



OHIO CIVIL SERVICE
EMPLOYEES
ASSOCIATION

AFSCME
LOCAL 11
AFL-CIO

**OCSEA Cost-Savings
Recommendations
For
The Department of
Rehabilitation
And Correction**

Summary of Initial Recommendations

OCSEA has been participating in the DR&C Joint Budget Committee with the objective of analyzing the ratio of exempts to bargaining unit employees and subsequently making cost-savings recommendations based on our findings. We are tasked as a committee to identify areas within our department where work can be done more efficiently and resourcefully thus saving dollars without jeopardizing the safety and security of our institutions. We have only begun our work, but felt it imperative that we formulate some recommendations quickly in response to the announcement of further cuts by Director Collins. We want to emphasize that there are other places to cut than the bargaining unit at a greater savings to the department.

The initial review of the DR&C table of organization has generated the following recommendations of cost-savings from the OCSEA team:

- 1) Bureau of Sentence Computation Office (BOSCO): \$91,512 to \$272,729
- 2) Correctional Training Academy (CTA): \$116,673 to \$142,902
- 3) Institutions: \$6,312,437 to \$9,240,891

The implementation of these initial recommendations could equal a total possible savings of \$6,520,622 to \$9,656,522.

Bureau of Sentence Computation Office (BOSCO)
Estimated Annual Cost Savings - \$91,520 to \$272,729

Positions:

1 Administrative Officer 2 (exempt)
2 Correctional Records Management Supervisor 2 (exempt)
14 Correctional Records Management Supervisor 1 (exempt)
28 Correctional Records Management Officer (bargaining unit)
(The TO provided was not an accurate representation of the staffing at BOSCO. These numbers are based on information provided from the Bureau Chief. An additional CRMS2 position showing on the TO is vacant and will not be filled.)

Evaluation:

BOSCO currently has a total of 17 exempt positions and 28 bargaining unit positions assigned to the Central Office location at Orient. This is a ratio of 1 exempt position for every 1.6 bargaining unit positions. There are eleven exempt positions classified as Correctional Records Management Supervisor 1's in the "Quality Assurance" unit that are currently performing bargaining unit work. These exempt employees perform little or no supervisory duties. Additionally, the Correctional Records Management Supervisor 2 position is a designation that should belong to the assistant to the chief. Therefore, it would appear that the other CRMS2's are inappropriate. An additional CRMS2 carried on the TO is vacant and according to the Bureau Chief the position will not be filled.

Short Term Recommendations:

Designate the eleven CRMS1's in the "Quality Assurance" unit as bargaining unit positions. The only classification currently relevant for this work in the OCSEA bargaining unit is the Correctional Records Management Officer. The third CRMS2 needs to be remain vacant the Table of Organization. This recommendation would adjust the ratio to 1 exempt position for every 6.5 bargaining unit positions. The changes to staff would be the following:

1 Administrative Officer
1 Correctional Records Management Supervisor 2 (exempt)
3 Correctional Records Management Supervisor 1 (exempt)
39 Correctional Records Management Officers (bargaining unit)

Long Term Recommendations:

The concept of a career ladder within the Correctional Record Management Officer series is recommended. The level of bargaining unit work required in two of the units performing calculation is higher than the skill level in the New Admissions unit and file/mailroom unit. A career ladder within the series would enable the department to

Bureau of Sentence Computation Office continued:

recruit and reward the skill level of the bargaining unit employees performing the more advanced sentence computation duties.

Reclassify the eleven CRMS1's performing bargaining unit work. They would receive pay in the step closest to their current step. Upon proper classification of these positions, the department could realize a savings of \$91,520-\$272,729 annually depending on the step each exempt employee is currently at. If the department chooses not to reduce the salary of the employees demoted to these positions, the savings will be accomplished through the attrition of the employees red-lined.

Reclassify the second CRMS2 inappropriately classified at the assistant to the chief position. The cost savings on the CRMS2 to CRMS1 depends on the step the individual is currently. However, if the position is reclassified it would formalize the proper configuration of supervisors in the bureau. It should be noted that the third CRMS2 on the TO is already vacant and needs to be abolished permanently if this has not already been done.

A career ladder for the Correctional Management Officer Series would assist the department in maintaining their mission for error-free calculations, but would change the cost savings realized by the recommendation. However, a bargaining unit position at pay range 31 would still provide a cost savings, sustain a better exempt/bargaining unit ratio and also provide a mechanism to reward a higher level of sentence computation. A second level of CRMO would enable the bureau to recruit and maintain the more advanced skills. The New Admissions unit would function as a beginning level position for the employees to later advance to the Sentence Computation and Quality Assurance units.

This proposal was accepted by the labor management committee charged with making recommendations to the ODR&C Director.

**Correctional Training Academy (CTA)
Estimated Annual Cost-Savings - \$116,617 to \$142,902**

Positions Evaluated:

- 1 Administrative Staff (exempt)
- 1 Business Administrator 3 (exempt)
- 1 Correctional Food Service Manager 2 (exempt)
- 1 Correctional Food Service Manager 1 (exempt)

Evaluation:

The unclassified Administrative Staff position only supervises two bargaining unit employees. Likewise, the Business Administrator 3 position also supervises two bargaining unit employees. The current philosophy in Business offices in institutions throughout our department requires Business Administrators to supervise several departments with a greater number of bargaining unit positions. The additional layer of the Administrative Staff position at CTA appears to be redundant and unnecessary. Elimination of this position would result in an annual savings of \$76,758.

At CTA, there are two exempt Food Service Manager Positions supervising 5 Correctional Food Service Coordinators (bargaining unit). Again, the additional supervisor is unnecessary. If the redundant level of CFSM is eliminated, a savings of \$39,915 to 66,144 depending on the decision of the department which position elimination is appropriate.

Recommendation:

Eliminate the Administrative Staff position and one of the Correctional Food Service Manager positions for an improved exempt to bargaining unit ratio and a total possible cost savings of \$116,617 to \$142,902.

This proposal was accepted by the labor management committee charged with making recommendations to the ODR&C Director.

Institutions – Captains

Estimated Annual Cost Savings - \$836,264 to \$2,201,347

Evaluation:

There are 187 Captains in the 30 state institutions performing the supervisory duties of shift commander. DR&C changed policy allowing lieutenants with the proper training to act as shift commander. It has become a normal practice at institutions to have two lieutenants running shift instead of a shift captain and lieutenant. Lieutenants effectively run shift without the higher level of supervision. The change in policy allows for more cost effective shift supervision with the reassignment of commander duties to lieutenants.

Recommendation:

Reassignment of the shift commander duties allows for a cost savings of \$836,264 to \$2,201,347. In the long term, further savings could be realized when the captain position is eliminated from shift commander duties and the number of positions that are unnecessary are determined.

This proposal was presented in the labor management committee by the OCSEA members. Although consensus was not reached on this recommendation, the management committee members acknowledge that the practice of utilizing Lieutenants to run shift exists. The union proposal was submitted to the Director but he declined implementation.

Institutions – Lieutenants

Estimated Annual Cost Savings - \$953,715

Evaluation:

There are 105 lieutenants (exempt) at the institutions who are not working as supervisors on shift. These lieutenants work areas such as Rules Infraction Board, Count, Tool Control, Mailroom, Visiting, etc. The duties of these positions are not supervisory and other institutions utilize sergeants (bargaining unit) to do the same work for a significant cost savings.

Recommendation:

These duties are consistent with the sergeant classification and the DR&C policy. For consistency and efficiency, the sergeant classification is the most appropriate and cost-effective assignment of the non-supervisory duties. If all of these duties are properly assigned to the classification of sergeant the estimated cost savings for DR&C would be \$953,715. In the long term, additional savings could be attained with the elimination of exempt positions that are not utilized in shift commander duties.

This proposal was presented in the labor management committee by the OCSEA members. Although consensus was not reached on this recommendation, management provided the information regarding non-supervisory duties performed by lieutenants.

Institutions – Unit Management

Estimated Annual Cost Savings - \$4,392,933 to 5,956,304

Positions Evaluated:

Social Service Supervisor 1 (exempt)
Social Service Supervisor 2 (exempt)
Human Service Program Administrator 2 (exempt)
Correction Specialists (exempt)
Recreation Administrators and Supervisors (exempt)

Evaluation:

Correction Specialists are listed as the directors of Unit Management at institutions. The Correction Specialists are an expensive and unnecessary level of management. There is no apparent reason for the classification when applied to the supervision. The average exempt to bargaining unit ratio of Correction Specialist to their bargaining unit employees is 1 to 5.

Supervisors of Unit Management are classified in the following classifications: Social Service Supervisor 1, Social Service Supervisor 2, and Human Service Program Administrator 2. This varies from institution to institution. The Human Service Program Administrator 2 position has more flexibility to supervise all of the program and unit activities outside of medical and mental health.

Recreational Administrators/Supervisors are an unnecessary level of management and supervise small numbers of Recreational Therapists. At some institutions, there are *only* supervisors and no bargaining unit employees, thus the exempts are performing bargaining unit work.

Recommendation:

The elimination of Correction Specialists was introduced by the DR&C during the last round of layoffs. These positions were eliminated at the maximum security institutions. This was introduced by the department in their rationale as the “Social Services Model”. The union recommends that management continue the process described in the rationale in order to obtain maximum cost savings.

For continuity, we recommend that all of the inmate activities be supervised by the same classification. Reclassify all of the supervisor positions to Human Service Program Administrator 2 (HSPA2). This would allow for the consolidation of other areas and the elimination of the extraneous exempt positions. For efficiency and cost savings, eliminate the position of Correction Specialist and the Recreation Administrators/Supervisors at the institutions. The HSPA2 would supervise both the remaining staff in the units and the Recreational Therapists creating an improved exempt to bargaining unit ratio at a

tremendous cost savings to the department. The reclassification of the supervisors to the HSPA2 would result in an estimated annual cost savings of \$21,048 to \$29,872. The elimination of the Correction Specialists would result in an estimated annual cost savings of \$3,546,316 to \$4,894,656. The elimination of the Recreational Administrators/Supervisors would save an estimated \$825,569 to \$1,031,776.

This proposal was presented in the labor management committee by the OCSEA members. Although consensus was not reached on this recommendation, this will provide consistency and cost-savings throughout the institutional system. The joint committee had a lengthy discussion regarding the lack of standardization in the institutional Table of Organizations.