

Michigan Department of Corrections

Overview of Departmental Staffing,
Vacancies, and Recruitment
Strategies



Kyle Kaminski, Offender Success
Administrator/Legislative Liaison

Key Staffing Overview

- The MDOC currently has 12,145 active employees.
- The largest employee group is Corrections Officers, totaling 5,576 (46% of active FTE's).
- Other large employee groups include parole/probation agents (1,254), nursing (537), food service (307), and maintenance/skilled trades (297).
- Facility staffing is dependent on the physical design, security level, and operations of each individual facility.

What Does It Take to Become a Corrections Officer in Michigan?

- The Legislature adopted PA 415 of 1982 to establish the Corrections Officer Training Council and standards for being a Corrections Officer. The goal of this legislation is to ensure that Michigan has a professional, well-trained corrections system.
- Basic Requirements:
 - 18 years of age
 - 15 college credit hours in a related major or 30 hours in any major*
 - *There is currently a waiver allowing candidates to begin working for the MDOC prior to obtaining their college credits, but they must be earned within 18 months after hire.
 - Physical Fitness Test
 - Background Check
 - Interview
 - Military Veterans may substitute credits from their Joint Services Transcript.
- Training includes 8 weeks in the Corrections Officer Academy, followed by 8 weeks of on-the-job training at their designated facility.

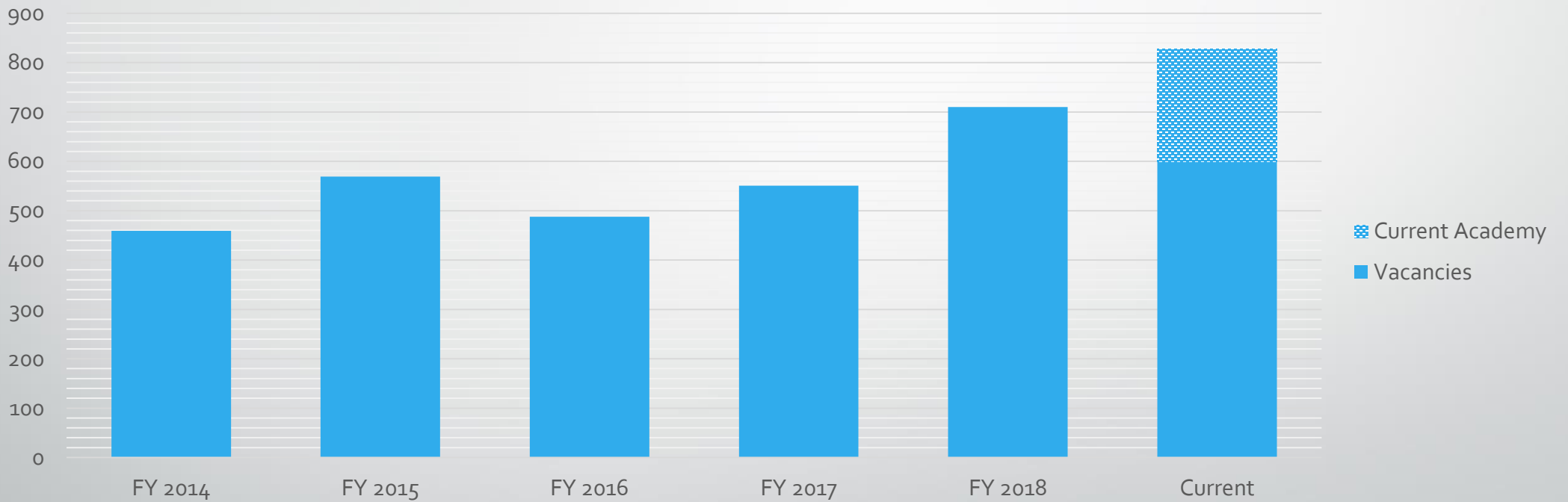
What are the Benefits of Working as a Corrections Officer?

- The current pay range for Corrections Officers is \$17.67-\$27.06 per hour.
- As state employees, CO's hired after 1998 participate in the state's 401k system for retirement.
- Officer's enter pay status upon being hired and are on pay status during their time in the Officer Academy.
- It costs an average of \$25,654 to train one new officer including wages and benefits.
- Being a Corrections Officer may serve as a career, while others will utilize this as the first step toward ultimately serving in other capacities with the Department.

Corrections Officer Staffing

- The MDOC saw significant expansion through the mid-1980's through the mid-1990's. As a result, we have seen higher than average Corrections Officer departures (retirement, promotion, separation) over the last five years, with monthly departures reaching as high as 70+ per month.
- The MDOC is currently projecting between 50-55 Corrections Officer departures each month over the next year, requiring 600-660 new hires just to maintain the current vacancy rates.
- The MDOC must use voluntary and mandated overtime to fill positions on all shifts to ensure the safe operation of our facilities.

Corrections Officer Staffing Trends



Funding for Corrections Officer Academies

Fiscal Year	Base Funding	One-Time Funding	Total Projected New Hires	Actual New Hires
FY 2014	\$8.9m	\$9.0m	790	347
FY 2015	\$9.0M	\$0	570 (College Model)	944
FY 2016	\$9.0m	\$0	521 (College Model)	224
FY 2017	\$9.2m	\$8.5m	724	711
FY 2018	\$9.4m	\$4.3m	551	396
Total	\$45.5m	\$21.8m	3,156	2,622
FY 2019	\$9.5m	\$9.2m	733*	361**

*The MDOC has set a goal of 820, but not all costs will fall within FY 2019.

**Includes recruits currently in the academy.

Current Vacancies By Facility

Facility	Allocated CO's	CO Vacancies	Vacancy %
LMF	189.1	29.1	15.3%
AMF	217.7	4.7	2.1%
IBC	283.6	51.6	18.1%
LRF	167.4	8.4	5%
DRF	294.6	47.6	16.1%
STF	282.5	41.5	14.7%
URF	331.5	15.5	4.7%

Facility	Allocated CO's	CO Vacancies	Vacancy %
JCS	185.0	27.0	14.6%
JCF	287.7	40.7	14.1%
RGC	250.9	30.9	12.3%
MTU	179.1	28.1	15.6%
ARF	316.9	57.9	18.2%
ICF	213.7	40.7	19%
KCF	177.4	17.4	9.8%

Current Vacancies By Facility

Facility	Allocated CO's	CO Vacancies	Vacancy %
LCF	196.7	48.7	24.7%
MRF	210.6	21.6	10.2%
MBP	220.8	6.8	3%
RMI	210.7	41.7	19.8%
MCF	136.3	3.3	2.4%
NCF	132.3	2.3	1.7%
ECF	213.6	23.6	11%
SAI	N/A	24.5	N/A

Facility	Allocated CO's	CO Vacancies	Vacancy %
SMT	185.9	33.9	18.2%
SRF	188.4	23.4	12.4%
SLF	215.6	18.6	8.6%
TCF	203.1	22.1	10.8%
WHV	363.1	38.1	10.5%
WCC	220.6	20.6	9.3%
DRC/DDC	189.8	15.8	8.3%

Total CO Vacancies

Allocated CO FTE's	Vacancies (Not in Academy)	In Academy	Vacancy % (Treating Academy As Vacancies)	Vacancy % (Post Academy)
6271.4	599.1	229	13.2%	9.5%

Recruitment Strategies

- Attracting candidates is a major focus for the MDOC, which is why we are again utilizing targeted media to hire candidates.
- The Department will operate 4 academy groups this year, with a total goal of 820 recruits. The current class has 229 recruits.
- The MDOC is particularly focused on hiring veterans, with recent academies generally consisting of roughly 20% veterans or active reserve.
- Retaining Officers is just as important as attracting new ones and recent surveys have shown the MDOC is most likely to lose Officers during their first 4 years of employment, which is why the MDOC must develop strategies to meet the needs of a varied workforce.

CO's by Seniority/Longevity

0-3 Years	3-6 Years	6-9 Years	9-12 Years	12-15 Years	15-18 Years
1,106	1,176	269	429	222	480
18-21 Years	21-24 Years	24-27 Years	27-30 Years	30-33 Years	33-36 Years
896	633	237	142	76	9
36-39 Years					
1					

FY '18 CO Departures by Seniority

<90 Days	91 Days – 1 Year	1-3 Years	3-5 Years	5-10 Years	10-20 Years	>20 years
35	33	100	47	46	76	299


Why is it Important that Facilities are Fully Staffed?

- #1 Public and Staff Safety
- #2 Efficient Operation of MDOC Facilities
- #3 To Control the Costs of the MDOC

Fiscal Year	FY '14	FY '15	FY '16	FY '17	FY '18
Regular Overtime	\$47.6m	\$58.9m	\$50.0m	\$57.4m	\$66.8m
Holiday Overtime	\$11.9m	\$12.5m	\$12.6m	\$12.0m	\$11.2m
Total Overtime	\$59.5m	\$71.4m	\$62.6m	\$69.5m	\$78.0m

Health Care Staffing Challenges

- Recruitment and Retention of health care professionals:
 - Vacancies
 - Registered Nurse 86 FTE's
 - Licensed Practical Nurses 44 FTE's
 - Dentists 18.5 FTE's
 - Qualified Mental Health Professionals 13 FTE's
 - The MDOC is not immune to the national shortage of health care professionals.



Addressing Health Care Staffing Challenges

- Internships, clinical rotations, and job shadowing:
 - Working with multiple colleges and universities.
 - Currently 3 internships and 22 clinical rotations.
 - 90 job shadows were set up over the last year.
- The MDOC has conducted speaking engagements at colleges and universities to reduce the stigma of working in corrections and to promote a correctional career path for health care students.
- The MDOC offers trainings that will provide Continuing Education credits for licensed health care professionals.

Questions?

