



**STATE OF MONTANA
DEPARTMENT OF CORRECTIONS
POLICY DIRECTIVE**

Policy No. DOC 3.1.34	Subject: CORRECTIONAL FACILITY STAFFING
Chapter 3: FACILITY/PROGRAM OPERATIONS	Page 1 of 4 and Attachment
Section 1: Security Operations	Effective Date: Aug. 1, 1998
Signature: /s/ Mike Ferriter, Director	Revised: 06/11/12

I. POLICY

The Department of Corrections facilities will maintain adequate levels of staffing to ensure public safety and provide a safe and secure work and living environment for staff and offenders.

II. APPLICABILITY

The Department-owned facilities to include Riverside and Pine Hills Youth Correctional Facilities, Montana State Prison, Montana Women's Prison, Montana Correctional Enterprises, Treasure State Correctional Training Center, and contracted facilities, as specified in contract.

III. DEFINITIONS

Facility – Refers to any prison, correctional facility, correctional or training program under Department jurisdiction or contract.

Post Chart – A list or chart that outlines all facility positions, work locations, shifts or hours of work, and other applicable information.

Shift Relief Factor – The process used to determine the number of staff necessary to fill posts and positions determined essential for safe and secure facility operation.

Staffing Analysis – Determining the right number of staff in the right place at the right time doing the right things or tasks.

IV. DEPARTMENT DIRECTIVES

A. Issues Influencing Staffing

1. Each facility administrator, or designee, is responsible for ensuring provision of activities and services consistent with:
 - a. mission statements;
 - b. good correctional practice;
 - c. legal mandates;
 - d. national standards; and
 - e. constitutional requirements.
2. The facility administrator, or designee, will ensure the following are addressed when analyzing staffing needs:
 - a. number of offenders;
 - b. offender classification and security needs;
 - c. physical plant requirements;

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- d. internal and external security capabilities;
 - e. health care services;
 - f. meal schedules;
 - g. visiting requirements;
 - h. transportation and escort needs;
 - i. educational and vocational programming;
 - j. treatment, recreational, religious programming;
 - k. disciplinary procedures;
 - l. operational characteristics unique to each facility;
 - m. shift relief factors;
 - n. offender movement and schedules;
 - o. types of contracted services;
 - p. statutory and agency policy requirements;
 - q. applicable standards, court decisions, conditions of confinement; and
 - r. contractual requirements.
3. The facility physical plant layout influences staffing levels in the following areas:
 - a. internal/external security capabilities;
 - b. appropriate offender classification;
 - c. maintaining sight and sound contact with offenders;
 - d. facilitating personal interaction between staff and offenders;
 - e. patterns of activity and movement; and
 - f. ability and methods of supervision.
 4. The operational needs of each facility will determine the number of established posts. Facilities will establish staffing patterns based, in part, on the following operational factors:
 - a. offender classification/identified needs;
 - b. nature of offender population;
 - c. gender staffing requirements;
 - d. number of offenders;
 - e. work and industry programs;
 - f. transportation schedules;
 - g. medical care;
 - h. scope of services;
 - i. court-mandated services;
 - j. frequency of disciplinary incidents;
 - k. offender assaults (on offenders and staff);
 - l. impact of physical plant on custody levels; and
 - m. direct supervision model of security.
 5. Regulatory and outside agencies often impose restrictions or requirements on correctional facilities that may affect staffing, for example:
 - a. bargaining unit agreement;
 - b. court orders;
 - c. consent decrees/settlement orders;
 - d. state and federal regulations; and

- e. standards imposed by sanctioning/licensing bodies.

B. Shift Relief Factors

1. Facility staff will complete the following duties:
 - a. use shift relief factor calculations based on the [Sample Format for Calculating Facility Shift Relief Factors](#) to determine staff required to operate each post;
 - b. develop and update based on changes in the staffing pattern, a post chart to identify posts on each shift and when a post is manned or unmanned to determine adequate staffing levels; and
 - c. review shift relief factors annually and use them as a basis to determine the appropriate number of staff required to operate all identified posts or positions.
2. An incorrectly calculated or applied shift relief factor may result in inadequate coverage of critical posts or positions, or in the inappropriate and costly use of overtime or compensatory time.
3. Each facility's shift relief factors may differ due to facility design, staffing needs, and offender custody levels.

C. Conducting a Staff Analysis

1. Each facility's unique features may preclude the establishment of staffing ratios that can be applied to all, or similar, correctional facilities.
2. Facility staff may utilize methods covered in staff analysis training such as task, outcome, process, and comparative analyses, in addition to utilizing shift relief factors, to determine required posts/positions.
3. A facility administrator, or designee, may determine which posts or positions require staffing to ensure a safe and secure operation.
4. The Department recommends that:
 - a. each facility conduct a thorough staffing analysis of every post/position biennially, or when facility changes occur that warrant a staffing pattern review; and
 - b. the facility administrator establish a team of experienced correctional professionals to include facility staff, Department central office staff, and employees from other Department facilities or external agencies to conduct the staffing analysis.
5. Facility administrators will ensure that the results of staffing analyses, the calculations used to determine shift relief factors, and the recommended staffing patterns are submitted to the Department director for review, discussion, and approval.
6. The Department director will use the staffing analyses results to determine how Department fiscal resources may be requested and allocated.

V. CLOSING

Questions concerning this policy should be directed to the Department director or the facility administrator.

VI. REFERENCES

- A. [2-15-112, MCA](#); [53-1-203, MCA](#)
- B. 4-4177, 4-4180, 4-4181; *ACA Standards for Adult Correctional Institutions, 4th Edition*
- C. 3-JTS-3A-04, 3-JTS-3A-07; *ACA Standards for Juvenile Correctional Facilities, 2003*
- D. *ACA Guidelines for Development of a Security Program, Third Edition*

VII. ATTACHMENT

[Sample Format for Calculating Facility Shift Relief Factors](#) [PDF](#)