



# Correctional Officer Recruitment and Retention

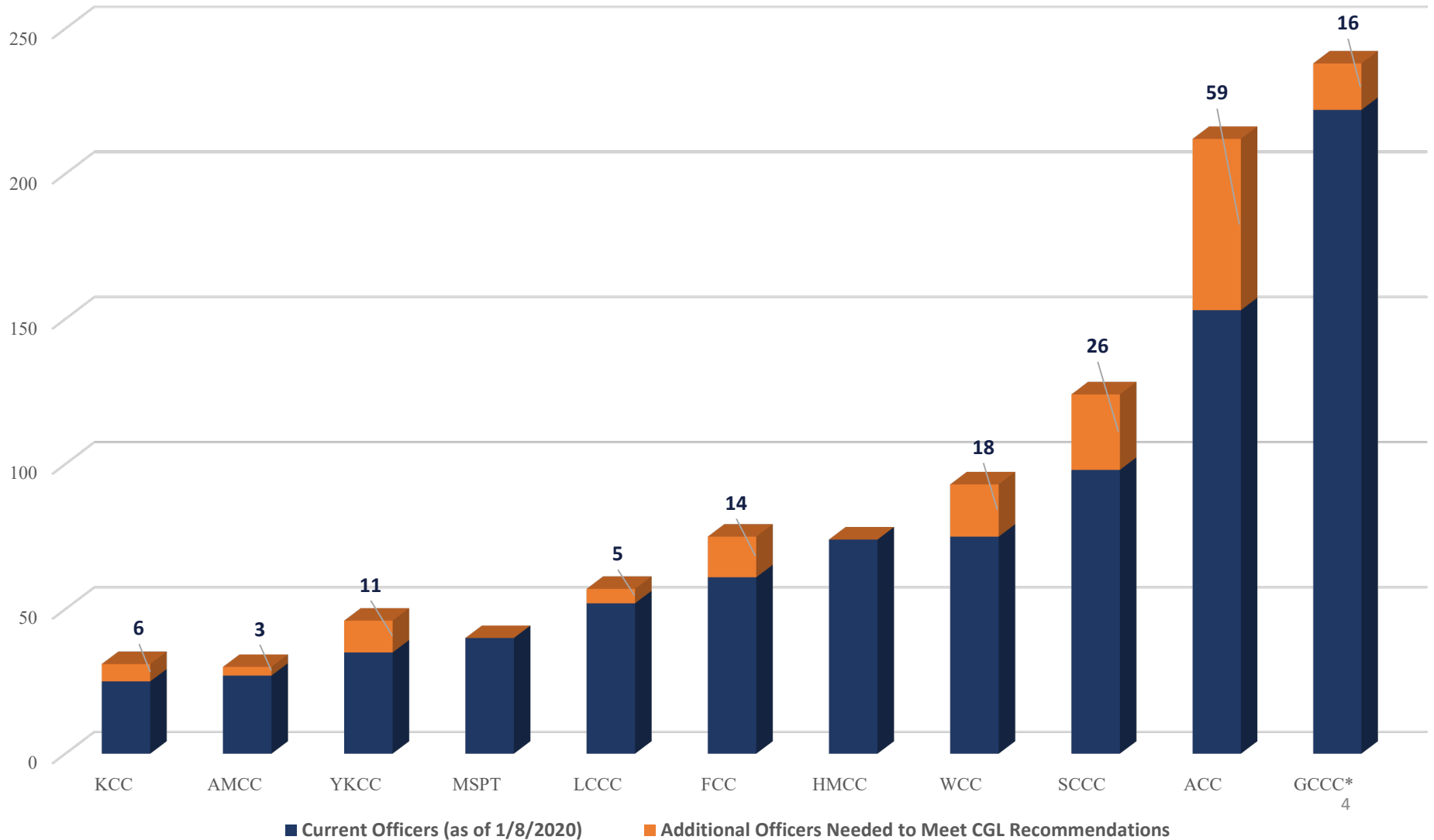
# Current Staffing Shortage

- In 2016, a State funded, independent, GCL Staffing Analysis found:  
*“Our analysis indicated that a number of facilities are currently operating with staffing levels insufficient to meet basic security operational requirements.”*
- Since this CGL study was completed the DOC has decreased 32 Officers, not counting the Palmer Correctional Center (PCC)
- The DOC is currently short 158 Correctional Officers or 15.1% of the workforce, not counting the PCC
- In 2018, DPS was short 52 Troopers (13.4%) when Governor Walker declared a retention and recruitment crisis
- On average, the DOC loses 120 Correctional Officers per year, about 13.5%. DPS loses on average 23.4 Troopers per year, or only 6%

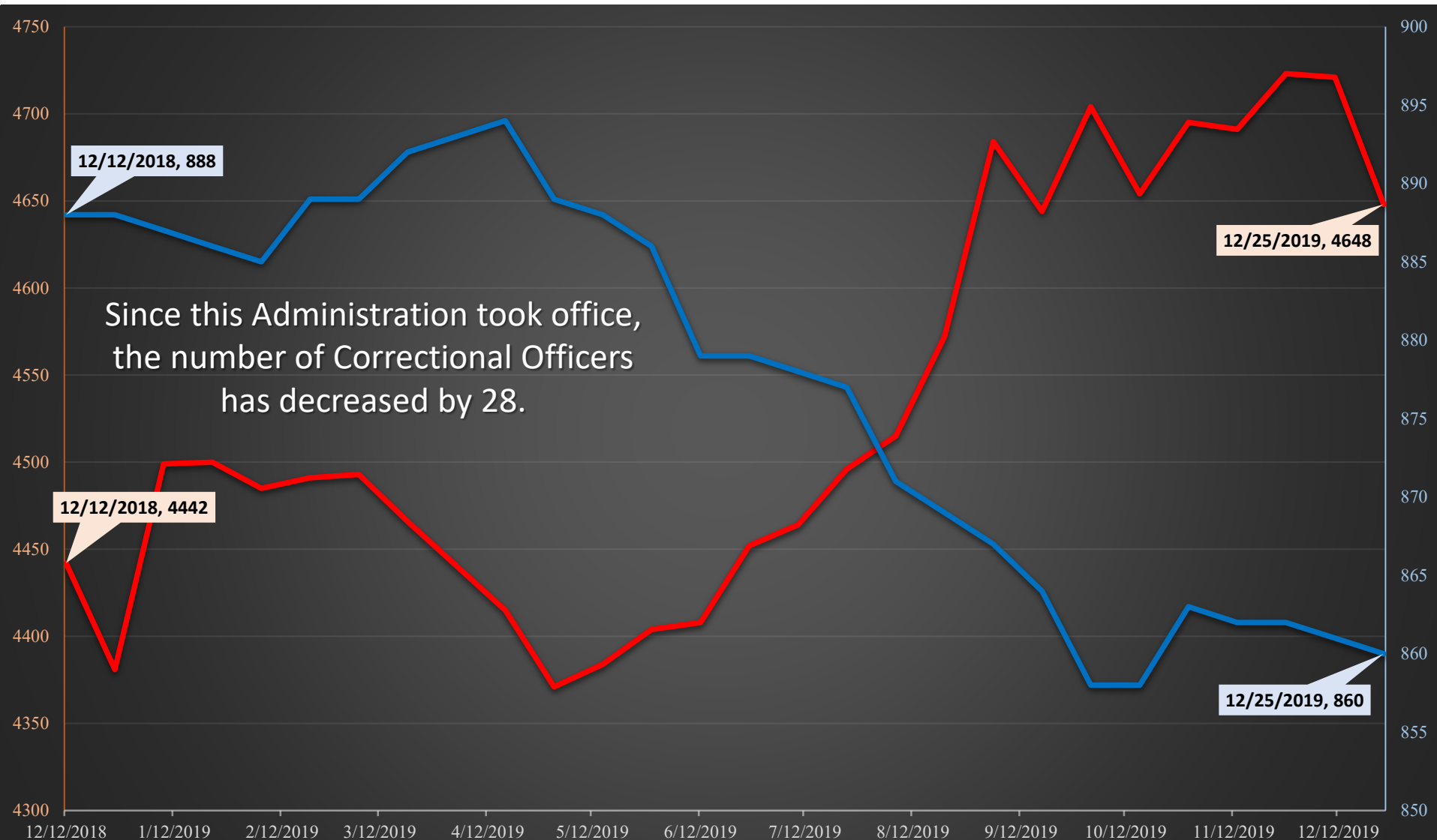
# Officers vs. 2016 CGL Recommendations

Institution	Current Correctional Officers (as of 1/8/2020)	Correctional Officer CGL Recommendation	Additional Officers Needed to Meet CGL Recommendations
KCC	25	31	6
AMCC	27	30	3
YKCC	35	46	11
MSPT	40	36	0
LCCC	52	57	5
FCC	61	75	14
HMCC	74	74	0
WCC	75	93	18
SCCC	98	124	26
ACC	153	212	59
GCCC*	222	238	16
<b>Totals</b>	<b>862</b>	<b>1016</b>	<b>158</b>

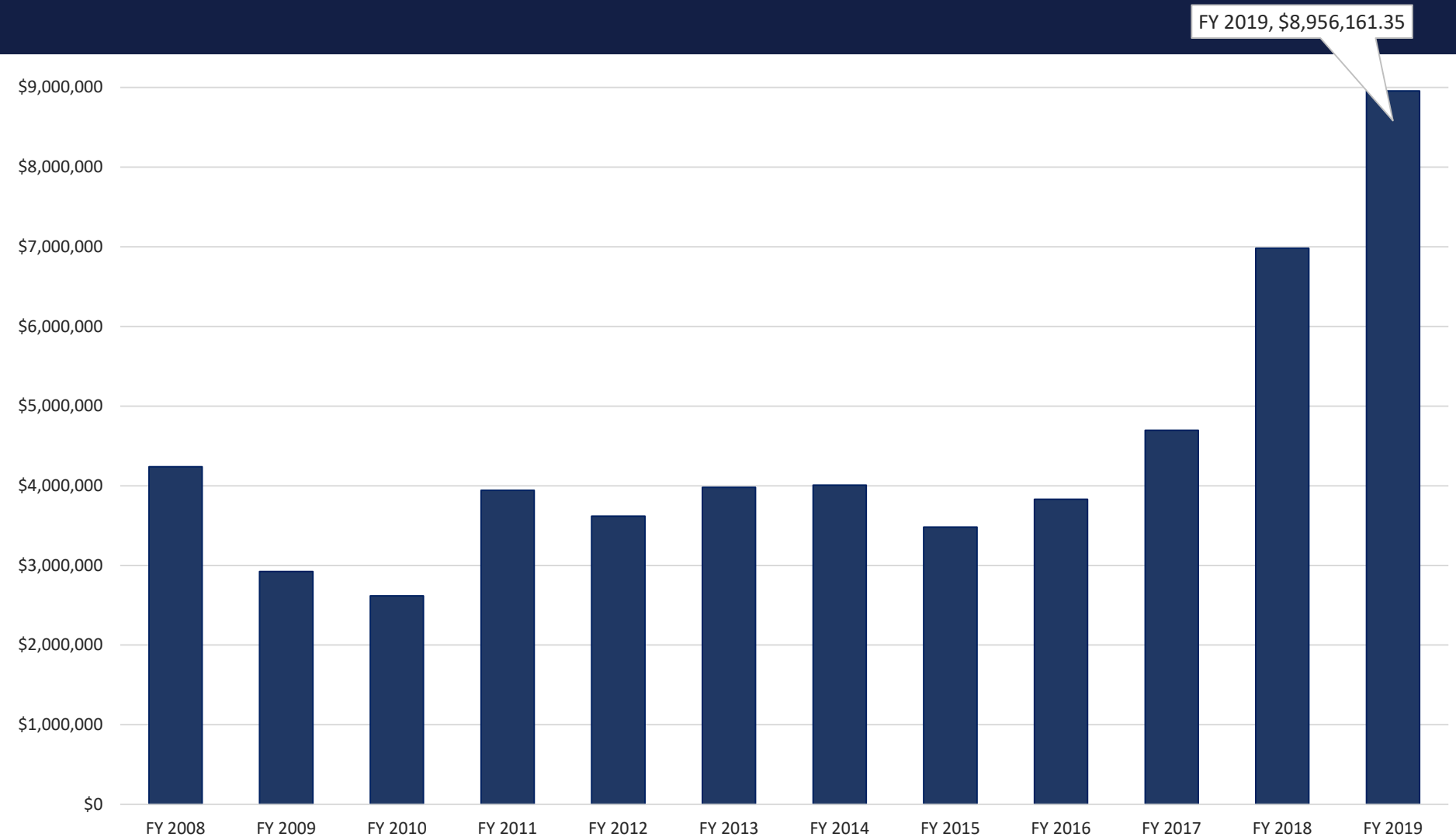
# Officers vs. 2016 CGL Recommendations



# Officer Vs Inmate Count



# DOC Overtime Costs



# The Problem is Bigger Than Simply Staffing Levels

## **Issues Affecting Officer Morale**

Mandatory Overtime  
Overworked Employees  
Privatization Attempts  
Discussions of Closing Institutions  
Lack of Recognition

## **Retirement (Tier IV)**

Officers leaving as soon as they reach five years

## **Wage Disparity Versus Other Law Enforcement**

## **Public Perception**

# DOC Recruitment/Staffing Proposed Budget Items

- \$75,000 to expand recruitment outreach (Amount extremely low compared to DPS and APD. Funds not available until July)
- \$61,800 to pay for applicant medical exams (Neither the Troopers nor APD require their applicants to pay for exams. Funds not available until July.)
- DOC Budget Documents mention the CGL Study in regard to transferring two CO positions to YKCC; however, does not include funding for CGL's recommended staffing increases at any other institutions.

**This Is Not Sufficient  
To Fix The Problem**



# DPS – A True Recruitment And Advertising Budget

## **DPS Recruitment Team and Budget**

One Office Assistant II  
One Administrative Assistant I  
Six Trooper Investigators  
One Sergeant  
One Lieutenant

### **Advertising Budget**

DPS spends \$235,600/year on advertising and promotions

### **Total Funds Dedicated to Recruitment and Hiring**

Personnel costs plus advertising cost equals about  
\$1,660,000/year

### **Total Number of DPS Personnel**

761

\* There are 1694 employees under the Department of Corrections. Which is 2.23 times as many as DPS.

To be successful, the  
DOC needs a  
recruitment team and  
advertising budget  
similar to the  
Department of Public  
Safety.

# What Do We Need To Fix The Problem

## Recruitment

- A Dedicated Recruitment Team
- Advertising Budget
  - Print/Online/Social Media/Radio
- Local and National Outreach
- Tier III for Law Enforcement
- Stop Forcing Recruits to Pay for Medical
- Entrance Surveys

## Retention

- Treat Officers as assets not numbers
  - Stop tasking Officers beyond normal job duties
  - End mandatory overtime
- Tier III for Law Enforcement
- Reward and Recognize Officers
- Value the Profession
- Exit Surveys

# Recruitment Website

The screenshot shows a web browser window with the URL [joinakdoc.com](http://joinakdoc.com). The page features the Alaska Department of Corrections logo in the top left corner. Navigation links include [HOME](#), [SEE ALL JOB DETAILS AND BENEFITS](#), and a prominent orange button [VIEW CURRENT OPENINGS](#). The main heading is "Join the Alaska Department of Corrections". Below this, a list of benefits is presented in two columns:

- Competitive starting salary
- Geographic differential pay for Fairbanks, Juneau, Nome and Bethel
- Week-on/Week-off work schedule
- Comprehensive benefit packages
- Advancement opportunities
- Accrued personal leave
- 12 paid holidays
- Paid life insurance
- Deferred Compensation plan
- Employee Assistance Program
- Health Flexible Spending Account
- State sponsored training and academy

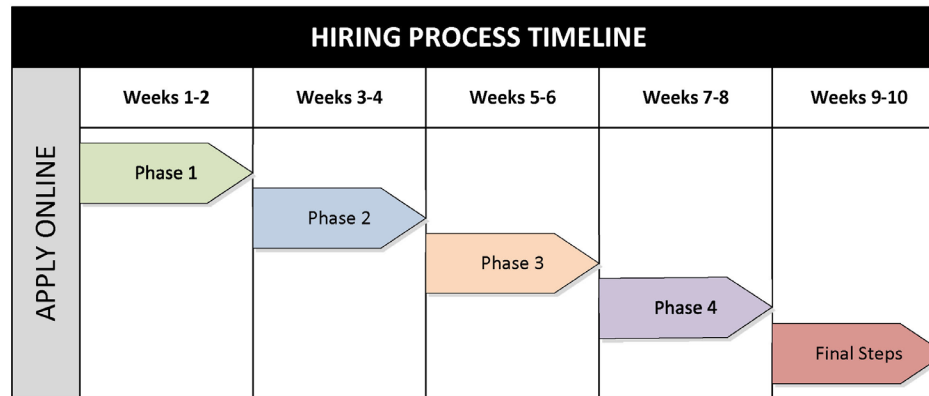
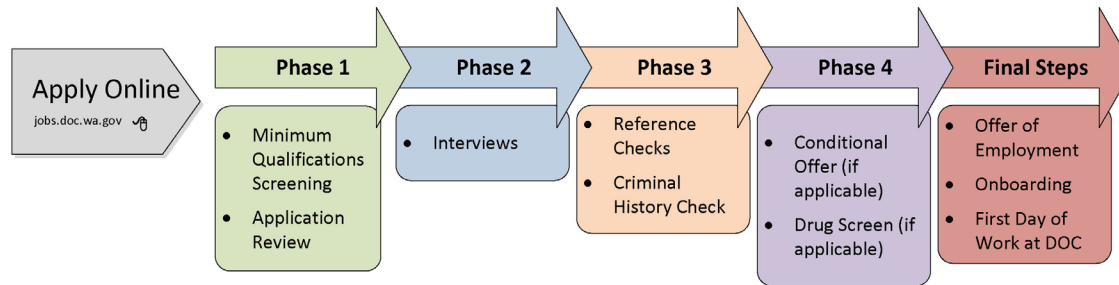
Below the benefits list is the section "Learn More About The Alaska DOC" with five orange buttons: [Wage And Benefits](#), [Healthcare And Retirement](#), [Serving In Law Enforcement](#), [Hear From Officers](#), and [Are You A Good Fit To Join The DOC?](#). A large orange button [Apply Now](#) is located in the bottom right corner. On the left side of the page, there is a vertical sidebar with icons for email, phone, and social media (Facebook).

**CORRECTIONAL OFFICER WEEK**  
**MAY 6 - MAY 12**  
**VIGILANCE PRIDE DEDICATION**

The banner features two Alaska Department of Corrections officers in uniform. At the bottom left is the logo for the **ALASKA DEPARTMENT OF CORRECTIONS OFFICERS ASSOCIATION**. At the bottom right is a blue button with the text **APPLY NOW**.

# A Realistic and Transparent Hiring Timeline

## GENERAL HIRING PROCESS OVERVIEW



*This is a representation of the general hiring process. The hiring process for the position you are applying for may vary slightly. If you have questions, please contact the Recruiter listed at the bottom of the job posting.*

# Palmer Correctional Center Capacity and Staff

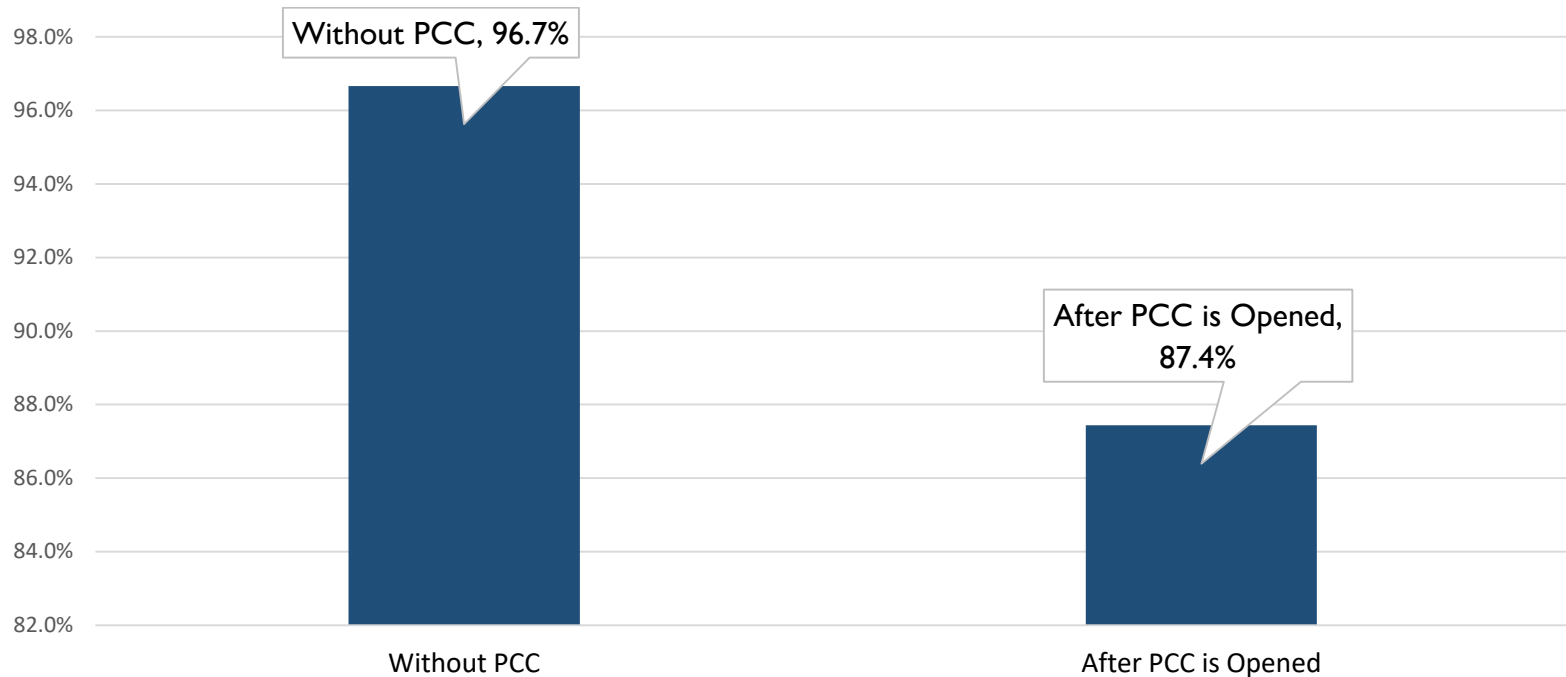
	Max Capacity	General Capacity
PCC Medium	338	327
PCC Minimum	176	176
Total	514	503

Prior to closing, 75 Correctional Officer PCNs were assigned to Palmer Correctional Center.

There were 106 total PCNs (including Management, Admin Staff, Probation Officers, Maintenance, Food Service Staff, etc.).

# Effect of Opening Palmer Correctional Center on Facility Capacity

## Percentage of Maximum Capacity Statewide



	General Capacity	January 2020 Average Inmate Count	Percentage
Without PCC	4873	4710	96.7%
After PCC is Opened	5387	4710	87.4%



**Component Summary (1078)****Department of Corrections**

Results Delivery Unit/ Component	FY2019 Actuals (16206)	FY2020 Conference Committee (15992)	FY2020 Authorized (16009)	FY2020 Management Plan (16012)	FY2020 Management Plan Plus Likely Supps (16642)	FY2021 Governor (16414)	FY2020 Management Plan Plus Likely Supps vs FY2021 Governor	
<b>Population Management</b>								
Lemon Creek Correctional Ctr	10,506.6	10,401.5	10,184.5	10,184.5	10,184.5	10,389.5	205.0	2.0%
Mat-Su Correctional Center	6,397.1	6,346.1	6,291.2	6,291.2	6,291.2	6,436.0	144.8	2.3%
Palmer Correctional Center	548.3	350.2	17,019.3	17,018.0	17,018.0	348.9	-16,669.1	-97.9%
Spring Creek Correctional Ctr	22,854.6	24,248.5	23,649.7	23,649.7	23,649.7	24,110.4	460.7	1.9%
Wildwood Correctional Center	15,061.2	14,530.3	14,285.3	14,285.3	14,285.3	14,605.7	320.4	2.2%
Yukon-Kuskokwim Corr Center	9,263.8	8,302.1	8,125.3	8,125.3	8,125.3	8,287.5	162.2	2.0%
Pt.MacKenzie Correctional Farm	4,482.0	4,182.6	4,082.9	4,084.2	4,084.2	4,167.6	83.4	2.0%
Probat &Parole Dir Office	682.1	829.4	829.4	829.4	829.4	853.0	23.6	2.8%
Statewide Probation and Parole	15,775.4	17,893.7	18,021.5	18,021.5	18,021.5	18,274.8	253.3	1.4%
Electronic Monitoring	2,277.1	0.0	0.0	0.0	0.0	3,310.9	3,310.9	100.0%
Community Residential Centers	14,896.7	0.0	0.0	0.0	0.0	16,812.4	16,812.4	100.0%
Regional and Community Jails	6,962.1	7,000.0	7,000.0	7,000.0	7,000.0	7,000.0	0.0	0.0%
Parole Board	1,735.6	1,776.8	1,854.1	1,854.1	1,854.1	1,875.0	20.9	1.1%
<b>RDU Total:</b>	<b>235,421.4</b>	<b>231,229.9</b>	<b>252,140.5</b>	<b>252,140.5</b>	<b>252,140.5</b>	<b>293,206.5</b>	<b>41,066.0</b>	<b>16.3%</b>
<b>Health and Rehabilitation Services</b>								
Health and Rehab Director's Ofc	914.2	915.3	915.3	999.0	999.0	1,009.3	10.3	1.0%
Physical Health Care	42,982.2	54,048.9	58,094.2	58,094.2	58,094.2	66,403.3	8,309.1	14.3%
Behavioral Health Care	8,291.6	8,664.3	8,664.3	8,580.6	8,580.6	8,603.5	22.9	0.3%
Substance Abuse Treatment Pgm	4,841.3	5,584.7	5,584.7	5,584.7	5,584.7	5,661.7	77.0	1.4%
Sex Offender Management Program	2,825.4	3,098.7	3,098.7	3,098.7	3,098.7	3,111.2	12.5	0.4%
Domestic Violence Program	174.7	175.0	175.0	175.0	175.0	175.0	0.0	0.0%
Reentry Unit	0.0	0.0	0.0	0.0	0.0	746.1	746.1	100.0%
<b>RDU Total:</b>	<b>60,029.4</b>	<b>72,486.9</b>	<b>76,532.2</b>	<b>76,532.2</b>	<b>76,532.2</b>	<b>85,710.1</b>	<b>9,177.9</b>	<b>12.0%</b>

# Palmer Correctional Center Timeline and Funding

## **Hiring Sufficient Staff**

If the DOC started a true recruitment initiative and utilized a phased opening, it could open PCC Minimum in under five months or PCC Medium in under nine months.

## **How Do We Know This is Possible?**

When opening the Goose Creek Correctional Center, the DOC increased 108 Officers in a ten-month period (777 total Correctional Officers on July 4, 2012 increased to 885 Correctional Officers on May 8, 2013).

## **Funding Is Available Now**

The Legislature appropriated \$16,669,100 to reopen PCC which has been available since August 8, 2019.





# Rethinking Community Outreach to Improve Correctional Officer Recruitment

