



STATE OF ARKANSAS
**Department of Finance
and Administration**

OFFICE OF PERSONNEL MANAGEMENT
Administrator's Office
1509 West Seventh Street, Suite 201
Post Office Box 3278
Little Rock, Arkansas 72203-3278
Phone: (501) 682-1823
www.dfa.arkansas.gov

June 8, 2012

Senator Michael Lamoureux, Co-Chair
Representative Bryan King, Co-Chair
Uniform Personnel Classification and
Compensation Plan Subcommittee
Arkansas Legislative Council
State Capitol Building, Room 315
Little Rock, Arkansas 72201

Gentlemen:

The Office of Personnel Management (OPM) submits a request from the Arkansas Department of Correction (ADC) for your review.

SALARY ADMINISTRATION GRID & LABOR MARKET RATES

The Arkansas Department of Correction has requested continuation of its existing salary administration grid previously established by Arkansas Code 21-5-222 (a) which states:

- (1) *A state agency of institution may request that a salary administration grid be approved for specific classifications of positions assigned to the career service compensation plan if the:*
 - (A) *State agency or institution has documented the need for a salary administration grid for specified positions or classifications;*
 - (B) *Terms and conditions of the grid proposed by the agency or institution address the needs of the targeted positions;*
 - (C) *Cost of implementing and maintaining a salary administration grid is within the agency's or institution's existing appropriation and implementation does not use funds specifically set aside for other programs within the agency or institution; and*
 - (D) *Salary administration grid has been approved by the Chief Fiscal Officer of the State after review by the Personnel Committee.*
- (2)
 - (A) *Special salary rates may be authorized up to the maximum pay level authorized for the grade assigned to the classification of a career service position for specific classifications only.*
 - (B) *An approved salary administration grid shall be used for establishing a starting salary for an employee in an individual position.*

- (C) *A person hired above the entry pay level shall meet or exceed the minimum qualifications for the job classification.*
- (D) *Subsequent salary determinations within a salary administration grid shall be based on the employee's qualifications, relevant competitive compensation rates, professional or education achievements, and internal equity within the agency or institution.*
- (E) *A plan of implementation and salary progression must be approved by the office on a biennial basis.*
- (3) *An approved grid may be amended only upon approval by the office after review by the Personnel Committee.*
- (4) *Compensation differentials that are included in an agency or institution's grid plan may not exceed rates provided in 21-5-221.*

The Arkansas Department of Correction has requested continuation of its security tier plan for the classifications listed below:

| <u>CLASS CODE</u> | <u>CLASSIFICATION TITLE</u> | <u>GRADE</u> | <u>REQUESTED RATE</u> |
|-------------------|--------------------------------|--------------|-----------------------|
| T001N | ADC Superintendent | N906 | \$98,853 |
| T005C | ADC/DCC Correctional Warden | C127 | \$80,301 |
| T015C | ADC/DCC Deputy Warden | C124 | \$67,937 |
| T033C | ADC/DCC Major | C120 | \$49,114* |
| T048C | ADC/DCC Captain | C118 | \$46,768* |
| T054C | ADC/DCC Lieutenant | C117 | \$42,516* |
| T065C | ADC/DCC Correctional Sergeant | C115 | \$38,651* |
| T075C | ADC/DCC Corporal | C113 | \$35,137* |
| T083C | ADC/DCC CO I – OFC | C112 | \$31,943 |
| T083C | ADC/DCC Correctional Officer I | C112 | \$30,135 |

*Denotes amended amount from previous grid to allow for 10% increase upon promotion. Previously, the grid only increased by eight percent (8%) for these levels.

These rates are based upon classification and correctional facility tier level. The Office of Personnel Management recommends **disapproval** of the classification ADC Superintendent, T001N, N906. Instead of a salary administration grid for this particular classification, the Office of Personnel Management recommends establishment of a labor market rate up to the amount of \$98,853, which is maximum of N906, for the classification ADC Superintendent. Classifications whose pay grades are tied to the Professional and Executive Pay Plan are not eligible for use with a salary administration grid. The grid is attached for your review.

The Arkansas Department of Correction has requested continuation of its salary administration grid rates, or labor market rates, for additional classifications listed below:

| <u>CLASS CODE</u> | <u>CLASSIFICATION TITLE</u> | <u>GRADE</u> | <u>MAXIMUM RATE</u> |
|-------------------|----------------------------------|--------------|---------------------|
| L001C | Psychologist Supervisor | C129 | \$86,072 |
| L097C | ADC Psychologist | C128 | \$83,145 |
| L033C | Psychological Examiner | C121 | \$64,915 |
| M009C | Licensed Certified Social Worker | C121 | \$64,564 |
| M088C | Licensed Master Social Worker | C120 | \$62,454 |
| M026C | Licensed Social Worker | C118 | \$50,642 |
| M020C | Licensed Professional Counselor | C119 | \$60,390 |
| M044C | Associate Professional Counselor | C117 | \$52,977 |
| S096C | ADC Construction Project Supv | C119 | \$49,000 |
| S098C | Construction Supervisor | C116 | \$40,487 |
| S097C | Construction Specialist | C115 | \$36,979 |

The salary administration grids for the first eight classifications are attached to this document. Furthermore, the Office of Personnel Management is recommending approval of the requested rates for the first and third classifications for statewide implementation. The three construction division classifications function differently. They are labor market rates signifying the minimum annual salaries granted to employees occupying positions utilized as those three classifications. Employees within ADC's construction division must work within correctional facilities generating contact with the inmate population.

COMPENSATION DIFFERENTIALS

The Arkansas Department of Correction has requested continuation of its compensation differentials previously established by Arkansas Code 21-5-221 (a) which states:

To address specific employee compensation needs not otherwise provided for in this subchapter, a state agency or institution may pay additional compensation for current employees in specific positions or for classifications of positions assigned to a compensation plan authorized by the General Assembly for one (1) or more compensation differentials.

The Arkansas Department of Correction has requested continuation of its compensation differentials for the classifications listed below:

| <u>DIFFERENTIAL</u> | <u>CLASSIFICATION / CC / PG</u> | <u>PERCENTAGE</u> |
|---------------------|--|-------------------|
| Certification | Substance Abuse Program Coordinator, M023C, C118 | 6.0 % |
| Certification | Substance Abuse Program Leader, M048C, C116 | 6.0 % |
| Education | ALL CLASSIFICATIONS | 6.0 % |
| Geographic | Psychologist Supervisor, L001C, C129 | 6.0 % |
| Geographic | ADC Psychologist, L097C, C128 | 6.0 % |
| Geographic | Psychologist, L003C, C127 | 6.0 % |
| Geographic | Psychological Examiner, L033C, C121 | 6.0 % |
| Geographic | Licensed Certified Social Worker, M009C, C121 | 6.0 % |
| Geographic | Licensed Master Social Worker, M088C, C120 | 6.0 % |
| Geographic | Licensed Professional Counselor, M020C, C119 | 6.0 % |
| Geographic | Licensed Social Worker, M026C, C118 | 6.0 % |
| Geographic | Associate Professional Counselor, M044C, C117 | 6.0 % |
| Geographic | Training Instructor, E046C, C116 | 6.0 % |
| Geographic | Computer Support Technician, D079C, C115 | 6.0 % |
| Geographic | Institution Human Resources Coordinator, R031C, C115 | 6.0 % |
| Geographic | ADC/DCC Food Preparation Supervisor, T070C, C114 | 6.0 % |
| Geographic | ADC/DCC Unit Trainer, E054C, C113 | 6.0 % |
| Hazardous Duty | ADC/DCC Major, T033C, C120 | 5.5 % |
| Hazardous Duty | ADC/DCC Captain, T048C, C118 | 5.5 % |
| Hazardous Duty | ADC/DCC Lieutenant, T054C, C117 | 5.5 % |
| Hazardous Duty | ADC/DCC Food Preparation Manager, T059C, C116 | 5.5 % |
| Hazardous Duty | ADC/DCC Correctional Sergeant, T065C, C115 | 5.5 % |
| Hazardous Duty | ADC/DCC Corporal, T075C, C113 | 5.5 % |
| Hazardous Duty | ADC/DCC Correctional Officer I, T083C, C112 | 5.5 % |
| Hazardous Duty | Food Preparation Supervisor, S056C, C111 | 5.5 % |
| Hazardous Duty | Psychologist Supervisor, L001C, C129 | 12.0 % |
| Hazardous Duty | Psychologist, L003C, C127 | 12.0 % |
| Hazardous Duty | Psychological Examiner, L033C, C121 | 12.0 % |
| Hazardous Duty | Licensed Certified Social Worker, M009C, C121 | 12.0 % |
| Hazardous Duty | Licensed Professional Counselor, M020C, C119 | 12.0 % |
| Hazardous Duty | Licensed Social Worker, M026C, C118 | 12.0 % |

ADC's geographic differential has been used for 145 employees, costing the agency an estimated \$359,498 during the 2012 fiscal year. The hazardous duty differential has been used for 3,027 employees costing the agency an estimated \$5,693,212 during the 2012 fiscal year. Their certification and education differentials remain active but have not been used this fiscal year.

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Representative Bryan King, Co-Chairman
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The identifiable certifications associated with the classifications Substance Abuse Program Coordinator, M023C, C118 and Substance Abuse Program Leader, M048C, C116 are listed as follows:

- Certified Criminal Justice Professional (CCJP)
- Certified Alcohol and Drug Counselor (CADC)
- Certified Co-Occurring Disorder Professional (CCDP)
- Advanced Certified Alcohol and Drug Counselor (ACADC)

The Office of Personnel Management has reviewed this request from the Arkansas Department of Correction and recommends continuation of its previously approved salary administration grid, labor market rates, as well as compensation differentials. The agency has assured our office that it possesses the appropriate funds for maintaining these additional compensation methods through the conclusion of Fiscal Year 2013.

Your consideration of this request is greatly appreciated.

Sincerely,



Kay Barnhill Terry
State Personnel Administrator



Chief Fiscal Officer of the State

JUN 04 2012

Date

Effective 6/24/2012

PLUS 5.75 HOURS

| TIER | | <u>BASE</u> | <u>5.5%</u> | <u>11%</u> | <u>Base</u> | <u>5.50%</u> | <u>11%</u> |
|------|--------|-------------|-------------|------------|-------------|--------------|------------|
| 4 | Annual | \$30,135 | \$31,792 | \$33,450 | \$32,301 | \$34,078 | \$35,854 |
| | Hourly | \$14.4880 | \$15.2848 | \$16.0817 | | | |
| 3 | Annual | \$28,770 | \$30,352 | \$31,935 | \$30,838 | \$32,534 | \$34,230 |
| | Hourly | \$13.8317 | \$14.5925 | \$15.3532 | | | |
| 2 | Annual | \$26,824 | \$28,299 | | \$28,752 | \$30,333 | |
| | Hourly | \$12.8962 | \$13.6054 | | | | |
| 1 | Annual | \$25,268 | \$26,658 | | \$27,084 | \$28,574 | |
| | Hourly | \$12.1481 | \$12.8162 | | | | |

Tier 4 Varner Supermax

Tier 3 East Arkansas Regional Unit
 Cummins Unit
 Varner Unit
 Maximum Security Unit
 Wrightsville/Hawkins Unit
 Industry Warehouse (CDL Drivers)
 Commodity Warehouse (CDL Drivers)

Tier 2 North Central Unit
 Tucker Unit
 Delta Unit
 Jefferson County Jail/Correctional Facility
 Diagnostic Unit
 Pine Bluff Unit
 Grimes Unit
 McPherson Unit
 Ouachita River Correctional Unit
 Construction / Maint Security
 Medical/Transportation
 Boot Camp

Tier 1 Benton Unit
 Texarkana Regional Correctional Center
 Mississippi County Work Release Center
 Northwest Arkansas Work Release Center
 Farm
 Central Office
 Admin Annex East

Industry - Same as Unit Assigned

| TIER 4 | BASE | 5.50% | 11% |
|---|----------|----------|----------|
| A. PROMOTION FROM OFFICER FIRST CLASS | | | |
| Corporal & Sergeant | \$35,137 | \$37,070 | \$39,003 |
| B. PROMOTION FROM CORRECTIONAL OFFICER I | | | |
| Corporal & Sergeant | \$33,149 | \$34,972 | \$36,795 |
| C. PROMOTION FROM CORPORAL without OFC | | | |
| Sergeant | \$36,463 | \$38,469 | \$40,474 |
| D. PROMOTION FROM CORPORAL with OFC | | | |
| Sergeant | \$38,651 | \$40,777 | \$42,903 |
| TIER 4 | | | |
| Lieutenant | \$42,516 | \$44,855 | \$47,193 |
| Captain | \$46,768 | \$49,340 | \$51,912 |

| TIER 3 | BASE | 5.50% | 11% |
|---|----------|----------|----------|
| A. PROMOTION FROM OFFICER FIRST CLASS | | | |
| # Corporal & Sergeant | \$33,546 | \$35,391 | \$37,236 |
| B. PROMOTION FROM CORRECTIONAL OFFICER I | | | |
| Corporal & Sergeant | \$31,647 | \$33,388 | \$35,128 |
| C. PROMOTION FROM CORPORAL without OFC | | | |
| Sergeant | \$34,812 | \$36,726 | \$38,641 |
| D. PROMOTION FROM CORPORAL with OFC | | | |
| Sergeant | \$36,900 | \$38,930 | \$40,959 |
| TIER 3 | | | |
| Lieutenant | \$40,590 | \$42,823 | \$45,055 |
| Captain | \$44,649 | \$47,105 | \$49,561 |
| Major | \$49,114 | \$51,816 | \$54,517 |

| | | | | | |
|---|-------------|--------------|---|-------------|--------------|
| TIER 1 | BASE | 5.50% | TIER 2 | BASE | 5.50% |
| A. PROMOTION FROM OFFICER FIRST CLASS | | | A. PROMOTION FROM OFFICER FIRST CLASS | | |
| Corporal & Sergeant | \$29,462 | \$31,082 | Corporal & Sergeant | \$31,277 | \$32,997 |
| B. PROMOTION FROM CORRECTIONAL OFFICER I | | | B. PROMOTION FROM CORRECTIONAL OFFICER I | | |
| Corporal & Sergeant | \$27,795 | \$29,324 | Corporal & Sergeant | \$29,506 | \$31,129 |
| C. PROMOTION FROM CORPORAL without OFC | | | C. PROMOTION FROM CORPORAL without OFC | | |
| Sergeant | \$30,574 | \$32,256 | Sergeant | \$32,457 | \$34,242 |
| D. PROMOTION FROM CORPORAL with OFC | | | D. PROMOTION FROM CORPORAL with OFC | | |
| Sergeant | \$32,408 | \$34,190 | Sergeant | \$34,404 | \$36,297 |
| TIER 1 | | | TIER 2 | | |
| Lieutenant | \$35,648 | \$37,609 | Lieutenant | \$37,845 | \$39,926 |
| Captain | \$39,213 | \$41,370 | Captain | \$41,629 | \$43,919 |
| Major | \$43,134 | \$45,506 | Major | \$45,792 | \$48,311 |



Arkansas Department of Correction

Human Resources

2403 East Harding Ave.
Pine Bluff, AR 71601
Phone: (870) 850-8510
Fax: (870) 850-8538
Job Line: 1-888-8ADC-Jobs
www.state.ar.us/doc

Apr 123, 2012

RECEIVED

MAY 25 2012

**OFFICE OF PERSONNEL MGMT
CLASS & COMP**

(revised)

Kay K. Terry, State Personnel Administrator
Office of Personnel Management
Department of Finance and Administration
P. O. Box 3278
Little Rock, AR 72203

Dear Mrs. Terry:

The Arkansas Department of Correction is requesting to continue the following:

Security Tier Plan, for up to ten (10%), as authorized by Arkansas code 21-5-222 (a)(1) established by Act 1017 of 2011 for the classifications utilized by our department as listed below:

| <u>CODE</u> | <u>TITLE</u> | <u>GRADE</u> | <u>CURRENT</u> | <u>REQUEST</u> |
|-------------|---|--------------|----------------|----------------|
| T083C | ADC/DCC Correctional Officer I | C112 | \$30,135 | \$30,135 |
| | Officer First Class (In-Grade Promotion) | C112 | \$31,943 | \$31,943 |
| T075C | ADC/DCC Corporal | C113 | \$34,498 | \$35,137* |
| T065C | ADC/DCC Correctional Sergeant | C115 | \$36,567 | \$38,651* |
| T054C | ADC/DCC Lieutenant | C117 | \$38,761 | \$42,516* |
| T048C | ADC/DCC Captain | C118 | \$41,086 | \$46,768* |
| T033C | ADC/DCC Major | C120 | \$45,139 | \$49,114* |
| T015C | ADC/DCC Deputy Warden | C124 | \$67,937 | \$67,937 |
| T005C | ADC/DCC Correctional Warden | C127 | \$80,301 | \$80,301 |
| T001N | ADC Superintendent | N906 | \$98,853 | \$98,853 |

* Denotes amended amount for salary to allow for 10% promotion rate and grid rate established for retention purposes.

Labor Market Rates continuation for the following classifications as listed below:

| <u>CODE</u> | <u>TITLE</u> | <u>GRADE</u> | <u>PREVIOUSLY APPROVED RATE</u> |
|-------------|----------------------------------|--------------|---------------------------------|
| B095C | Construction Specialist | C115 | \$36,979 |
| B091C | Construction Supervisor | C116 | \$40,487 |
| B070C | Construction Project Supervisor | C119 | \$49,000 |
| M044C | Associate Professional Counselor | C117 | \$52,977 |
| M020C | Licensed Professional Counselor | C119 | \$60,390 |
| M026C | Licensed Social Worker | C118 | \$50,642 |
| M088C | Licensed Master Social Worker | C120 | \$62,454 |
| M009C | Licensed Certified Social Worker | C121 | \$64,564 |
| L033C | Psychological Examiner | C121 | \$64,915 |
| L097C | ADC Psychologist | C127 | \$83,145 |
| L001C | Psychologist Supervisor | C129 | \$86,072 |

Geographical duty differential, for up to six percent (6%) for the classifications listed below:

| <u>DIFFERENTIAL TYPE</u> | <u>TITLE / CLASS CODE / GRADE</u> | <u>MAXIMUM %</u> |
|--------------------------|--|-------------------------|
| Certification Pay | Substance Abuse Program Leaders, M048C, C116 | 6% |
| Certification Pay | Substance Abuse Program Coord., M023C, C118 | 6% |
| Education | All classifications | Associate's Deg. (1.5%) |
| Education | All classifications | Bachelor's Deg. (3.0%) |
| Education | All classifications | Master's Deg. (4.5%) |
| Education | All classifications | PhD (6.0%) |
| Geographic | ADC/DCC Food Preparation Supervisor, T070C, C114 | 6% |
| Geographic | Institution HR Coordinator, R031C, C115 | 6% |
| Geographic | Computer Support Technician, D079C, C115 | 6% |
| Geographic | ADC Construction Project Supervisor, B070C, C119 | 6% |
| Geographic | ADC/DCC Unit Trainer, E045C, C113 | 6% |
| Geographic | Training Instructor, E046C, C116 | 6% |
| Geographic | Psychological Examiner, L033C, C121 | 6% |
| Geographic | Psychologist, L003C, C127 | 6% |
| Geographic | ADC Psychologist, L097C, C128 | 6% |
| Geographic | Psychologist Supervisor, L001C, C129 | 6% |
| Geographic | Associate Professional Counselor, M044C, C117 | 6% |
| Geographic | Licensed Social Worker, M026C, C118 | 6% |

| | | |
|----------------|--|------|
| Geographic | Licensed Professional Counselor, M020C, C119 | 6% |
| Geographic | Licensed Master Social Worker, M088C, C120 | 6% |
| Geographic | Licensed Certified Social Worker, M009C, C121 | 6% |
| Hazardous Duty | ADC/DCC Food Preparation Supervisor, S056C, C111 | 5.5% |
| Hazardous Duty | ADC/DCC Correctional Officer I, T083C, C112 | 5.5% |
| Hazardous Duty | ADC/DCC Corporal, T075C, C113 | 5.5% |
| Hazardous Duty | ADC/DCC Correctional Sergeant, T065C, C115 | 5.5% |
| Hazardous Duty | ADC/DCC Food Preparation Manager, T059C, C116 | 5.5% |
| Hazardous Duty | ADC/DCC Lieutenant, T054C, C117 | 5.5% |
| Hazardous Duty | ADC/DCC Captain, T048C, C118 | 5.5% |
| Hazardous Duty | ADC/DCC Major, T033C, C120 | 5.5% |

Hazardous duty differential, for up to twelve percent (12%), for the classifications listed below:

| | | |
|----------------|---|-----|
| Hazardous Duty | Psychological Examiner, L033C, C121 | 12% |
| Hazardous Duty | Psychologist, L003C, C127 | 12% |
| Hazardous Duty | Psychologist Supervisor, L001C, C129 | 12% |
| Hazardous Duty | Licensed Social Worker, M026C, C118 | 12% |
| Hazardous Duty | Licensed Professional Counselor, M020C, C119 | 12% |
| Hazardous Duty | Licensed Certified Social Worker, M009C, C121 | 12% |

Certification Pay for Substance Abuse Program Leaders (grade C116) and Substance Abuse Program Coordinators (grade C118), for up to six percent (6%), who have obtained one of the following certifications:

- Certified Alcohol and Drug Counselor (CADC)
- Advanced Certified Alcohol and Drug Counselor (ACADC)
- Certified Criminal Justice Professional (CCJP)
- Certified Co-occurring Disorder Professional (CCDP)

Your favorable review and consideration of this request is appreciated. Should you have questions or need additional information, please do not hesitate to contact.

Sincerely,

Stacia Wood-Lenderman

Stacia Wood-Lenderman
Administrator

The department's use of special Labor Market Rates, geographical duty differential, and hazardous duty pay have contributed to the reduction in turnovers and vacancies with a few positions. However, several positions continue to have a high turnover rate and vacancy rate. Without the approval of the requested pay incentives, the department could revert to the higher turnover rates and vacancies it experienced prior to the initial approval of each.

All **Construction division** positions are located throughout the state. Due to the location of several of the department facilities, finding and recruiting qualified applicants is extremely difficult. Employees hired into these classifications have direct contact with inmates daily and receive no additional pay for the hazardous environment in which they work. An element of danger exists in the performance of job duties because of working areas and inmate labor usage. Heavy lifting may be required. Frequent in-state travel is required and these positions are subject to reassignment anywhere in the state at the Assistant Director's discretion. These positions are governed by state and federal laws and agency policy.

CONSTRUCTION SPECIALIST (S097C), CONSTRUCTION SUPERVISOR (S098C), and ADC CONSTRUCTION PROJECT SUPERVISOR* (S096C)

Since July 2006 the department has utilized a tier plan for construction positions that consists of three levels. Since the title changes with the pay plan implementation, the following career ladder has been authorized:

Construction Project Supervisor - \$49,000 - manages the construction of larger projects, such as new facilities and major additions to existing facilities. They also supervise several employees, including construction superintendent, construction supervisors and project plumber, electrician, and HVAC. Salary survey data for this classification is \$49,500 to \$80,400.

Construction Supervisor - \$40,487 - manages smaller size projects, such as renovation and unit expansions; and, occasionally works under the supervision of the Project Supervisor. Salary survey data for this classification shows an average salary of \$44,700. Over the past year, this classification has experienced an 11% turnover rate.

Construction Specialist - \$36,979 - works under the supervision of either the Construction Supervisor or the Project Supervisor, assisting them with the construction projects.

ADC CONSTRUCTION PROJECT SPECIALIST (S095C)

Construction Project Specialist - \$37,743 - works under supervision and is responsible for installing and maintaining electrical systems, plumbing systems, or refrigeration and air conditioning systems, whichever is pertinent to licensure. Employees must have and maintain licensure as governed by state and federal laws.

ADC/DCC CORRECTIONAL OFFICER I through MAJOR, DEPUTY WARDEN, WARDEN AND ADC SUPERINTENDENT**

Since 2004 the department has utilized the tier plan for ADC/DCC Correctional Officer I positions up to and including Captain's positions. These positions are responsible for the safety and well-being of the inmates and communities in their surrounding areas.

The current Labor Market Rate is divided into three tiers, from minimum-security level units to maximum-security level units. Those facilities in the higher tier are our largest and have an inmate capacity from 1,000 to 1,750.

The tier plan has been adjusted to reflect 10% increments as authorized by Arkansas code 21-5-222 (a) (1) established by Act 1017 of 2011. One exception to this is the Officer First Class in-grade promotion which allows for a 6% increase within the ADC/DCC Correctional Officer I classification, providing special criteria is met.

ADC/DCC Major is the highest rank within the department's security classifications. This is a key position prior to transitioning into a management position. The tier plan for the Major classification, based on the security level of the unit, has been in effect for several years as well.

Since May 2007 the department has utilized the tier plan for Deputy Wardens. Deputy Wardens are key management positions and are the chief operating officers of the facilities. Their responsibilities include directing the execution of correctional policies, procedures, rules and regulations. Incumbents in these positions also manage the facility by performing inspections of unit facilities and overseeing the maintenance of buildings, properties, and equipment. These are also divided into tier levels based on the security level of the facility.

The ADC/DCC Correctional Warden and ADC Superintendent Incentive Program have been utilized by the department since 2000. We utilize the tier rates with salary ranges based on the security levels and complexity of different correctional units as well as those with responsibility over multiple units.

The continuation of previously approved Labor Market Rates is an asset in retaining incumbents by offering a career incentive plan. The Career Ladder Incentive Plan was created for upper level management in a facility setting that provide incentives for employees to take on the duties and responsibilities of the larger units and motivate them to apply for vacant positions. However, attracting them to the geographical locations of these Tier 3 and 4 units (Cummins and Varner Units at Grady and East Arkansas Regional Unit at Marianna) is nearly impossible. These units are located in the delta area, which is rural and socio-economically depressed and does not offer much to attract an applicant and his/her family. (See Attached)

All **Mental Health Division** positions are located throughout the state. With the location of the department facilities, several areas experience extreme difficulty in recruiting qualified applicants. Employees hired into these classifications work in direct contact with inmates and receive no additional pay for the hazardous environment in which they are required to work. In June 2009 many Mental Health positions received approval to provide salaries based on the number of years' experience the selected applicant possessed. (See Attached)

ADC/DCC ADVISOR (M059C)

Utilizing the current Entry to Base salary rate for the ADC/DCC Advisor, we have been able to retain employees in these positions within our department. We did have a 9% turnover rate during the past twelve months, but we currently only have four (4) vacancies. Maintaining the entry to base rate will enable us to continue to recruit and

retain employees. Having the authority to offer the special entry rate has reduced the turnover rate within the department.

LICENSED PROFESSIONAL COUNSELOR* (M020C)

Inmates' mental health issues have been one of the leading issues of concern, not only in Arkansas, but also in the entire United States. There has been tremendous growth of the inmate population with mental health issues. The overall impact of our mental health programs affects thousands of inmates annually.

Potential new employees who are licensed and qualified are not drawn to the rural locations of many of our units or the work environment, which requires working daily in close contact with inmates during counseling and classroom sessions. We must be able to recruit licensed individuals in these positions to comply with DOJ and American Correctional Association (ACA) provisions.

The Licensed Professional Counselor is a requirement of the Arkansas State Board of Examiners in Counseling. In order to be licensed as a professional, one must have completed a sixty (60) hour graduate program, passed the National Counselor Examiner, have three (3) years of successful post graduate supervised experience with a board certified supervisor, and pass a second oral examination.

The continuation of this rate for Licensed Professional Counselor will continue to give us the ability to have more licensed individuals on staff in more program areas. This will greatly assist us in meeting the credentials for compliance with DOJ and ACA provisions.

LICENSED SOCIAL WORKER* (M026C), LICENSED MASTER SOCIAL WORKER* (M088C), and LICENSED CERTIFIED SOCIAL WORKER* (M009C)

We currently have a Licensure Tier Program with Licensed Social Worker, Licensed Master Social Worker, and Licensed Certified Social Worker classifications that we wish to continue. Employees with a state license may enter the Licensed Social Worker at \$37,500. Those individuals with a state master's level license are eligible for Licensed Master Social Worker at \$43,500. Individuals with a state certified level license plus two years' experience are eligible for Licensed Certified Social Worker at \$49,948. The turnover rate for the Licensed Certified Social Worker over the past year is 29%. The Licensed Master Social Worker has a turnover rate of 22% with three (3) positions currently vacant.

PSYCHOLOGICAL EXAMINER* (L033C)

We currently have a Tier Program with the Psychological Examiner classification that we wish to continue. Employees with a state license are eligible for \$45,000. Those individuals with a state license and two years' experience are eligible for \$47,342, and those individuals with a state license and four years' experience are eligible for \$49,684. Salary survey data for this classification is \$47,600 to \$73,200.

ADC PSYCHOLOGIST* (L097C) and PSYCHOLOGIST SUPERVISOR* (L001C)

We are requesting to continue the labor market rates for these classifications. The department has consistently experienced difficulty in securing qualified applicants, even though we utilize the labor market rate. As we all know, inmates are not the most desirable clientele to work with or work around, and there is the stigma of working in a

correctional setting with felons, which makes recruiting professional applicants very difficult.

The department has facilities located throughout the state, some in locations that are a distance from significant numbers of qualified applicants and in communities where attracting desirable applicants is usually very difficult.

Due to a competitive labor market in those regions, the department has difficulty competing for qualified applicants. The time involved in securing all the levels of approval to pay a salary above the pay plan entry and base rate results in applicants not waiting and securing employment elsewhere.

All Psychologists work with the full range of inmates, from the seriously mentally ill to administrative segregation (maximum security) inmates. These positions provide clinical supervision and oversight to facilities other than their unit of assignment.

This, along with other stated conditions have made these positions very difficult to fill, as well as retain employees. Therefore, we are requesting to continue the labor market special entry rate of \$70,000 for ADC Psychologist and \$72,600 for Psychologist Supervisor. We currently have five (5) vacant ADC Psychologist positions.

SUBSTANCE ABUSE PROGRAM LEADER (M048C) and SUBSTANCE ABUSE PROGRAM COORDINATOR (M023C)

Utilizing the current Labor Market Special Entry Rate for the Substance Abuse Program Leader and Substance Abuse Program Coordinator, we have been able to retain employees in these positions within our department. We did have a 13% turnover rate during the past twelve months, but we currently only have one vacancy. Maintaining the special entry rate will enable us to recruit and retain employees in order to keep the turnover rate as low as possible.

We currently have a Certification Tier Program with the Substance Abuse Program Leader classification that we wish to continue. Employees without certification will enter the classification at the current special entry rate of \$32,604.00. Those individuals classified as a Certified Alcohol Drug Counselor (CADC) or AD ADC and have two years related experience may enter the position with an additional 6% certification pay. We also have a Certification Tier Program with the Substance Abuse Program Coordinator that we wish to continue. Employees without certification will enter the classification at the entry rate. Those individuals qualified as a Certified Clinical Supervisor, with a certificate, may enter the position with an additional 6% certification pay. Salary survey data for these classifications are \$34,300 to \$61,400.

ADC/DCC FOOD PREPARATION SUPERVISOR* (T070C) and ADC/DCC FOOD PREPARATION MANAGER (T059C)****

Turnover for the ADC/DCC Food Preparation Supervisor classification in the past year has been at 13%. Five (5) positions are currently vacant. We have utilized the 6% Geographic Differential, which has aided with filling ADC/DCC Food Preparation Supervisor positions. We request this be continued in order to maintain and reduce the turnover rate and to be able to retain employees.

The Entry to Base salary rate has greatly aided with the reduction of turnover for the ADC/DCC Food Preparation Manager classification. Turnover for this position was 6% over the last year.

INSTITUTION HR COORDINATOR* (R031C)

This classification is responsible for human resources activities at the unit level, which covers a wide range of duties, such as recruitment of applicants for a diverse workforce, state/agency policies and procedures interpretation, staff supervision, benefits coordination, and AASIS time entry or approval. In the last year, the turnover rate has been 13%. As you are aware, the majority of our units are located in rural settings where the pool for qualified applicants is significantly reduced, and we are at a disadvantage to attract applicants to these areas. The median salary survey data for this classification is \$40,400.00.

COMPUTER SUPPORT TECHNICIAN* (D079C)

Positions in this classification are under our Information Technology Division with positions physically located both at the Administrative Annex East and at various units throughout the state. They are responsible for maintaining, analyzing, troubleshooting, and repairing computer systems, hardware, and computer peripherals. They also support and maintain user rights, security, and systems groups.

This is a classification in which we have been having difficulty recruiting and retaining employees. Within the past twelve months, six (six) employees left these positions leaving us with a 38% turnover rate. Our department strives to move forward in the area of information technology with many projects such as: configuring of all copiers for network print/scan with mailbox capabilities; designing and setting up all facilities with network print devices; eliminating the need for the majority of local desktop printers; setting up and configuring of all network devices, switches, bridges, access points, etc. for network use and management; writing custom SQL reports for licensing issues; managing AD Users and groups for software deployment; networking monitoring by writing Linux commands to monitor and warn of network and computer issues all over the state; mobile application and device management; building and designing mobile applications for our IOS devices and managing the devices by writing group policy; deploying group policy to IOS device; and, managing lost/stolen devices. The median salary survey data for this classification is \$37,000.00.

TRAINING INSTRUCTOR* (E046C)

The Training Instructor is responsible for developing, coordinating, and conducting training classes at our department training academy. Over the past year, the turnover rate has been excessive at a rate of 86%.

ADC INDUSTRIAL SUPERVISOR I (S043C)

Positions in this classification are under our Industry Division with positions physically located at various units throughout the state. They are responsible for overseeing the production of various products created by Arkansas Correctional Industries.

This is a classification in which we have been having difficulty recruiting and retaining employees. Within the past twelve months, five (5) employees left these positions leaving us with a 24% turnover rate.

CHAPLAIN (M057C)

Positions in this classification are under our Chaplaincy Division with positions physically located at various units throughout the state. They are responsible for overseeing and providing religious programs to the inmates. Workshops are developed and offered to inmates by the Chaplains. Chaplains are also responsible for monitoring the activities of the Religious Volunteers. This position had a 19% turnover rate over the past twelve months.

In addition to the above salary continuation requests, we request the continuation of the education differential. This is an incentive that encourages incumbents to continue their education to help prepare them for management positions. The experience they gain within the department and the education they receive helps build our future leaders.

- * Denotes positions previously approved for geographical duty differential for up to 6%.
- ** Denotes positions previously approved for hazardous duty pay for 5.5%. Positions located in maximum security areas are approved for maximum hazardous duty pay for 11%.

Arkansas Department of Correction

| Years of experience | L001C Psychologist Supervisor C129 | L097C ADC Psychologist C128 | L033C Psychological Examiner C121 | M009C Licensed Certified Social Worker C121 | M088C Licensed Master Social Worker C120 | M026C Licensed Social Worker C118 | M020C Licensed Professional Counselor C119 | M044C Associate Professional Counselor C117 |
|---------------------|--|-----------------------------------|---|---|--|---|--|---|
| 0 | \$65,000.00 | | \$45,000.00 | | \$43,500.00 | \$37,500.00 | | \$43,500.00 |
| 1 | \$66,053.00 | \$66,100.00 | \$46,171.00 | | \$44,553.00 | \$38,157.00 | | \$44,553.00 |
| 2 | \$67,106.00 | \$66,997.00 | \$47,342.00 | \$49,948.00 | \$45,606.00 | \$38,814.00 | \$48,000.00 | \$45,606.00 |
| 3 | \$68,159.00 | \$67,894.00 | \$47,513.00 | \$50,922.00 | \$46,659.00 | \$39,471.00 | \$48,728.00 | \$46,659.00 |
| 4 | \$69,212.00 | \$68,791.00 | \$49,684.00 | \$51,896.00 | \$47,712.00 | \$40,128.00 | \$49,456.00 | \$47,712.00 |
| 5 | \$70,265.00 | \$69,688.00 | \$50,855.00 | \$52,870.00 | \$48,765.00 | \$40,785.00 | \$50,184.00 | \$48,765.00 |
| 6 | \$71,318.00 | \$70,585.00 | \$52,023.00 | \$53,844.00 | \$49,818.00 | \$41,442.00 | \$50,912.00 | \$49,818.00 |
| 7 | \$72,371.00 | \$71,482.00 | \$53,197.00 | \$54,818.00 | \$50,871.00 | \$42,099.00 | \$51,640.00 | \$50,871.00 |
| 8 | \$73,424.00 | \$72,379.00 | \$54,368.00 | \$55,792.00 | \$51,924.00 | \$42,756.00 | \$52,368.00 | \$51,924.00 |
| 9 | \$74,477.00 | \$73,276.00 | \$55,539.00 | \$56,766.00 | \$52,977.00 | \$43,413.00 | \$53,096.00 | \$52,977.00 |
| 10 | \$75,530.00 | \$74,173.00 | \$56,710.00 | \$57,740.00 | \$54,030.00 | \$44,070.00 | \$53,824.00 | |
| 11 | \$76,583.00 | \$75,070.00 | \$57,881.00 | \$58,714.00 | \$55,083.00 | \$44,727.00 | \$54,552.00 | |
| 12 | \$77,636.00 | \$75,967.00 | \$59,052.00 | \$59,688.00 | \$56,136.00 | \$45,384.00 | \$55,280.00 | |
| 13 | \$78,689.00 | \$76,864.00 | \$60,223.00 | \$60,662.00 | \$57,189.00 | \$46,041.00 | \$56,008.00 | |
| 14 | \$79,742.00 | \$77,761.00 | \$61,394.00 | \$61,636.00 | \$58,242.00 | \$46,700.00 | \$56,736.00 | |
| 15 | \$80,795.00 | \$78,658.00 | \$62,565.00 | \$62,616.00 | \$59,295.00 | \$47,357.00 | \$57,464.00 | |
| 16 | \$81,848.00 | \$79,555.00 | \$63,736.00 | \$63,592.00 | \$60,348.00 | \$48,014.00 | \$58,192.00 | |
| 17 | \$82,901.00 | \$80,452.00 | \$64,915.00 | \$64,564.00 | \$61,401.00 | \$48,671.00 | \$58,920.00 | |
| 18 | \$83,954.00 | \$81,349.00 | | | \$62,454.00 | \$49,328.00 | \$59,648.00 | |
| 19 | \$85,007.00 | \$82,246.00 | | | | \$49,985.00 | \$60,390.00 | |
| 20 | \$86,072.00 | \$83,145.00 | | | | \$50,642.00 | | |