

# DRC Staffing Brief

## Correctional Institution Inspection Committee

February 18, 2016

### Staff Development

The DRC has developed the following strategies to assist in retaining talented staff:

- **Executive Leadership Council:** The purpose is to identify and further develop top individuals who are interested in improving their leadership skills and serving as change agents for the future of the DRC.
- **Women's Committee:** The Committee was developed with the purpose of mentoring and providing support for women in corrections while also giving back to the community.
- **Female Mentoring Program:** Female staff selected for the program are paired with a mentor who will assist them in achieving their personal and professional goals.
- **Class reduction:** The Corrections Training Academy reduced the size of their training classes in an effort to improve the learning experience for their new employees.

### Succession Planning

- **The Senior Leadership Service:** SLS provides a venue for high-performers to showcase their skills as well as defines required core competencies and desired qualifications to build a Senior Executive Leadership team that serves customers, builds successful teams and provides data-driven results.

### Diversity and Inclusion

- As of January 2016, six of the 27 DRC institutions (**22.2 percent**) were managed by **minority wardens**.
- Also in January 2016, **seven of the 27 prisons (25.9 percent)** were under the direction of **female wardens**.

### Staff Acquisition

The DRC has developed the following strategies to assist in recruiting talented staff:

- The DRC created **regional recruitment** teams composed of employees from each prison.
- Correctional Officer positions are **posted continuously** to help improve the selection of qualified candidates.
- Institutions are no longer required to hold four percent of their vacant correctional officer positions which allows them to hire candidates as needed.
- Personnel officers ask **behavioral interview** questions that are based on previous employment and past behavior which the DRC believes is the best method to predict future performance.
- Institution personnel staff attends local area job fairs, offers internship opportunities through local universities, and posts information regarding positions at local career services departments.

### Key Statistics

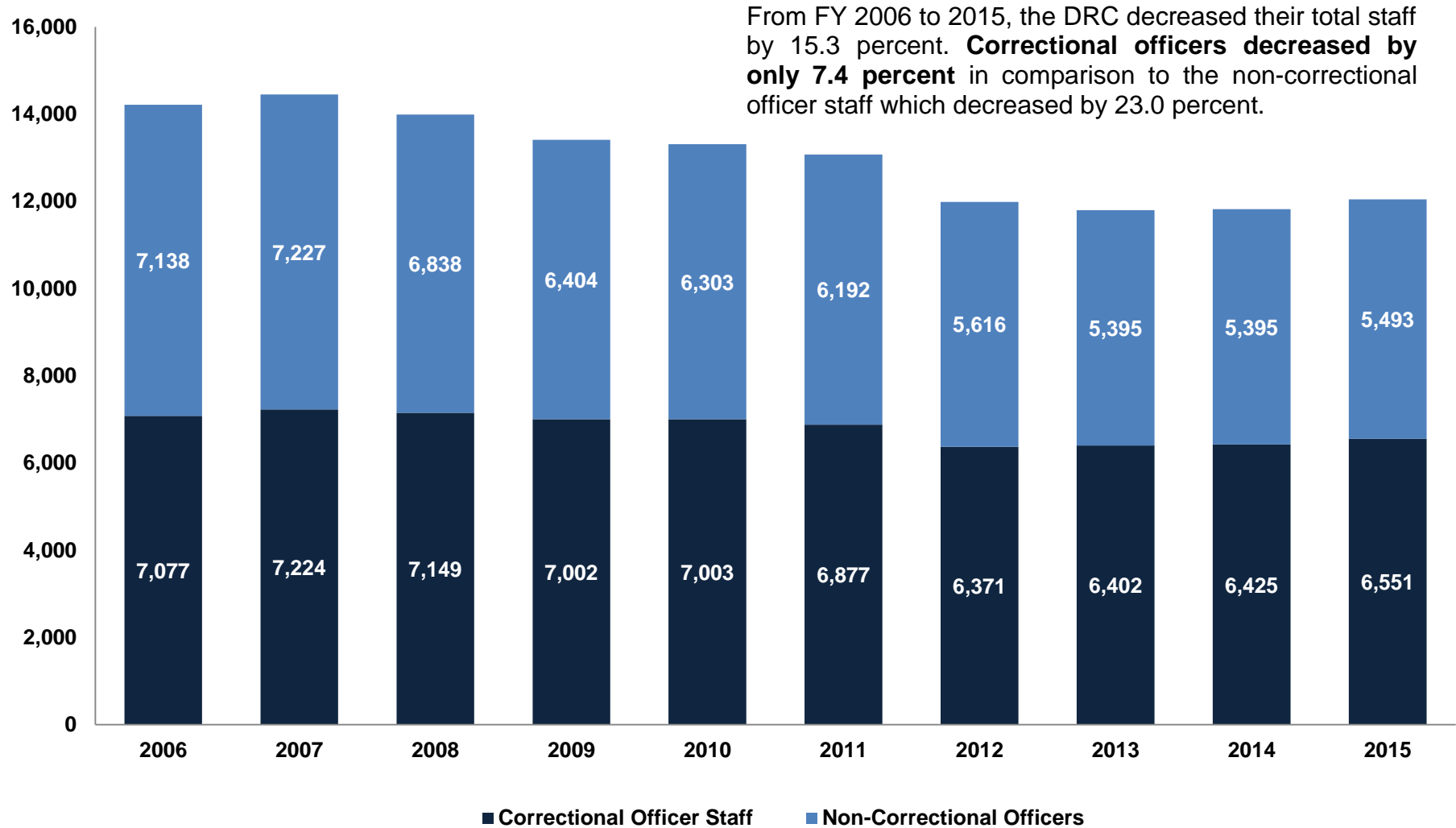
In the past 10 years, correctional officers **decreased by 7.4 percent**. All other positions decreased by 23.0 percent.

The inmate-to-officer ratio **increased from 6.6:1 to 7.0:1**. Only four DRC institutions increased their correctional officer staff.

The percentage of **minority staff remained stable and is slightly higher than the local workforce**.

Women were **underrepresented** in the DRC in comparison to the institution's local workforce.

## Total Number of DRC Staff FY 2006 to 2015

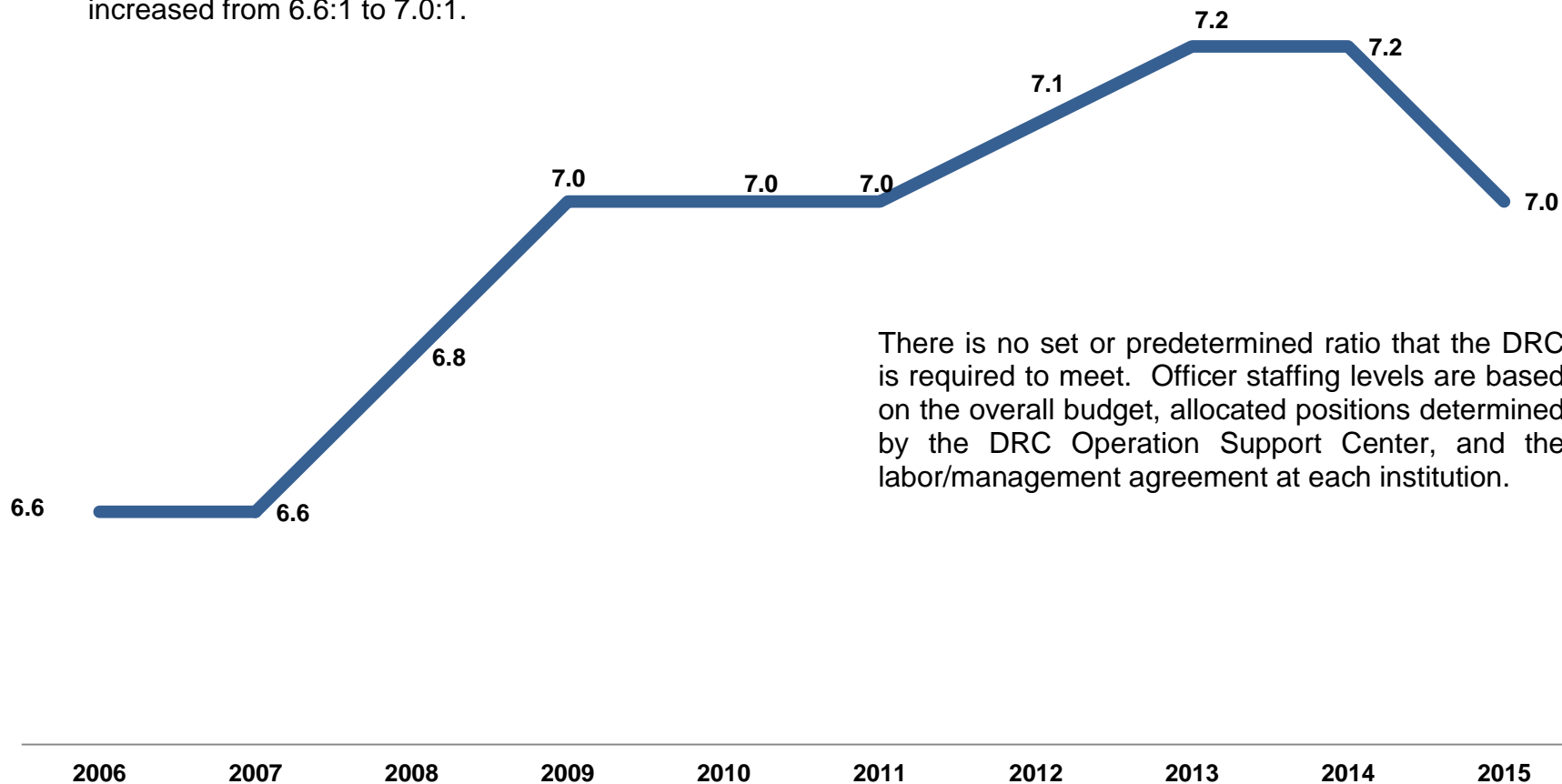


\*Data was provided the Ohio Department of Rehabilitation and Correction. Retrieved by: <http://www.drc.ohio.gov/web/Reports/reports20.asp>.

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## DRC Inmate-to-Correctional Officer Ratio FY 2006 to 2015

From FY 2006 to 2015, the overall inmate-to-officer ratio increased from 6.6:1 to 7.0:1.



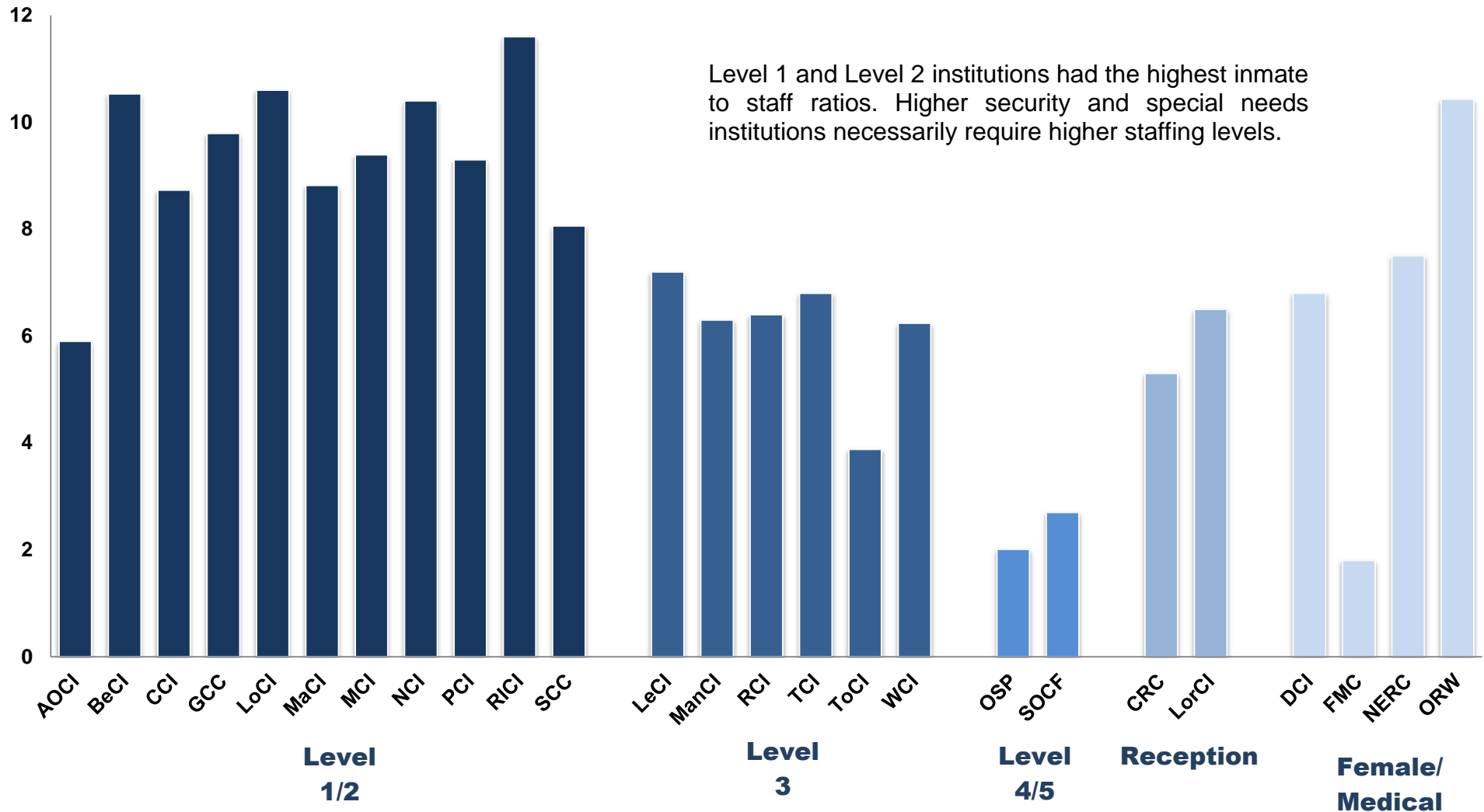
There is no set or predetermined ratio that the DRC is required to meet. Officer staffing levels are based on the overall budget, allocated positions determined by the DRC Operation Support Center, and the labor/management agreement at each institution.

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# Inmate-to-Correctional Officer Ratio per Institution

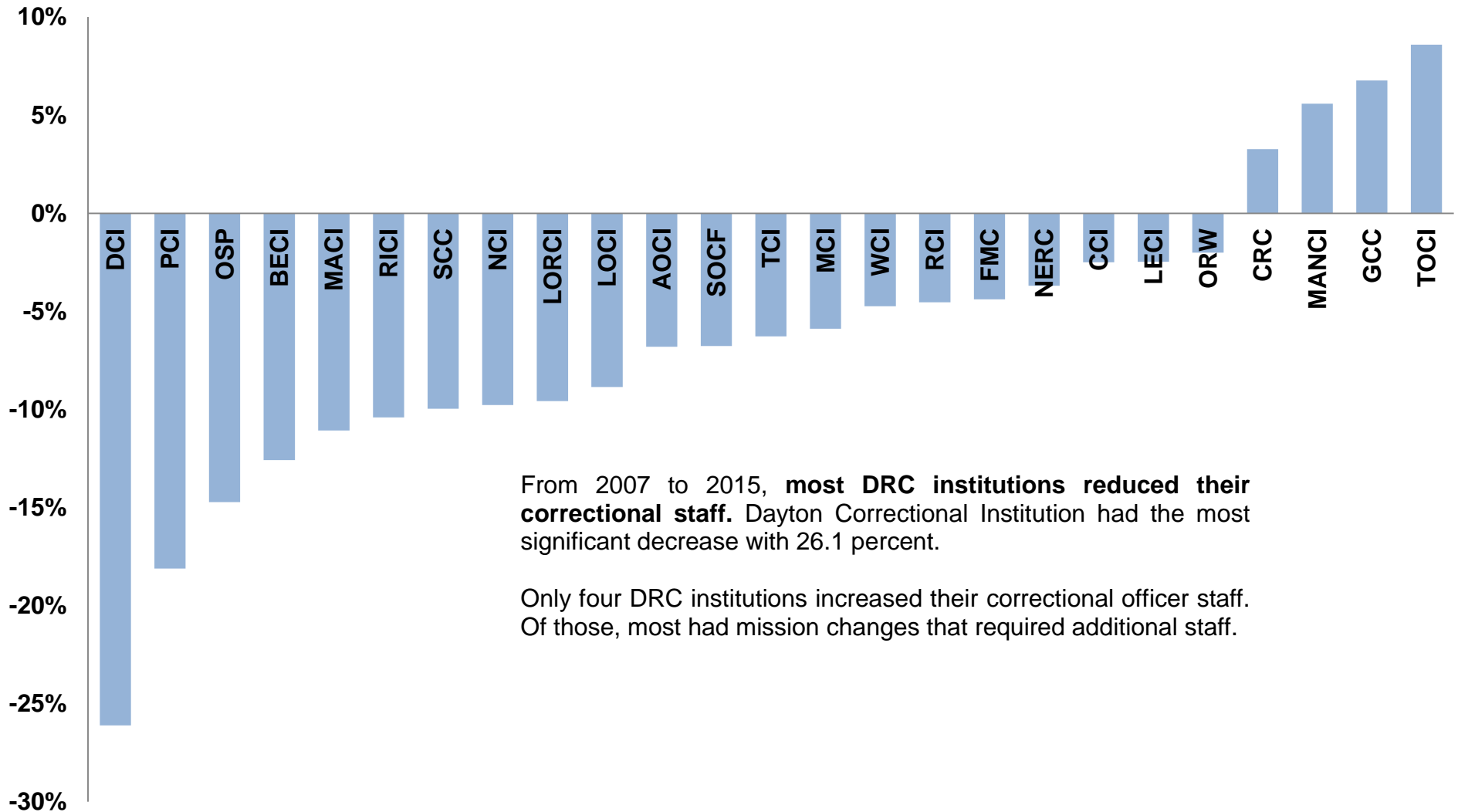
## FY 2015



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## Percent Change of Correctional Officers per Institution FY 2007 to 2015



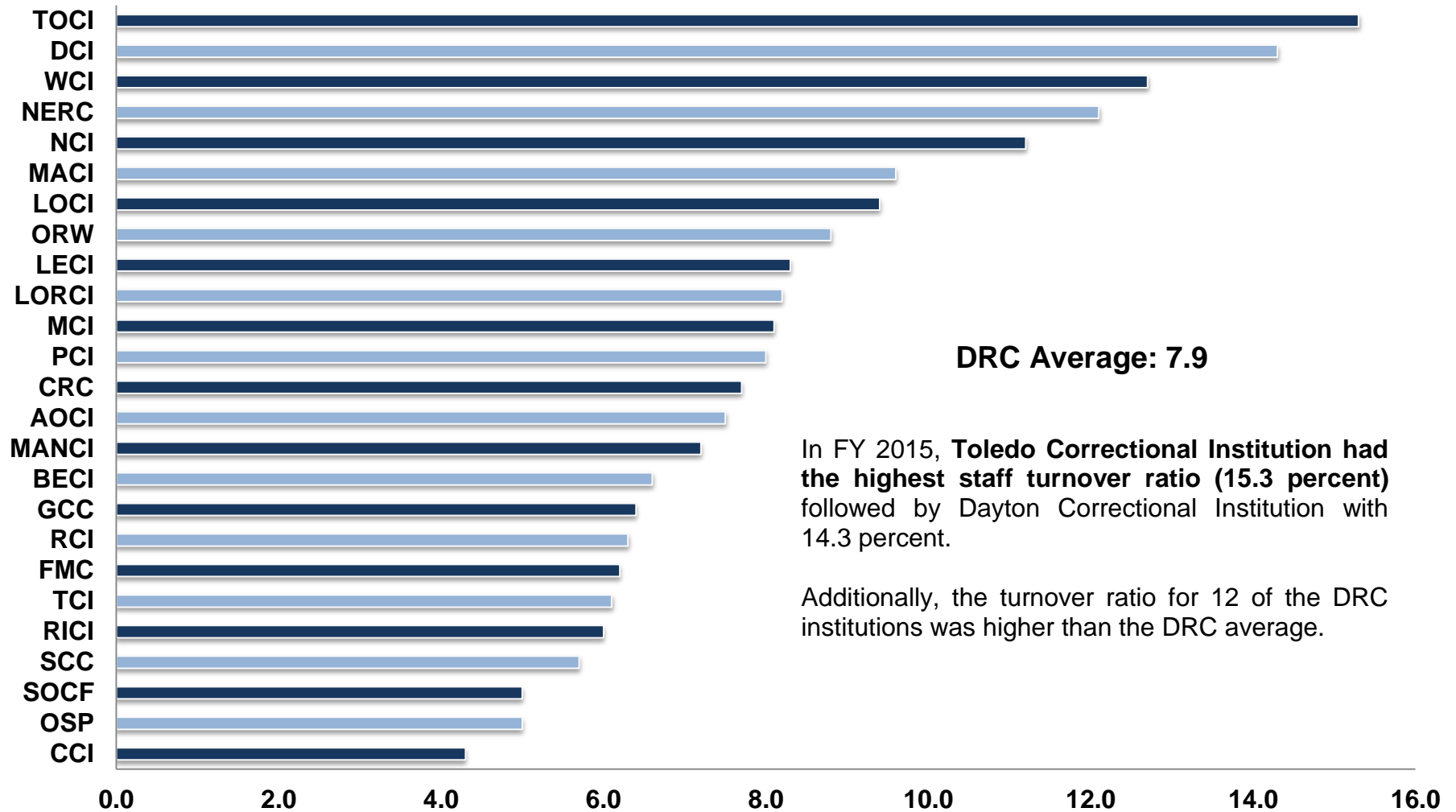
From 2007 to 2015, **most DRC institutions reduced their correctional staff**. Dayton Correctional Institution had the most significant decrease with 26.1 percent.

Only four DRC institutions increased their correctional officer staff. Of those, most had mission changes that required additional staff.

\*Data provided by the Ohio Department of Rehabilitation and Correction. Data was pulled from the July report of each year. All reports retrieved from <http://www.drc.ohio.gov/web/Reports/reports20.asp>.

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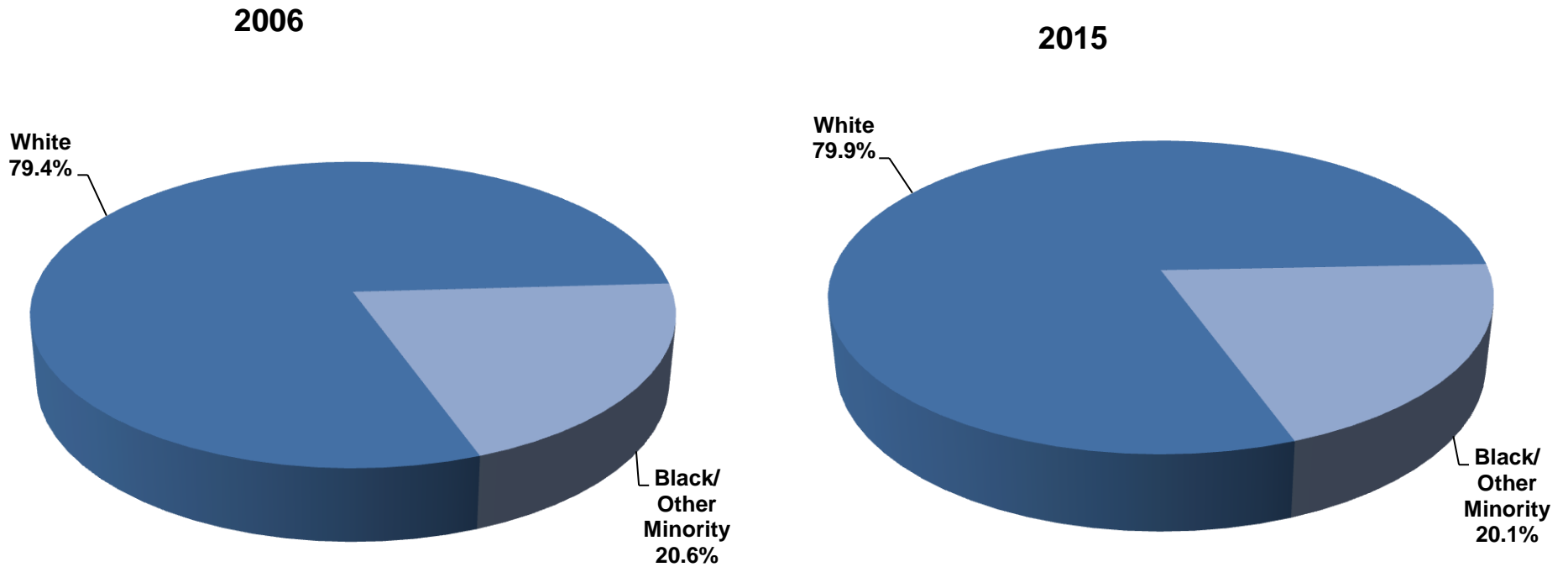
## Total Staff Turnover Ratio Comparison FY 2015



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## Racial Breakdown of Total Staff FY 2006 and 2015



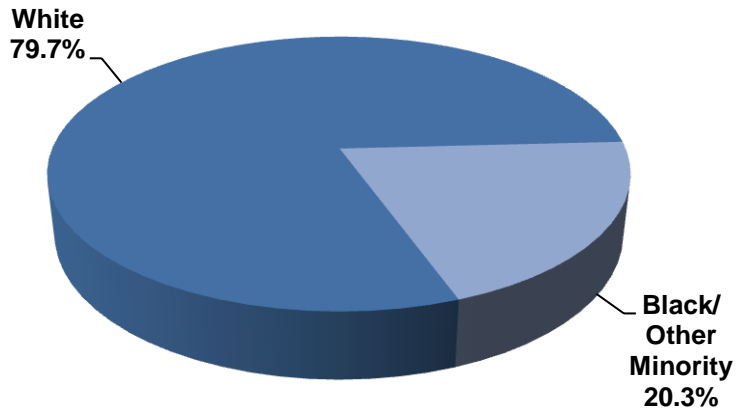
From FY 2006 to 2015, the percentage of minority DRC staff remained stable across the 10-year period.

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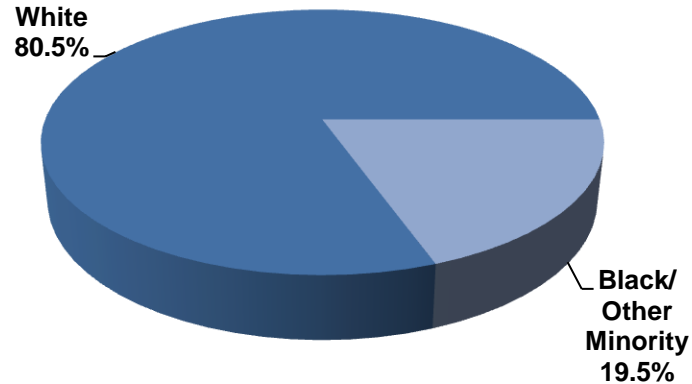
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# Racial Breakdown of DRC Staff and Workforce Comparison CY 2014

**Total Staff**

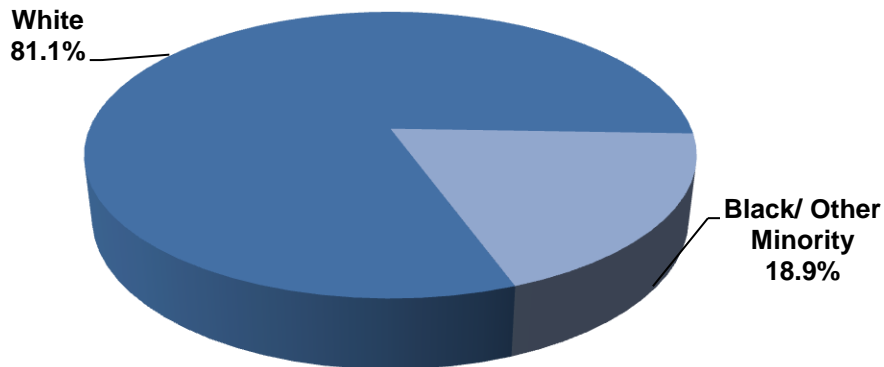


**Correctional Officers**



In 2014, DRC institutions employed a slightly higher percentage of minority staff than the percentage of minorities that were available in the local workforce.

**DRC County Workforce**



Dayton Correctional Institution employed the highest percentage of minority staff (56.6 percent). DCI is located in Montgomery county which has a high percentage (49.0 percent) of minorities in the local workforce.

\*Data provided by the Ohio Department of Rehabilitation and Correction. Retrieved from: <http://www.drc.ohio.gov/web/Reports/staffing/January%202015.pdf>

\*\*Ohio county workforce data collected by the Department of Jobs and Family Services and U.S. Census Bureau 2014 employment status for Ohio counties.

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## Gender Breakdown of Correctional Officers

### FY 2006 to 2015

Retention and recruitment of women in corrections remains an area for improvement. In the last 10 years, the percentage of female correctional officers **decreased slightly from 20.8 percent to 19.4 percent** while the percentage of male officers increased from 79.2 percent to 80.6 percent.



|                                       | 2006  | 2007  | 2008  | 2009  | 2010  | 2011  | 2012  | 2013  | 2014  | 2015  |
|---------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
|                                       | 79.2% | 79.9% | 80.0% | 80.2% | 80.8% | 81.2% | 81.2% | 80.8% | 80.3% | 80.6% |
|                                       | 5,603 | 5,773 | 5,719 | 5,614 | 5,656 | 5,585 | 5,175 | 5,171 | 5,157 | 5,280 |
| <b>DRC Correctional Officer Staff</b> |       |       |       |       |       |       |       |       |       |       |
|                                       | 1,474 | 1,451 | 1,430 | 1,388 | 1,347 | 1,292 | 1196  | 1231  | 1268  | 1271  |
|                                       | 20.8% | 20.1% | 20.0% | 19.8% | 19.2% | 18.8% | 18.8% | 19.2% | 19.7% | 19.4% |

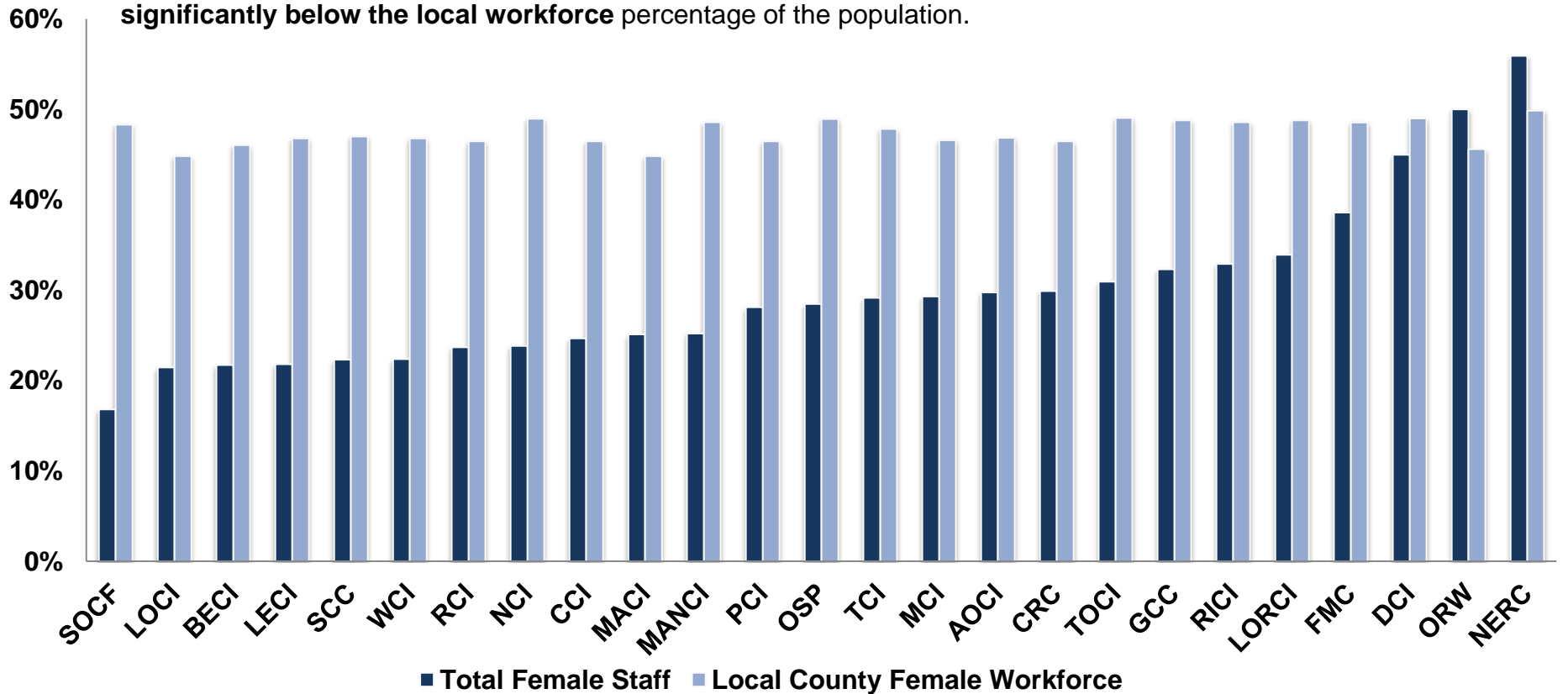


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## Total Female Staff and County Workforce Comparison CY 2014

In 2014, the top three institutions with the highest percentage of female total staff were female-only facilities; however, other facilities are significantly below the local workforce percentage of the population.



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\*\*\*The Southeastern Correctional Institution and Hocking Correctional Facility merged to become the Southeastern Correctional Complex. SCC data was created by averaging the 2014 workforce results for both Fairfield County and Hocking County.

## Total Staff Turnover Comparison

### FY 2010 to 2015

| Institution   | FY2010     | FY2011     | FY2012      | FY2013     | FY 2014    | FY 2015    |
|---------------|------------|------------|-------------|------------|------------|------------|
| AOCI          | 1.7        | 3.3        | 5.2         | 3.8        | 3.6        | 7.5        |
| BECI          | 3.4        | 9.4        | 9.6         | 9.3        | 7.4        | 6.6        |
| CCI           | 6.8        | 8.2        | 6.0         | 4.6        | 4.1        | 4.3        |
| CRC           | 5.5        | 6.6        | 6.3         | 5.9        | 8.5        | 7.7        |
| DCI           | 4.2        | 6.5        | 7.0         | 6.2        | 11.6       | 14.3       |
| *FEPRC        | 7.6        | 10.0       | 6.2         |            |            |            |
| FMC           | 8.3        | 8.5        | 12.0        | 6.1        | 7.0        | 6.2        |
| GCC           | 4.5        | 6.4        | 9.8         | 7.8        | 8.3        | 6.4        |
| HCF           | 5.3        | 5.3        | 7.3         | 7.4        |            |            |
| LECI          | 9.2        | 9.1        | 10.4        | 8.1        | 5.6        | 8.3        |
| LOCI          | 10.7       | 13.9       | 11.1        | 10.7       | 14.5       | 9.4        |
| LORCI         | 4.0        | 12.0       | 9.3         | 9.0        | 6.9        | 8.2        |
| MACI          | 4.1        | 7.9        | 9.0         | 7.1        | 8.3        | 9.6        |
| MANCI         | 4.1        | 6.3        | 8.8         | 6.3        | 9.3        | 7.2        |
| MCI           | 2.4        | 7.5        | 16.4        | 5.6        | 6.6        | 8.1        |
| **MEPRC       | 4.1        |            |             |            |            |            |
| ***NCCI       | 6.1        | 15.0       | 37.5        |            |            |            |
| NCI           | 4.8        | 9.7        | 8.7         | 7.3        | 9.2        | 11.2       |
| NERC          | 6.5        | 14.8       | 14.8        | 9.2        | 4.7        | 12.1       |
| OCF           | 1.3        | 2.6        |             |            |            |            |
| ORW           | 8.9        | 13.6       | 16.8        | 9.2        | 7.8        | 8.8        |
| OSP           | 5.0        | 6.9        | 10.6        | 4.8        | 4.4        | 5.0        |
| PCI           | 6.7        | 8.4        | 14.1        | 9.4        | 8.0        | 8.0        |
| RCI           | 3.3        | 5.5        | 6.7         | 6.9        | 7.8        | 6.3        |
| RICI          | 2.8        | 6.8        | 8.3         | 3.2        | 4.6        | 6.0        |
| SCC           | 5.0        | 7.6        | 8.8         | 6.5        | 6.6        | 5.7        |
| SOCF          | 5.5        | 6.6        | 7.1         | 7.0        | 8.0        | 5.0        |
| TCI           | 3.8        | 7.7        | 9.6         | 5.9        | 8.4        | 6.1        |
| TOCI          | 5.9        | 12.8       | 12.6        | 21.5       | 15.9       | 15.3       |
| WCI           | 4.2        | 7.7        | 10.1        | 8.3        | 11.3       | 12.7       |
| <b>TOTALS</b> | <b>5.3</b> | <b>8.5</b> | <b>10.7</b> | <b>7.4</b> | <b>7.8</b> | <b>7.9</b> |

\*-Franklin Pre-Release Center (FEPRC) merged with the Correctional Medical Center to become Franklin Medical Center (FMC) in FY 2013.

\*\* -Montgomery Education and Pre-Release (MEPRC) merged with the Dayton Correctional Institution (DCI) in FY 2011.

\*\*\*-North Central Correctional Institution (NCCI) became a privately run institution in January 2012.

## Total Staff Breakdown by Institution

### FY 2015

| <b>Correctional Officer Staff</b> |             |               |              |                 |                                |
|-----------------------------------|-------------|---------------|--------------|-----------------|--------------------------------|
| <b>Institution</b>                | <b>Male</b> | <b>Female</b> | <b>White</b> | <b>Minority</b> | <b>Inmate-to-Officer Ratio</b> |
| AOCI                              | 79.0        | 21.0          | 77.5         | 22.5            | 5.9                            |
| BECI                              | 86.0        | 14.0          | 93.4         | 6.6             | 10.5                           |
| CCI                               | 84.3        | 15.7          | 94.2         | 5.8             | 8.7                            |
| CRC                               | 80.0        | 20.0          | 75.6         | 24.4            | 5.3                            |
| DCI                               | 57.9        | 42.1          | 40.6         | 59.4            | 6.8                            |
| FMC                               | 73.3        | 26.7          | 45.7         | 54.3            | 1.8                            |
| GCC                               | 77.1        | 22.9          | 72.7         | 27.3            | 9.8                            |
| LECI                              | 86.3        | 13.7          | 79.7         | 20.3            | 7.2                            |
| LOCI                              | 84.3        | 15.7          | 85.6         | 14.4            | 10.6                           |
| LORCI                             | 73.7        | 26.3          | 67.8         | 32.2            | 6.5                            |
| MACI                              | 83.0        | 17.0          | 83.7         | 16.3            | 8.8                            |
| MANCI                             | 82.0        | 18.0          | 89.9         | 10.1            | 6.3                            |
| MCI                               | 81.2        | 18.8          | 85.3         | 14.7            | 9.4                            |
| NCI                               | 86.7        | 13.3          | 95.8         | 4.2             | 10.4                           |
| NERC                              | 43.6        | 56.4          | 35.9         | 64.1            | 7.5                            |
| ORW                               | 62.1        | 37.9          | 84.4         | 15.6            | 10.4                           |
| OSP                               | 76.4        | 23.6          | 59.5         | 40.5            | 2.0                            |
| PCI                               | 86.7        | 13.3          | 77.4         | 22.6            | 9.3                            |
| RCI                               | 85.4        | 14.6          | 93.5         | 6.5             | 6.4                            |
| RICI                              | 77.7        | 22.3          | 86.6         | 13.4            | 11.6                           |
| SCC                               | 89.3        | 10.7          | 93.7         | 6.3             | 8.1                            |
| SOCF                              | 91.2        | 8.8           | 94.7         | 5.3             | 2.7                            |
| TCI                               | 80.8        | 19.2          | 71.0         | 29.0            | 6.8                            |
| TOCI                              | 75.9        | 24.1          | 69.8         | 30.2            | 3.9                            |
| WCI                               | 82.8        | 17.2          | 85.5         | 14.5            | 6.3                            |
| <b>TOTALS</b>                     | <b>80.6</b> | <b>19.4</b>   | <b>80.2</b>  | <b>19.8</b>     | <b>7.0</b>                     |

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