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"Temp Cop": Innovative Staffing in the 90's

Corrections departments nation wide are faced with tough choices as it relates to limited resources and the need for well trained and educated professional staff to meet the needs of increasingly overcrowded correctional facilities. Total Quality Management has encouraged businesses, organizations and corrections departments to look at their current operations asking "What can we as corrections experts do differently to meet our customers needs with our current economic limitations.

One of the many innovative answers to this question in the Oklahoma Corrections Department was "Temp Cops". Simply stated "Temp Cop" is the utilization of well trained commissioned law enforcement personnel to supplement Oklahoma's existing correctional work force. "Temp Cops" are trained and certified by the Oklahoma Council of Law Enforcement Education and Training organization as outlined by state statutes. They are all state certified peace officers and normally work in law enforcement at some level of a state or local government.

The State of Oklahoma started utilizing temporary correctional officers under the "Temp Cop" program February 4th, 1991. The first pilot program was linked to a Prisoner Public Work Project at one of Oklahoma's State Parks. Redrock Canyon State Park was temporarily used to house one inmate crew that worked to repair state park buildings and upgrade park facilities. The offenders

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Oklahoma Dept. of Corrections

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were supervised with three different types of staffing: Oklahoma correctional personnel, state park personnel and "Temp Cops" from the Hinton, Oklahoma Police Department. An evaluation of this program is available upon request. The results were such that the program was adapted for use at community work centers and community corrections centers. Sheriffs, deputies, police chiefs, policemen and former law enforcement officers have participated in the program. John Lilley Correctional Center a minimum security prison is currently utilizing "Temp Cops" as a pilot program to determine the viability of this concept for minimum security facilities. The "Temp Cop" program is proving that through proper interview, selection and training process corrections departments can select part-time law enforcement personnel with the ability and skill necessary to perform the duties of the correctional professional. The agency has improved it's working relationship with the law enforcement community involved in the program. It has improved the public's perception of security and public safety in areas where the temp cops are utilized. The main benefit is increased security at a reduced cost.

COST COMPARISON FOR TEMP COP vs CORRECTIONAL OFFICER I

	Temp Cop	CO I
Hourly rate	8.37	8.37
Monthly rate/160 hr. cycle	1,339.20	1,451.25
Benefits	0.00	522.45
Total Monthly & Benefits	1,339.20	1,973.70

Training costs/down time 83.70(10 hrs x 8.37/hr) *2,523.00

*approximately 6 weeks down time.

A temp cop will spend approximately 10 hours receiving facility orientation and o-j-t at a cost of \$83.70. A permanent CO I will cost the agency approximately 6 weeks down time and an initial investment of \$2,523.00.

A temp cop working 160 hours will cost approximately \$1,339.20. A permanent CO I will cost approximately \$1,973.70 for the same 160 hours, no overtime. The temp cop will save you \$634.50, equal to 75.80 hours of free labor for that one 160-hour cycle.

\$7,000.00 buys 836 hours of labor or 5.22 full time temp cops for a period of 836 hours.

The same \$7,000.00 would only provide you 3.54 full time CO I's for the same 836 hours with no overtime.

In the 90's we utilize temporary accountants, office managers, doctors and computer programmers, why not correctional officers.

If you have questions contact L. L. Young, Warden of the John H. Lilley Correctional Center, P.O. Box 308, Boley, Oklahoma 74829 or phone (918) 667-3381.

Evaluation
of the
Temp-Cop Pilot Project

The Temp-Cop pilot project was conducted in conjunction with the group camp prisoner public works project at Redrock Canyon State Park from February 4 to March 29, 1991. The concept, originated by J'me Scruggs, administrator of personnel, is to utilize commissioned police officers for temporary assignments as correctional officers.

It was felt this would be a cost effective way to supplement our correctional officer work force. The temp-cops would already be CLEET certified (commissioned as peace officers) and would require only in-service training on departmental rules and regulations. As temporary employees, they would not be eligible for most benefits so a considerable savings would be realized in this regard. Additionally, it would strengthen our ties with other law enforcement agencies and be a positive public relations venture.

Four officers from the town of Hinton, Oklahoma, including the chief of police, were hired for the project. They were assigned the night shift which worked best with their regular 12 hour shifts. Also, it is the most uneventful shift and therefore most appropriate for the first pilot. Two officers worked 4 hours each, 4 nights a week. The chief of police was given the responsibility to ensure the shift was manned. He assigned his officers and himself according to the most convenient arrangement, personally and professionally.

The assessments of all involved in this pilot project were favorable. The Hinton officers set an excellent example as the first temp-cops. They were enthusiastic, responsible, and dependable employees. There were no significant problems; however, better preparation on what to expect by both temp-cops and inmates is recommended. Police officers and inmates typically interact during the arrest/prosecution stage and the differences in inmate supervision during the incarceration stage should be emphasized. Following are other recommendations for future projects.

Enrollment/Payroll

The enrollment packet consists of the following:

1. Data Summary Sheet
2. Employment Eligibility Verification
3. W-4 Form
4. Loyalty Oath
5. Memorandum of Understanding
6. Badge Card
7. Record Transcript Request

In addition, two forms of identification (driver's license, social security card, military I.D., birth certificate) are required, two unclassified fingerprint cards for the OSBI and FBI checks, verification of CLEET certification, and a small picture for the I.D. card.

The temp-cops were hired as temporary employees, were not allowed to carry or use their weapons, participate in transports to higher security, or assist in escape apprehensions. All of these situations involve potential liability issues for the department. Extensive training on use of force and serious incidents would be necessary to prepare temp-cops for such responsibilities.

Temp-cops are eligible for worker's compensation should there be a valid claim as a result of their temporary employment.

The biggest complaint of the temp-cops was the payroll delay.

Recommendations: It is recommended that the enrollment process be done locally in the temp-cops' community as often as possible and be completed prior to the beginning date of employment. The salary terms should be clear (\$8.71 per hour) and that payment is handled on a supplemental payroll which is usually available between the 10th and 15th of the following month. The attendance records should be submitted promptly to the central personnel unit at least by the 5th of the following month so that payroll is not delayed.

It is also recommended that fingerprinting be waived as a courtesy to fellow law enforcement officers. (This has been approved by Tom Lovelace, Inspector General).

V. Use of Force

30 minutes

- A. Use of Force and Serious Incidents Policies
- B. Levels of Force - Temp-cops should never get beyond the need for restraints
- C. Authorized Purposes of Use of Force
- D. Purchase, Use and Control of Firearms, Weapons, and Security Equipment Policy (Mainly to ensure temp-cops know restrictions on use of their personal weapons)

VI. Miscellaneous

30 minutes

- A. Use of Restraints
- B. Vehicle and Personal Searches
- C. Hostage Situations

VII. Local Procedures

2 hours

- A. Count
- B. Perimeter Control
- C. Unauthorized Areas and Personnel
- D. Contraband
- E. Disciplinary Procedures
 - 1. Wolfe vs. McDonnell
 - 2. Rule Violation Categories
- F. Emergency Procedures
 - 1. Medical
 - 2. Severe Weather
 - 3. Fire
 - 4. Escape
- G. Safety/Maintenance/Equipment/Allowable Property
- H. DOC Staff contact information, telephone and pager numbers

Identification of Community Resources

Temp-cops can be recruited from local police departments, sheriff offices, park rangers, private prisons, and federal entities as long as they are CLEET certified.

Recommendations: In small communities, it is recommended that as many officers as possible be hired to provide a relief factor when personal and professional schedules present attendance problems. In metropolitan areas, establish contact with a supervisor who will screen and select appropriate candidates and work with you on personnel and scheduling problems.

In both rural and metropolitan areas, it is recommended a supervisor within the agency where the temp-cops are hired be responsible for scheduling his/her personnel. As long as the shift is manned, they can best determine the most appropriate assignments.

Training

A suggested training outline is attached. It has been refined by the human resource development unit following the first training experience. The chief of security from Oklahoma City CCC assisted the training officer in presenting the training.

Pam Ferguson developed and presented the temp-cop training and we appreciate her important contribution to this pilot project.

Recommendations: Training should be job specific pertaining to actual situations the temp-cops may encounter on their shift. A two day training schedule is less rigorous than one day. However, in some situations it is difficult to arrange two days when all temp-cops can attend. It is important the chief of security or other DOC correctional officer supervisors assist in the training. They can answer specific questions the training officer cannot. Depending on the prospective assignment of the temp-cop (alone on a shift or paired with correctional staff), the training can vary. If the temp-cop will be alone on a shift, more emphasis should be given to inmate supervision, examples of problem situations, escape procedures, unauthorized areas, unauthorized personnel, contraband, disciplinary procedures, emergency procedures, and DOC staff contact information.

For all assignments, the differences between treatment of inmates at the arrest/prosecution stage as compared to the incarceration stage should be emphasized.

The human resource development unit is preparing a study guide to provide future temp-cops ahead of training. They also recommend the temp-cops be given a general orientation to local procedures before training. In addition, a tour of the job site should be conducted to provide information about safety and maintenance issues as well as unauthorized areas and details about perimeter security.

Special attention should be given to ensure the temp-cops know the restrictions on use of their weapons, powers of arrest, and understand their role as a correctional officer as opposed to a peace officer in the case of an emergency.

Shift Assignment

It is our opinion that temp-cops can be utilized on all shifts. In-service training should be most extensive if the temp-cop will be alone on the shift. If assigned with a correctional officer, on-the-job training can replace formal training in some areas.

Recommendations: Temp-cops who will be the only officer on the shift should work with an experienced correctional officer for the first few shifts. Periodic personal contact by the DOC correctional officer supervisor is also important. Additionally, the temp-cop must have detailed, written guidelines for emergency procedures of all kinds and how to contact appropriate DOC staff.

Temp-cops on all shifts should be knowledgeable of and sign all relevant post orders.

Cost Savings

Attached is a detailed cost comparison provided by the personnel unit. Basically the total cost to work 4 hours/4 days per week for 8 weeks is broken down for temp-cops, overtime for correctional staff, and for new correctional cadets:

Two Temp-Cops	\$ 2,251.52
Two current CO Is (overtime only)	3,735.10
Two new CO Cadets	20,405.46

Implications for Community Corrections (Relief Factor)

Because field units typically have few posts, a specific relief formula is not as reliable a method for determining staffing levels as in institutions. Because field units are more vulnerable to minor fluctuations in available staff, the temp-cop program would provide the

additional manpower needed to provide coverage during times that officers are gone from the facility due to illness, training, annual leave, military leave, and vacancies.

At present, community corrections facilities are not provided manpower with relief factors, so the temp-cop program would provide this coverage at a reduced cost to the department and the tax payer.

At community corrections centers, three temp-cop positions would provide additional relief to cover their present number of correctional officers (for 5 day and 7 day posts on all shifts).

At community work centers, two temp-cop positions would provide the needed coverage for all shifts. By having two temp-cop positions, availability of at least one officer would be assured at all times.

Because of the relatively small number of security staff working in each of these units, incidents of extended leave, training, and vacancies can create significant yearly fluctuations in the unit's security coverage. Temp-cops would allow these units to provide the needed coverage. (This information was provided by Greg Camp, Facility Staffing Pattern Analyst.)

Summary

Manpower needs of a public agency are difficult to match with available funding. The temp-cop program has some important implications in this regard for community corrections and the department.

Temp-cops provide the most logical support for our correctional officer work force with their knowledge and experience in law enforcement.

Temp-cops provide a cost effective method to supplement this work force in regard to reduced benefits and training costs.

The temp-cop program helps strengthen our relationship with other law enforcement agencies and is a positive way to market corrections.

The temp-cop program provides additional, qualified personnel to help us continue to meet our mission to offer services to the community and supervised work for

inmates as well as opportunities for community reintegration.

The temp-cop program provides a feasible relief factor for community corrections and we recommend the number of temp-cop positions suggested by Greg Camp be budgeted for fiscal year 1992.

The temp-cop pilot project was positively accepted by all involved. Some relevant quotes are as follows:

Correctional Officers "(It was) a good way (for the police officers) to supplement their income. It gave the police the perspective of what happens after conviction. It provided relief for Oklahoma City CCC staff. Gives police means to supervise incarcerated males and the opportunity to see what their life is like."

Administrative Staff "(We were) able to assess how law enforcement professionals can function in temporary CO positions and discovered that they did quite well. Good support for correctional officers. Good community relations."

Temp-Cops "Extra income for officers. Allows police officers opportunity to observe how DOC works. I would highly recommend this project to other towns. I would be more than willing to participate in this program again. I feel this was a well organized and operated project that I felt privileged to be a part of. I am looking forward to working with DOC again."

Inmates "The inmates' attitude was negative at first about (temp-cops) because they didn't know what they were about. But things went good after we got to see they were just trying to do a job. They acted nervous at first but it all settled down after two or three days. The roof didn't fall in on us so they must have done alright."

TEMP-COP TRAINING

- I. Agency Values 1 hour
 - A. Mission Statement
 - B. Employee Conduct
 - C. Leadership Principles

- II. Understanding and Managing the Correctional Client 2 hours
 - A. Definition of Games
 - B. Inmate Needs (arrest/prosecution stage vs. incarceration)
 - C. Staff - Offender Relationships
 - D. Offender Roles in Inmate Games
 - E. Steps of an Inmate Game

- III. Inmate Rights and Responsibilities 30 minutes

(Main aspect is how to do the job and be within the law)

 - A. Treat inmates as human beings
 - B. Individuals are guaranteed certain fundamental and constitutional rights
 - C. Role of employee is to execute sentence of the court, not punish
 - D. Limitation of Rights
 - 1. Safety and Security
 - 2. Religion
 - 3. Mail
 - 4. Court Access

- IV. Security Issues 1 hour
 - A. Most Important Aspect of Corrections
 - B. Mission Statement
 - C. Rules for Security
 - D. Nine Essentials for Maintaining Security
 - E. Remind to Use Good Crime Scene Preservation Techniques
 - F. Miranda Warning

March 12, 1991

TO: Betty Snow, Staff Assistant
Community Corrections

THRU: J'me Scruggs, Administrator
Personnel Unit

FROM: *JJ* Tracy Jilge, AAI
Personnel Unit

RE: TEMP-COP COST COMPARISON

Jilge
3-13-91

Please find below the information you requested this date:

The total cost to work 4 hrs/4days per wk/for 8 wks is broken down below:

TWO TEMP-COP'S.....\$2,251.52
TWO CURRENT COI'S/OVERTIME ONLY... 3,735.10
TWO NEW CO CADETS.....20,405.46

For your convenience, I have broken down the above figures below:

*TEMP-COP

A Temp-Cop earns \$8.17 per hour/and is not eligible for benefits.

The cost of two (2) temp-cops, working four (4) hours per day, four (4) days per week, eight (8) weeks = \$2,251.52.

(\$32.68 per day X 4 days = \$130.72 per week X 8 wks = \$1045.76 gross salary each + \$80.00 FICA = \$1,125.76).

*CORRECTIONAL OFFICER I

A Correctional Officer I earns \$8.17 per hour regular pay and \$12.35 per hour overtime pay. If you worked two of your current COI's for an extra four hours per day, four days per week, eight weeks, the cost would be \$3,735.10 for overtime only for both officers (in addition to base salary).

(\$49.40 per day X 4 days = \$197.60 per week X 8 wks = \$1,580.80 gross salary each + \$120.85 FICA + \$165.90 RETIREMENT = \$1,867.55).

PAGE TWO CONTINUED
TEMP-COP COMPARISON

BASE SALARY PER MONTH FOR COI

\$1,416.25

BENEFITS PER MONTH

FICA 7.65% = \$ 108.34
INS. = - 172.99
RETIREMENT 10.5% = 148.71

TOTAL BENEFITS = 430.04

BASE SALARY + BENEFITS = \$1,846.29 PER MONTH (EXCLUDING OT)

BASE SALARY + BENEFITS + OVERTIME = \$2,780.07 PER MONTH
FOR EACH COI.

TOTAL COST FOR 2 COI'S FOR 8 WEEKS = \$11,120.28
(REGULAR SALARY + OVERTIME)

*This does not include longevity, worker's comp, or
annual/sick leave that the dept. pays.

*CO CADETS

If you hired new Correctional Officers, you would spend the
following:

A Correctional Officer Cadet earns \$7.47 per hour regular
pay and \$11.21 per hour overtime pay. Before you could put
them to work full time, you would have to send them thru
basic training, which would cost an additional \$ 2,523.00
per new employee. The CO Cadet would earn \$1,295.42 per
month for six (6) months. At that time they would earn the
COI pay noted on page one.

Cost to work 2 co cadets 4 hrs per day, 4 days per week, for
8 weeks (overtime only) = \$3,390.62.

(\$44.84 X 4 days = \$179.36 per week X 8 weeks = \$1,434.88
gross overtime salary + \$109.77 FICA + \$150.66 Retirement =
\$1,695.31 each).

PAGE THREE CONTINUED
TEMP-COP COMPARISON

<u>BASE SALARY PER MONTH FOR CO CADET</u>	<u>BENEFITS</u>	
\$1,295.42	FICA 7.65%	\$ 99.10
	INS.	172.99-
	RETIRE. 10.5%	<u>136.02</u>
	TOTAL BENEFITS	\$408.11

BASE SALARY + BENEFITS = \$1,703.53

BASE SALARY + BENEFITS + OVERTIME = \$2,551.19 PER MONTH PER
CO CADET

TOTAL COST IF YOU WORKED TWO CO CADETS OVERTIME FOR THE
FIRST 8 WEEKS AFTER COMPLETING BASIC TRAINING, FOR 4 HRS
PER DAY, 4 DAYS PER WEEK, IS FIGURED BELOW:

6 WEEKS PAY (NO OVERTIME) 2 CO CADETS:	\$ 5,110.60
INITIAL TRAINING COST FOR 2 CO CADETS:	5,046.00
8 WKS ADDITIONAL SALARY + OVERTIME:	<u>10,204.04</u>
TOTAL COST:	\$20,409.52

Please let me know if you need additional information.

Thank you.

TJ:TEMPCOP
cc: file