
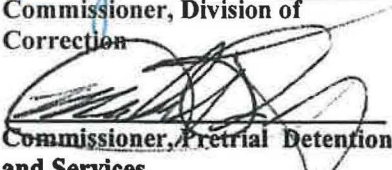
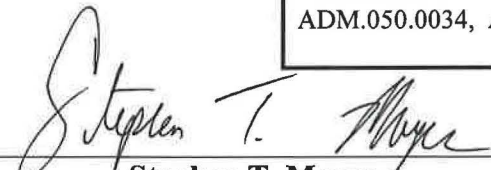


## Executive Directive



<b>Title: Correctional Officer Staffing Analysis and Overtime Management</b>	<b>Executive Directive Number:</b> OPS.115.0001- Revised
<b>Related MD Statute/Regulations:</b> Correctional Services Article, §§2-103, Annotated Code of Maryland	<b>Supersedes:</b> OPS.115.0001 dated April 24, 2017
<b>Related ACA and MCCA Standards:</b> 4-4051 and 4052; 2CO-1C-06; 1-CORE-2A-09; 4-ALDF-2A-14	<b>Responsible Authority:</b>  Commissioner, Division of Correction  Commissioner, Pretrial Detention and Services
<b>Related Directives:</b> DPDS.050.0032, ADM.050.0032, ADM.050.0033, ADM.050.0034, ADM.050.0035	<b>Effective Date:</b> July 1, 2018 <b>Number of Pages:</b> 5

  
**Stephen T. Moyer**  
Secretary

  
**J. Michael Zeigler**  
Deputy Secretary for Operations

### .01 Purpose.

This directive continues policy, assigns administrative responsibilities, and authorizes a procedures manual for the Department of Public Safety and Correctional Services (Department) to manage security staffing and overtime at a correctional and detention facility.

### .02 Scope.

This directive applies to all Department correctional and detention facilities.

### .03 Policy.

- A. The Department shall effectively use available personnel resources to maintain security of a correctional and detention facility.
- B. The Department shall establish and maintain a uniform system to:
  - (1) Establish necessary post assignments at a correctional and detention facility;
  - (2) Assign staff to posts at a correctional and detention facility;
  - (3) Monitor and analyze staffing assignments;
  - (4) Minimize the use of overtime and compensatory time; and

- (5) Annually review staffing and posts to ensure effective security and control at the correctional and detention facility.

**.04 Definitions.**

**A.** In this directive, the following terms have the meanings indicated.

**B.** Terms Defined.

- (1) “Commissioner” means the Commissioner of Correction or the Commissioner of Pretrial and Detention Services.
- (2) “Facility Staffing Plan (FSP)” means a list of post assignments, approved by the Deputy Secretary for Operations, or a designee, determined to be necessary to ensure effective security and control at a correctional or detention facility that are grouped by:
  - (a) The days per week each post is authorized to be staffed; and
  - (b) The rank of the correctional officer assigned to staff the post.
- (3) “Operational Staffing Level (OSL)” means a level of facility operations (i.e. programs, services and recreation) that determines which posts are required to be staffed and which posts may be collapsed.
- (4) Post.
  - (a) “Post” means the duties and responsibilities performed by an employee while on duty at a correctional or detention facility, traditionally identified by a geographic location within a correctional facility.
  - (b) “Post” may include a title given to a variety of duties that may require the employee to perform in numerous locations, within or outside of a correctional or detention facility.
- (5) “Special Assignment Post (SAP)” means a post that is not established in the FSP, but is authorized, on a short term basis, to accommodate staffing requirements due to unexpected operational changes or exceptional circumstances.
- (6) “Staffing Analysis and Overtime Manager (SAOM)” means software designed to calculate and report:
  - (a) Staffing relief factors;
  - (b) Positions required; and
  - (c) Possible overtime drivers.

**.05 Responsibility/Procedure.**

- A. The Commissioner, or a designee, is responsible for developing, distributing, and maintaining a detailed operations manual for use at each Department correctional and detention facility to document, report, analyze, and maintain information and data related to employee hours of work and leave, overtime, and compensatory time.
  
- B. The Commissioner, or a designee, is responsible for the following related to a correctional or detention facility:
  - (1) Ensuring compliance with the operational manual authorized under §.05A of this directive;
  - (2) Ensuring a written FSP is completed for each correctional and detention facility;
  - (3) Reviewing and approving a correctional and detention facility's FSP;
  - (4) In addition to the original FSP maintained at a correctional and detention facility, maintaining a copy of each correctional and detention facility's FSP;
  - (5) Ensuring that an annual review of a correctional and detention facility's FSP is conducted in addition to scheduled security audits; and
  - (6) Ensuring that the appropriate FSP data is entered in SAOM.
  
- C. A managing official, or a designee, is responsible for:
  - (1) Maintaining the current FSP approved by the Commissioner, or a designee, and documenting all deviations from the approved staffing plan;
  - (2) At least annually, or on an as needed basis, conducting a review of the existing FSP that includes:
    - (a) An analysis of each post to identify:
      - (i) The number of days each week the post is staffed;
      - (ii) The rank of the correctional officers assigned to the post;
      - (iii) The operational staffing level (OSL) for the post; and
      - (iv) Designation as an emergency response post;
    - (b) An evaluation of a SAP to determine if the SAP should be an established post;
    - (c) Analysis of the correctional or detention facility's operations to determine if changes warrant establishing new posts and modification of the FSP; and

- (d) When determining adequate staffing levels and the use of video monitoring equipment considering the following factors:
  - (i) Best practices used by correction and detention facilities;
  - (ii) Findings related to inadequate correctional and detention facility administrative and operational practices resulting from a court decision, federal investigation, or from an internal or external unit with oversight responsibilities;
  - (iii) The physical plant to determine the presence of “blind spots” or isolated areas;
  - (iv) Characteristics of the inmate population at the facility;
  - (v) The number and placement of supervisors;
  - (vi) Program activity taking place on each shift;
  - (vii) Applicable federal, State, or local laws or standards;
  - (viii) The prevalence of substantiated and unsubstantiated complaints of sexual abuse at the facility; and
  - (ix) Other factors related to facility security and safety.
- (3) At least annually, or on an as needed basis, consulting with the Department PREA Coordinator to review, assess, determine, and document if adjustments are necessary to the facility’s:
  - (a) Staffing plan based on topics identified under §.05C(2)(d) of this directive;
  - (b) Use and deployment of video monitoring system and other surveillance technology; and
  - (c) Resources available to commit to ensure compliance with the established staffing plan.
- (4) Reporting, using an Annual Review of Facility Staffing Plan memo (sample attached), the results of a required review to the Commissioner, or a designee, providing, at a minimum:
  - (a) The date of the review;
  - (b) The individual conducting the review; and
  - (c) If appropriate, recommendations for changes to the FSP with explanations for the requested modification; or
  - (d) A statement that the FSP accurately reflects operational requirements and current practices and no changes are recommended.
- (5) Designating emergency response posts for the FSP.

- (6) Designating the OSL for each post for inclusion in the FSP and the post assignment worksheet (PAW).
- (7) Developing the PAW for each shift.
- (8) Implementing local procedures for compliance with FSP requirements.

**.06 Attachments.**

Memo — Annual Review of Facility Staffing Plan.

**.07 History.**

- A. OPS.115.0001 (2018) supersedes OPS.115.0001 dated April 24, 2017. The changes made to the directive align policy with the appropriate statutory authority responsible for implementing and overseeing the staffing analysis and overtime management.
- B. OPS.115.0001 (2017) supersedes OPS.115.0001 dated September 4, 2015.
- C. OPS.115.0001 (2015) supersedes OPS.115.0001 dated April 20, 2013.
- D. OPS.115.0001 (2013) supersedes and rescinds DPSCS.115.0001 dated May 26, 2011.
- E. DPSCS.115.0001 (2011) supersedes DPSCS.115.0001 issued July 1, 2007.
- F. DPSCS.115.0001 (2007) supersedes DPSCSD 115-1 dated August 1, 2001
- G. DPSCSD 115-1 (2001) supersedes and rescinds SDD 01-1997 issued March 3, 1997.

**.08 Correctional Facility Distribution Code.**

A

S – Time Keeping and Scheduling Staff

## Memorandum



TO: \_\_\_\_\_

FROM: \_\_\_\_\_

FACILITY: \_\_\_\_\_

SUBJECT: Annual Review of Facility Staffing Plan

Date Reviewed: \_\_\_\_\_

The following information is submitted in accordance with §§.05C(2) — (4) of Executive Directive OPS.115.0001 — Staffing Analysis and Overtime Management:

- A.** A review of the facilities Staffing Plan was performed and included an analysis of:
- (1) Each post to determine:
    - (a) The number of days each week the post is staffed;
    - (b) The rank of the correctional officer assigned to the post;
    - (c) The operational staffing level (OSL) for the post;
    - (d) Designation as an emergency response post;
    - (e) If a Special Assignment Post (SAP) should be an established post.
  - (2) The following factors:
    - (a) Best practices used by correction and detention facilities;
    - (b) Findings related to inadequate correctional and detention facility administrative and operational practices resulting from a court action, federal investigation, or from an internal or external unit with oversight responsibilities;
    - (c) The physical plant to determine the presence of “blind spots” or isolated areas;
    - (d) Characteristics of the inmate population at the facility;
    - (e) The number and placement of supervisors;
    - (f) Program activity taking place on each shift;
    - (g) Applicable federal, State, or local laws or standards;
    - (h) The prevalence of substantiated and unsubstantiated complaints of sexual abuse at the facility; and
    - (i) Use and deployment of video monitoring equipment and other surveillance technology.
- B.** This annual review of the Facility Staffing Plan included consultation with the Department PREA Coordinator to determine if adjustments are necessary to the facility’s:
- (a) Staffing plan based on topics identified under §A(2) of this memo;
  - (b) Use and deployment of video monitoring system and other surveillance technology; and
  - (c) Resources available to commit to ensure compliance with the established staffing plan.
- The FSP accurately reflects operational requirements and current practices in our facility and no changes are recommended.
- The FSP requires modification as described in the attached recommendations.

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 Managing Official (Signature)

Date