2022	Salisbury Area Chamber of Commerce Ribbon Cutting	Outreach / Networking / Exposure
7/20/2022	In Person Correctional Officer Interviews Wor-Wic Community College	Recruitment
7/20/2022	Ongoing at HCC & AC	Recruitment
7/23/2022	In Person Correctional Officer Interviews Wor-Wic Community College	Recruitment
7/27/2022	Rutgers University Recruitment Workshop	Outreach / Networking / Exposure
7/30/2022	Hiring Event HCC	Recruitment
7/30/2022	Hiring Event AC	Recruitment
7/31/2022	Hiring Event HCC	Recruitment
7/31/2022	Hiring Event AC	Recruitment

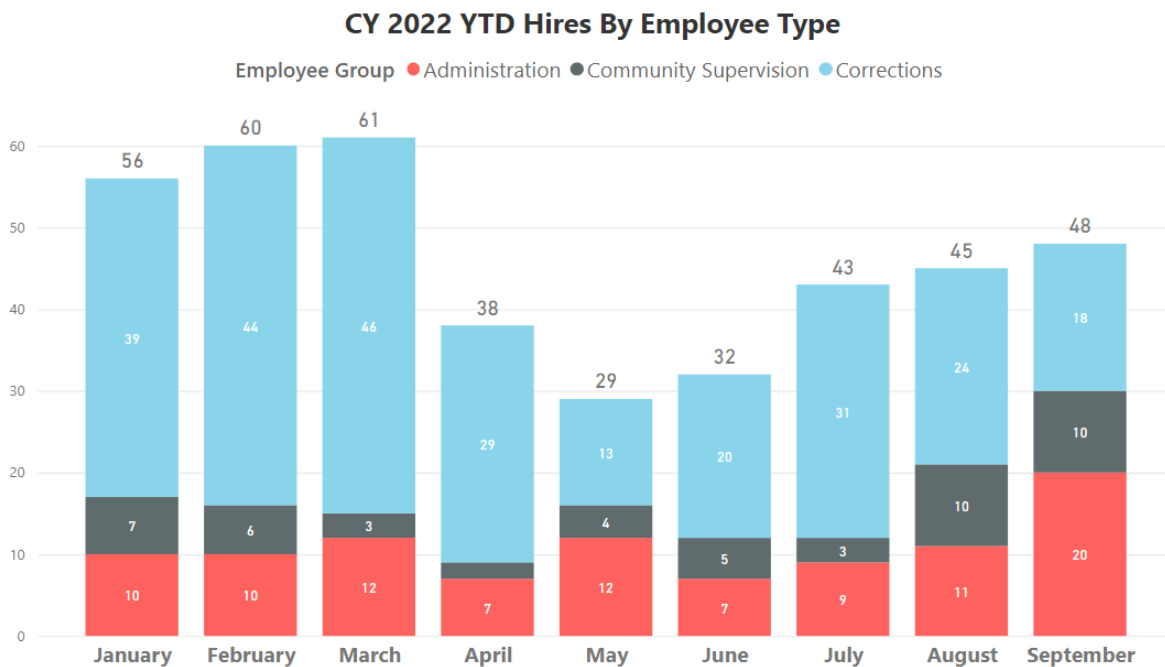
8/2/2022	Salisbury Area Chamber of Commerce New Member Mixer	Outreach / Networking / Exposure
8/3/2022	In Person Correctional Officer Interviews Wor-Wic Community College	Recruitment
8/3/2022	Ongoing at HCC & AC	Recruitment
8/6/2022	Ongoing at HCC	Recruitment
8/11/2022	Business After Hours Salisbury Area Chamber of Commerce	Outreach / Networking / Exposure
8/17/2022	In Person Correctional Officer Interviews Wor-Wic Community College	Recruitment
8/17/2022	Ongoing at HCC & AC	Recruitment
8/20/2022	In Person Correctional Officer Interviews Wor-Wic Community College	Recruitment
8/20/2022	Ongoing at HCC 7 AC	Recruitment
8/24/2022	Salisbury Area Chamber of Commerce Ribbon Cutting	Outreach / Networking / Exposure
8/25/2022	Dorchester Chamber of Commerce Mixer	Outreach / Networking / Exposure
8/31/2022	Smith Island Outreach & Recruitment	Outreach/Recruitment
9/3/2022	Ongoing at HCC	Recruitment
9/7/2022	In Person Correctional Officer Interviews Wor-Wic Community College	Recruitment
9/7/2022	Ongoing at HCC & AC	Recruitment
9/14/2022	Salisbury Area Chamber of Commerce Ribbon Cutting	Outreach / Networking / Exposure
9/14/2022	Frederick New Post Job Fair	Recruitment / Networking
9/15/2022	State Agency Job Fair – Cumberland	Recruitment / Networking
9/17/2022	Ongoing at HCC & AC	Recruitment
9/20/2022	Public Safety Train Center Open House	Networking / Outreach
9/21/2022	In Person Correctional Officer Interviews Wor-Wic Community College	Recruitment
9/21/2022	Ongoing at HCC & AC	Recruitment
9/22/2022	Salisbury University Fall Job & Internship Virtual Meet & Greet	Outreach / Recruitment
9/22/2022	State Agency Job Fair – Hagerstown	Recruitment / Networking
9/24/2022	In Person Correctional Officer Interviews Wor-Wic Community College	Recruitment
9/28/2022	Salisbury University Fall Career Fair	Recruitment
9/28/2022	Lower Shore Workforce Alliance Healthcare Virtual Job Fair	Recruitment
9/28/2022	East Carolina University Career Fair	Recruitment
9/29/2022	Town of Ridgeley, WV Job Fair	Recruitment / Networking
9/10/2022	Heritage Days Festival	Recruitment / Outreach Network

ADVERTISEMENT AND MARKETING

Through the incorporation of social media, including Facebook, Twitter and Instagram; the Department is able to share recruitment information and messages from employees and leadership that highlight a wide range of career opportunities. The incorporation of technology, such as QR codes on recruitment materials, allows interested applicants to be linked directly to the job application portal, JobAps, or other candidate specific documents. An established Memoranda of Understanding (MOU) with the Maryland State Ad Agency (MSAA) has expanded the Department's capacity to reach a diverse workforce using multi-media platforms, such as radio, television, billboards, and printed advertisements. The Department is seeing significant interest in employment opportunities from job seekers who engage with HRSD through recruitments posted on Indeed, Glassdoor, and LinkedIn. MSAA continues to assist DPSCS with developing a strategic marketing plan to address current staffing challenges.

OVERALL HIRING

Following first quarter improvements in hiring for community supervision, the Department has continued its improvement of hiring for administrative positions and community supervision positions in the third quarter of CY 2022, as expected. From July to September 2022, the Department hired an additional 136 new employees across all employee types as illustrated in the below graph.



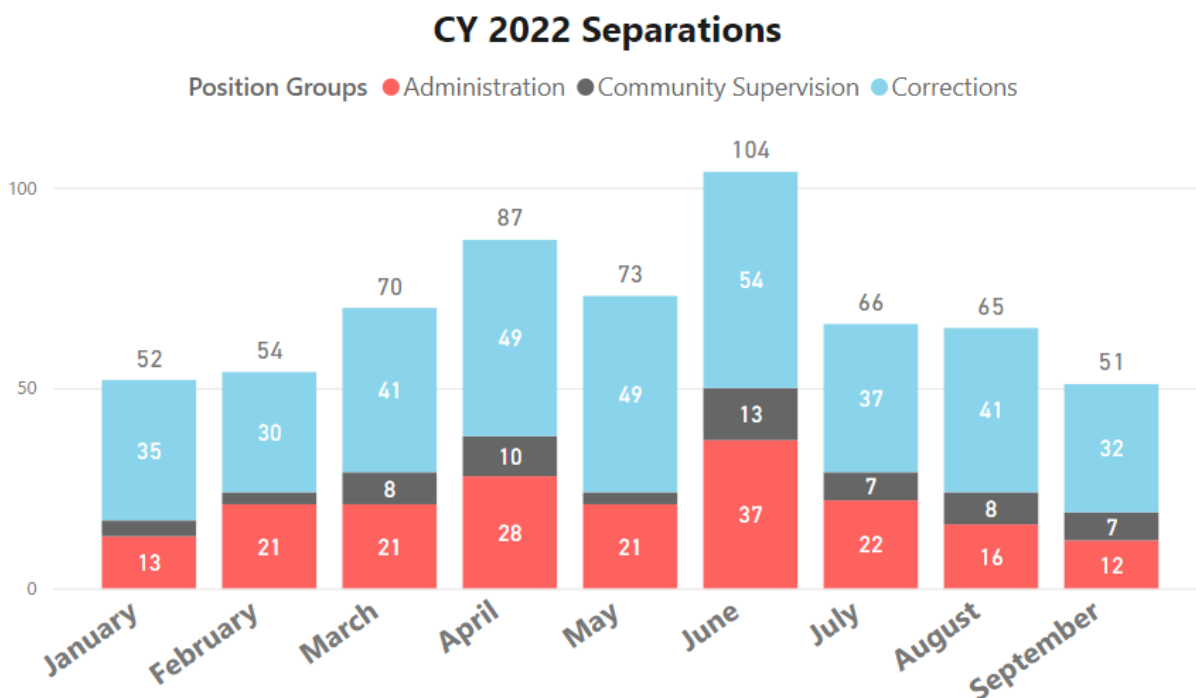
In addition to a 17% increase in the number of correctional positions filled compared to the prior quarter, the Department saw its largest month of administrative hires this year. This was the expected result of recruitment efforts and new job postings for administrative positions in the first two quarters of the year.

CORRECTIONAL OFFICERS

Correctional executives across the country have reported unprecedented staffing shortages since the onset of the COVID pandemic, forcing departments to implement several initiatives to improve hiring. Increased salaries, hiring bonuses, and other compensatory allowances, each implemented by DPSCS, have helped to improve correctional officer hiring. In 2022, the Department hired 207 employees into the CO I position, and an additional 7 officers from other local correctional entities into CO II positions. The overall number of correctional officers hired in 2022 (216) is lower than prior quarterly hiring levels, and lower than the total number of all correctional officers that separated (325), from entry level CO I to Correctional Officer Majors.

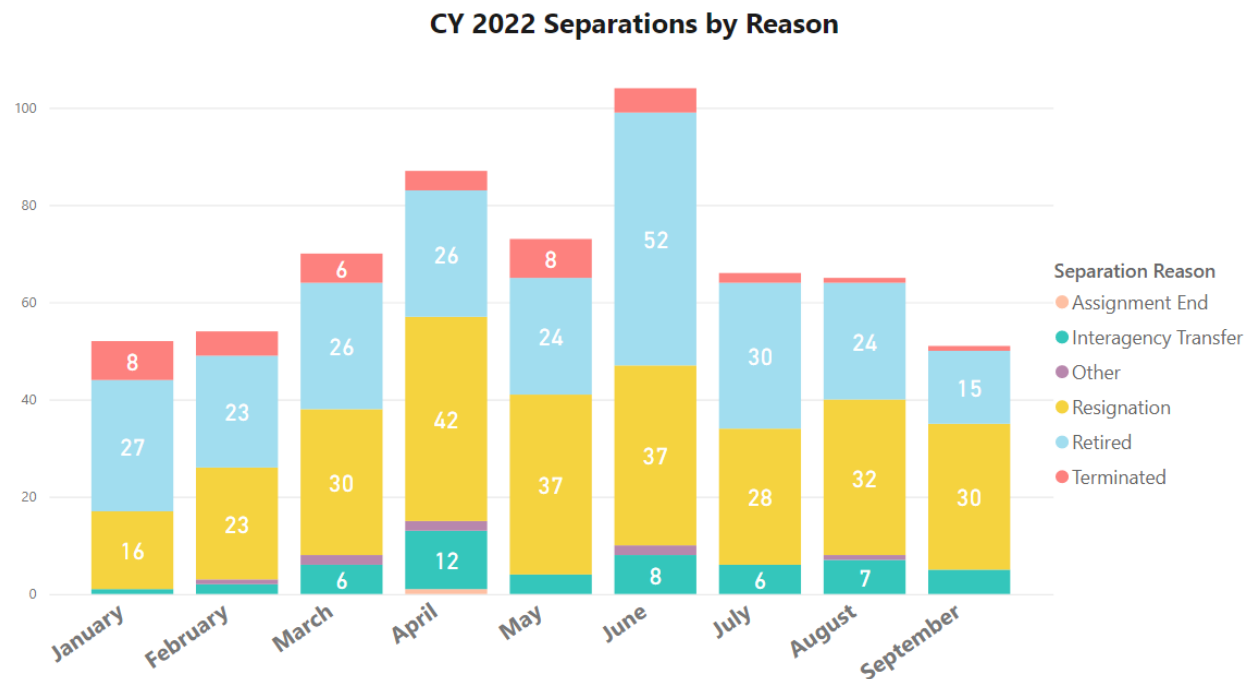
SEPARATIONS

Thus far in CY 2022, the Department is averaging nearly 69 separations per month, slightly higher than the 2021 average. This has been driven by an increase in correctional retirements near the end of the fiscal year, a historical peak period. The largest category among separations are correctional officers and other correctional staff working in facilities (59%), consistent with the distribution of Department's positions.



Resignations drive most separations, as 275 employees have resigned in CY 2022, representing 44.2% of separations overall. The second largest group of separations is retirement (247), at 39.7% of separations. Roughly 6.4% of separations have been the result of terminations. Resignations across all positions encompass employees who left state service for a non-state position. The Department loses more employees to interagency transfer to other state positions (8.2%) than it does to termination. Employees who internally transfer to other vacant positions within DPSCS for career advancement

are not included in these figures since they do not impact the Department-wide vacancy rate.



RETENTION STRATEGIES

BONUSES

Due to the timing of fiscal year end compensation actions reflected in the statewide Workday system, reporting accuracy is currently impacted by scheduled system activities. The following bonus figures may not reflect all of the transactions initiated in the third quarter of CY 2022, and the Department will continue to update these figures in future reports. CY 2022 saw an influx of regular bonuses and retroactive response pay bonuses as a result of statewide initiatives that were unrelated to its targeted recruitment and retention initiatives. Over the first three quarters of CY 2022, the Department has paid out an additional \$9.54M in one-time bonuses to 3,351 employees.

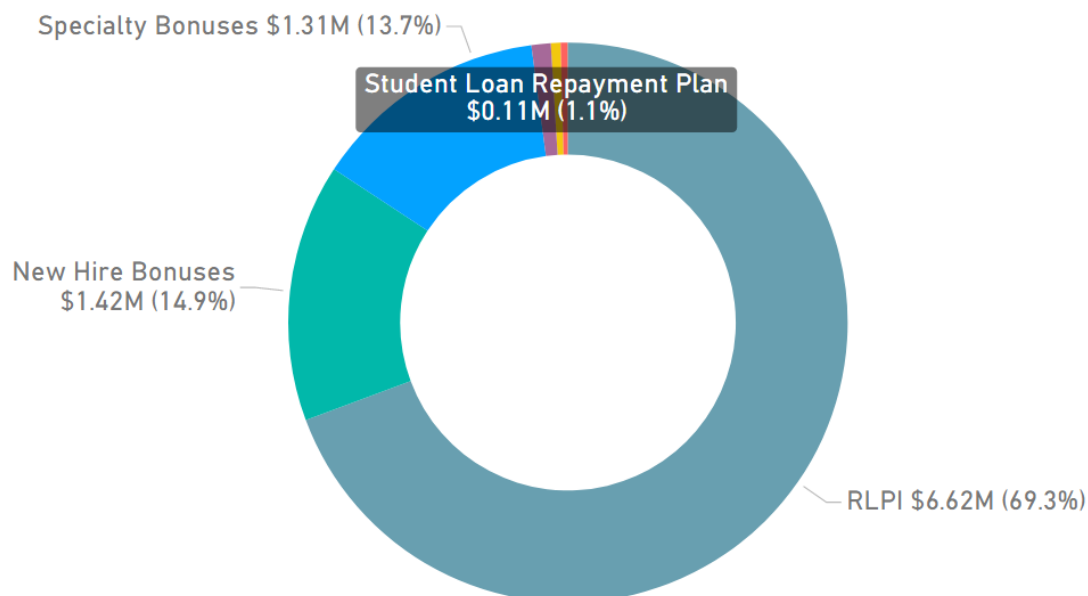
Retention and Longevity Pay Incentive (RLPI) – Enacted in December 2019, correctional officers who have met the 20 years of service and are eligible to retire, may participate in RLPI. Qualifying employees may receive up to \$37,500 for working four additional years. RLPI payments decreased significantly in CY 2021, despite estimates of continued eligibility. This bonus class accounts for 69% of employee one time bonuses. In CY 2022 YTD, \$6.61M in RLPI payments were paid to 879 employees. RLPI-related expenditures are once again the leading one time bonus type, 188 of whom were first time program enrollees in 2022. Additionally, the Department has expanded its retention efforts and implemented the second retention bonus program for eligible Division of Parole and Probation employees effective July 1, 2022. Since the inception of the program 133 DPP employees, including Parole and Probation Agents and Field Supervisors have enrolled in the RLPI program.

Specialty Bonuses – Beginning in CY 2021 a variety of specialty bonuses totaling \$1.31M were offered to incentivize qualification and training in key skill areas across correctional classifications. These retention bonuses rewarded employee development and targeted qualifications that filled key operational gaps, allowing for more flexibility in post assignments and security operations. In 2022, these bonuses have impacted 1,812 different staff to incentivize their participation in special operations and contraband interdiction efforts, involvement as instructional trainers, and for additional weapons certification. The largest class of specialty bonus is the \$733,000 awarded for weapons certification.

New Hire and Referral Bonus – New correctional officers receive a \$2,000 bonus after graduating from the academy and a \$3,000 bonus after the satisfactory completion of the one-year probationary period. Employees receive \$500 for referring a successful candidate for correctional officer. In CY 2022, the Department paid \$1.42M in new hire bonuses to 493 employees and \$38,500 in referral bonuses to 72 current employees who referred new recruits to the Department.

COVID-19 Vaccination Incentive Bonus- Beginning in July 2021, a new, one time \$100 bonus was awarded to staff who committed to vaccination for COVID-19 and provided proof of vaccination. In Q3 2022, 31 employees received the vaccine incentive bonus for the first time, bringing the annual total of employees to 538.

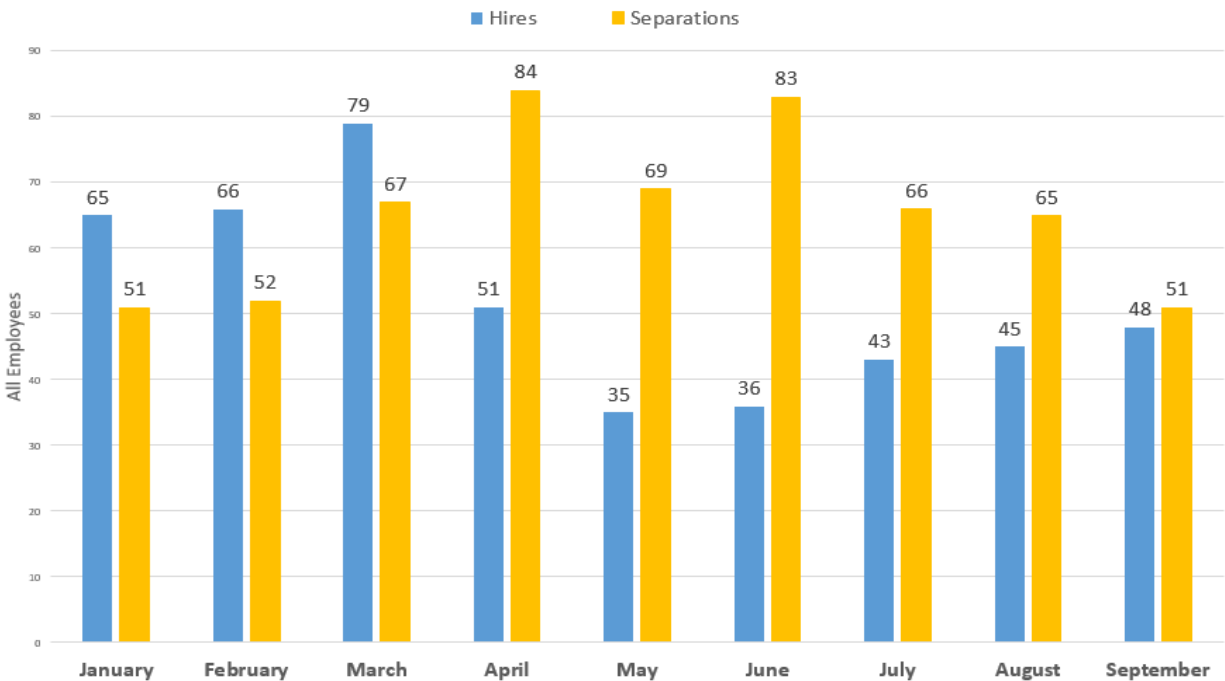
CY 2022 One Time Bonuses



HIRING & ATTRITION OVERVIEW

In 2022, the Department experienced a net loss of 81 employees across all positions, which has been driven by increases in fiscal year end increases in correctional and administrative separations and has been offset by increased hiring of employees into administrative positions, both within administrative units as well as administrative positions within correctional and community supervision cost centers. In the third quarter of 2022, separations due to resignation and transfer to other state agencies have decreased from summer highs.

2022 Overall Attrition Comparison



The Department's aggressive recruitment and retention strategies have been successful for both its priority vacancies and vacancies overall and have remained successful even during the global pandemic.