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THE ENTRY LEVEL SECURITY POSITION--A NATIONAL STUDY*

By

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NATIONAL SECURITY STUDY

The Criminal Justice system of today is becoming the most publicly scrutinized system in modern times. Law enforcement, courts, correctional systems, and the many related agencies are being criticized by some and lauded by others--probably both sides having elements of truth and falsicity. One area of agreement among critics, however, is that which is relevant to the need of quality personnel working in the system. Referred to as the "manpower crisis", this undoubtedly is a critical issue criminal justice faces today.

Although the need to continue the updating of information with regard to the many aspects of the "manpower crisis" is needed in each sector of the Criminal Justice system, this paper focuses on the state adult correctional institutions. Furthermore, in view of the many questions to be investigated within these institutions, the question of interest is in regard to the entry-level security position. The factors relevant to attracting qualified personnel for employment in these security positions constitute the main focus of this paper.

Methodology

A questionnaire was developed and mailed to each of the fifty state institutions during May, 1974. A variety of questions were asked. These were designed to describe what a prospective employee may find when applying for an entry level security position. This position was specified in the questionnaire as "...the lowest entry level security position within a prison institution, and described

as prison guards, custodial officers, correctional officers, etc."

Of further interest was major geographic differences among the factors studied. The responding 45 institutions are accordingly broken into geographical areas as depicted in FIGURE 1.

<u>MIDWEST</u>	<u>SOUTHEAST</u>	<u>NORTHEAST</u>	<u>SOUTHWEST</u>	<u>NORTHWEST</u>
Illinois	Alabama	Connecticut	Arizona	Idaho
Iowa	Arkansas	Indiana	California	Montana
Minnesota	Florida	Maine	Colorado	Oregon
Missouri	Georgia	Maryland	Hawaii	Washington
Nebraska	Kentucky	Michigan	Nevada	Wyoming
North Dakota	Louisiana	New Hampshire	New Mexico	
Oklahoma	Mississippi	New Jersey	Texas	
South Dakota	North Carolina	New York	Utah	
Wisconsin	South Carolina	Ohio		
	Tennessee	Pennsylvania		
	Virginia	Rhode Island		
		Vermont		

FIGURE 1

GEOGRAPHIC GROUPING OF THE FORTY-FIVE
RESPONDING STATES

The basis of the resultant groups was not according to any hard and fast rule. However, the group designation was devised in an effort to associate states on the basis of similar economic, industrial, and cultural characteristics.

The paper is developed from the perspective of the potential employee. This was accomplished by attempting to "ask" the questions which are typically utmost in the mind of a job seeker, and then by analyzing the results of the questionnaire, answers to these questions were posed. The geographical breakdown is maintained

in the analysis simply because of the possible and/or probable need to detect any major differences between clusters of states. It is well recognized that any empirical differences must be interpreted with respect to the varied regional differences already known. However, this is presented for the readers' own interpretations.

"WHAT CAN I EXPECT TO BEGIN MAKING PER MONTH?"

The national range is from a low of \$485 per month to a high of \$938 per month. The distribution of salaries is shown in Table 1. It should be noted that many states reported a salary range. In those cases, the mid-point is taken as the best indicator of the starting salary because an employee is likely to achieve a raise in the first year and thus can expect to be making approximately that much at that time.

TABLE 1

MONTHLY SALARY RANGES PER MONTH OF ENTRY LEVEL POSITIONS
BY GEOGRAPHIC AREA

Salary Range Per Month	Total	SOUTHEAST	NORTHEAST	MIDWEST	SOUTHWEST	NORTHWEST
\$450-499	3	3	0	0	0	0
500-599	14	4	2	5	2	1
600-699	20	5	5	4	4	2
700-799	12	2	3	3	2	2
800-above	4	0	3	0	1	0
Total States Responding	45*					
Mean Salary	650.9151	597.7143	703.3462	632.8333	671.7222	669.5000
SD	98.2650	90.3684	100.8836	79.9305	91.6245	74.8331

*These salary frequencies do not necessarily add up to the number of states responding to this item because six states had more than one entry level position.

Geographically, the Southeast states generally had the lowest beginning salary--all three of the states reporting salaries of less than \$500 per month were in the Southeast. The states having salaries above \$800 per month were all, except one, in the Northeast. The exception, California, reported a starting range for the Correctional Officer of \$870-1,007 per month.

"HOW MANY PERSONNEL ARE NOW EMPLOYED IN THE SECURITY
LEVEL POSITION?"

A wide variation exists in the total number of entry level employees. The figures are from a low of 20 (North Dakota) to a high of 4,606 (New York). As seen in Table 2, there is no consistent pattern due to the geographic location of the states. However as expected, the Northeast states did dominate the higher number of personnel categories.

TABLE 2
NUMBER OF PERSONNEL IN ENTRY LEVEL POSITIONS
BY GEOGRAPHIC AREA

Number of Personnel	GEOGRAPHIC AREA					
	Total	SOUTHEAST	NORTHEAST	MIDWEST	SOUTHWEST	NORTHWEST
00-50	8	0	2	2	2	2
51-100	6	3	0	1	1	1
101-300	13	4	4	0	2	3
301-500	9	5	1	1	1	1
501-700	3	1	0	1	1	0
701-above	8	2	5	0	1	0
Total States Reporting	39*					
Mean Number Personnel	320.6277	348.8667	437.9167	225.3000	291.0000	161.0714
SD	268.2453	230.4321	136.9916	234.1581	267.3255	123.2553

*These personnel frequencies do not necessarily add up to the number of states responding to this item because six states had more than one entry level position.

"WHAT ARE THE PROMOTIONAL OPPORTUNITIES AVAILABLE ABOVE
ENTRY LEVEL POSITION?"

There are three major considerations when considering promotional opportunities. These are length of time before promotion, the factors weighed by the employer when considering a person for promotion, and the increase in salary expected when promotions are earned.

You can expect to remain in the system for more than a year before being considered for promotion. The major exception according to geographical location is in the Southeastern states. As shown in Table 3, of the eleven Southeastern states responding to this question, almost half indicated twelve months or less. Although data was not specifically gathered concerning how such factors as experiences and education could shorten the promotional time-span, it is anticipated that these factors could play an important part in the process.

The second consideration concerning promotions is what factors are considered? Furthermore, what relative importance is given these factors when considering a person for promotion? Table 4 presents data on five factors investigated. The state departments were asked to rate each factor on a five point scale with "1" representing the value of least importance. The results reveal that in all geographical sections job performance is, on the average, consistently the highest. Although the variations are not reported, the consistent tendency was for each state to rank job performance the highest. On the opposite side, prior military service ranked consistently lowest. Educational experience, prior

correctional experience, and seniority all ranked approximately the same. One major exception is that the Northwest states ranked seniority on a par with military experience and emphasized prior experience as an important factor.

The increase in promotional salary over that of the initial starting salary varies extensively throughout the systems studied. The distribution of the starting salaries is given in Table 5. The average increase for all states is approximately \$88 per month. Again, in computing this last figure, where salary ranges were given, the midpoint was used in the calculation. A further analysis of salary increase due to promotion, indicates that sixty-seven times out of one-hundred, the salary increase will be between \$26 per month and \$150 per month depending on the system. As previously seen, it will take at least a year to achieve this increase.

TABLE 3

FREQUENCY DISTRIBUTION OF MONTHS BEFORE PROMOTION,
BY GEOGRAPHICAL AREA

Months Before Promotion	GEOGRAPHIC AREA					
	Total	SOUTHEAST	NORTHEAST	MIDWEST	SOUTHWEST	NORTHWEST
4-7	7	2	1	2	2	0
8-12	3	2	1	0	0	0
More than 12	32	7	9	7	5	4

TABLE 4

AVERAGE RATINGS OF PROMOTIONAL FACTORS ON A 1 (least importance)
TO 5 (most important) SCALE BY GEOGRAPHIC AREA

RATING CATEGORIES					
Geographical Area	Educational Experience	Prior Correctional Experience	Military Experience	Seniority	Job Performance
SOUTHEAST	2.8	2.8	3.0	3.1	3.6
NORTHEAST	2.5	2.7	1.4	2.1	3.5
MIDWEST	2.5	2.5	1.2	2.4	4.4
SOUTHWEST	3.0	2.8	2.4	3.0	3.5
NORTHWEST	2.6	3.2	1.8	1.6	3.6

TABLE 5

MONTHLY SALARY DISTRIBUTION OF POSITIONS SECURITY OFFICERS ARE MOST COMMONLY PROMOTED TO, BY GEOGRAPHICAL AREA

GEOGRAPHICAL AREA

Salary Ranges Per Month	Total	SOUTHEAST	NORTHEAST	MIDWEST	SOUTHWEST	NORTHWEST
\$501-599	6	3	2	1	0	0
600-699	10	3	1	2	2	2
700-799	15	6	3	1	2	3
800-899	8	0	3	3	2	0
900-999	2	0	2	0	0	0
1000-above	3	0	0	0	2	1

Total States 43*
Reporting
Mean Salary
SD

*These salary frequencies do not necessarily add up to the number of states responding to this item because six states had more than one entry level position.

"IF I HAVE EXPERIENCE IN THE CORRECTIONAL FIELD AND/OR HAVE A COLLEGE DEGREE, IS IT POSSIBLE TO LATERALLY ENTER THE SYSTEM ABOVE THE ENTRY LEVEL SECURITY POSITION?"

The question on lateral entry received a divided response. In answering a simple, "yes, we do have lateral entry" or "no, we do not", the states split with most reporting "no". Table 6 shows the response. The Southwest states overwhelmingly reported "no" while the other states were more balanced in their lateral entry position even though still favoring "no". Even when many states reported "yes", there was frequently a comment supplied stating lateral entry was possible but very infrequent.

It should be emphasized that this data is only concerned with those positions directly within the security function of the penal systems. Thus, lateral entry into the branches of administration or research, for example, is not indicated as prohibitive by this research. It may be expected, however, that some experience is needed for assuming such non-security positions, thus, education alone is not sufficient although perhaps necessary.

TABLE 6

DEPARTMENTS POSITIONS ON LATERAL ENTRY, BY GEOGRAPHIC AREA

GEOGRAPHICAL AREA						
Lateral Entry	Total	SOUTHEAST	NORTHEAST	MIDWEST	SOUTHWEST	NORTHWEST
1 = Yes	16	5	5	4	1	1
2 = No	29	6	7	5	7	4

"WHAT TYPE OF INSURANCE PROGRAMS ARE AVAILABLE AND HOW MUCH WILL THE STATE CONTRIBUTE TOWARD THE PREMIUM?"

The most generally reported types of insurance was group, health, and life. In almost all cases, the contribution by the states was in excess of seventy-five percent of the premiums. In many of the states, the contribution was one hundred percent. These percentages typically were specified for the employee only. If dependents are insured then the state contribution is decreased to ranges of no contribution to twenty-five percent.

Other types of insurance were available in specific states. These include workmen's compensation, disability, and dental. The state contributions for these were typically less than seventy-five percent.

TABLE 7

AVAILABILITY OF INSURANCE PROGRAMS THROUGH THE DEPARTMENT
BY GEOGRAPHICAL AREAS

Insurance Available	Total	SOUTHEAST	NORTHEAST	MIDWEST	SOUTHWEST	NORTHWEST
1 = Yes	42	9	11	10	7	5
2 = No	0	0	0	0	0	0

"ARE UNIFORMS REQUIRED?"

All forty-four states responded to the question. Forty states indicated that uniforms were required and were also furnished. Several of these states did note, however, that some entry level assignments were at units in their systems which did not require uniforms. Two states, both in the Southwest, report uniforms were required but not furnished. One Southwest state, Utah, reported no uniform requirement.

TABLE 8

UNIFORM REQUIREMENTS, BY GEOGRAPHIC AREA

Uniform Requirement	GEOGRAPHICAL AREA					
	Total	SOUTHEAST	NORTHEAST	MIDWEST	SOUTHWEST	NORTHWEST
1-yes, prvd.	40	9	12	10	4	5
2-yes, not prvd.	2	0	0	0	2	0
3-no	1	0	0	0	1	0

"ARE LAUNDRY SERVICES PROVIDED?"

Each of the states in the study responded to the question. Twenty-nine states reported laundry services for uniforms only with no geographical differences. Four states, either in the Mid-west or Southwest, reported laundry availability for all clothing at no cost. These services are for the employee only. Twelve states reported no laundry services.

TABLE 9

LAUNDRY SERVICES AVAILABILITY, BY GEOGRAPHICAL AREA

Laundry Services.	GEOGRAPHIC AREA					
	Total	SOUTHEAST	NORTHEAST	MIDWEST	SOUTHWEST	NORTHWEST
1-Yes, uniforms only	29	7	8	6	3	5
2-Yes, all clothing	4	0	0	2	2	0
3-No	12	4	4	1	3	0

"IS HOUSING AVAILABLE, AND IF SO, WHAT IS THE COST?"

For the single employee, eleven of the forty-three states responding to the question indicated dormitories were provided. The associated costs were either none or minimal, i.e., less than ten dollars per month. This type of housing was predominant in the Southeast states. Twenty-nine states reported no single housing available.

For married housing, thirty-seven states reported no housing available. Four states did indicate that a trailer park was available. The cost data for a trailer park indicated that utilities were the only source of cost.

TABLE 10

AVAILABILITY OF HOUSING FOR THE SINGLE EMPLOYEE,
BY GEOGRAPHIC AREA

		GEOGRAPHICAL AREA				
Housing	Total	SOUTHEAST	NORTHEAST	MIDWEST	SOUTHWEST	NORTHWEST
1 - Yes	14	6	2	3	1	2
6 - No	29	3	9	7	7	3

TABLE 11

AVAILABILITY OF HOUSING FOR THE MARRIED EMPLOYEE, BY
GEOGRAPHIC AREA

GEOGRAPHIC AREA

Housing	Total	SOUTHEAST	NORTHEAST	MIDWEST	SOUTHWEST	NORTHWEST
1 = Yes	5	3	0	0	1	1
5 = No	37	5	11	10	7	4

"ARE MEALS PROVIDED?"

Eighteen states reported meals are provided free of charge, Twelve states reported meals were available for a fee. Where indicated, the average cost of a meal was approximately fifty cents. Many states emphasized that there were restrictions on meals in that the employee must be on duty. Thirteen states reported no meals to be available. There were no geographical differences.

TABLE 12

PROVISION OF MEALS FOR EMPLOYEE, BY GEOGRAPHIC AREA

		GEOGRAPHIC AREA				
Meals	Total	SOUTHEAST	NORTHEAST	MIDWEST	SOUTHWEST	NORTHWEST
1 - Yes for a fee	12	4	4	1	1	2
2 - Yes free	18	3	6	4	3	2
3 - No	13	4	1	3	4	1

"WHAT CAN I EXPECT IN TERMS OF SICK LEAVE, HOLIDAYS, AND VACATIONS?"

These data are presented in Tables 13, 14, and 15. The number of sick leave days and vacation days were predominantly in the eleven to fifteen day range. No geographical differences are noted. The "other" category was utilized where states computed leave on a state-specified system, i.e., where an employee earns so many days for each thirty days worked.

The number of holidays reported were still largely in the eleven to fifteen day range. However, eighteen of the states did report from six to ten days.

TABLE 13

AMOUNT OF SICK LEAVE PER YEAR PROVIDED BY GEOGRAPHIC AREA

Sick Leave (days)	GEOGRAPHICAL AREA					
	Total	SOUTHEAST	NORTHEAST	MIDWEST	SOUTHWEST	NORTHWEST
6-10	3	1	1	1	0	0
11-15	34	10	7	6	7	4
Other	8	0	4	2	1	1

TABLE 14

AMOUNT OF VACATION DAYS PER YEAR, BY GEOGRAPHICAL AREA

Days	GEOGRAPHICAL AREA					
	Total	SOUTHEAST	NORTHEAST	MIDWEST	SOUTHWEST	NORTHWEST
6-10	5	1	2	2		0
11-15	32	10	6	6	6	4
Other	7	0	3	1	2	1

TABLE 15

AMOUNT OF HOLIDAYS PER YEAR, BY GEOGRAPHIC AREA

GEOGRAPHICAL AREA

Days	Total	SOUTHEAST	NORTHEAST	MIDWEST	SOUTHWEST	NORTHWEST
6-10	18	3	4	6	2	3
11-15	26	7	8	3	6	2
Other	1	1	0	0	0	0

"WILL MY SALARY BE DEDUCTED FOR RETIREMENT?"

All states indicated a retirement system and the gross salary is likely to have some deduction for these retirement benefits. Table 16 reports the geographical breakdown.

The expectation is that between five and nine percent of the gross salary will be deducted. Two states reported ten or more percent. The actual figures were ten percent and twenty percent.

TABLE 16

PERCENT OF GROSS SALARY TOWARD RETIREMENT, BY GEOGRAPHICAL
AREAS

Per Cent Gross Salary	GEOGRAPHICAL AREA					
	Total	SE	NE	NW	SW	NW
Zero	3	0	1	2	0	0
1-4	9	3	2	3	0	1
5-9	27	7	8	2	6	4
10 or more	2	0	0	1	1	0

"WHAT IS THE EDUCATIONAL LEVEL REQUIRED OF THE ENTRY
LEVEL POSITIONS?"

Table 17 reports these data. Almost one-third of the states have a minimum of less than a high-school education. None have a college credit requirement.

TABLE 17

EDUCATIONAL LEVEL REQUIRED OF ENTRY LEVEL SECURITY EMPLOYEES,
BY GEOGRAPHICAL AREA

Average Education	GEOGRAPHICAL AREA					
	Total	SOUTHEAST	NORTHEAST	MIDWEST	SOUTHWEST	NORTHWEST
Less than highschool	13	2	4	3	3	1
High school or GED	31	8	8	7	4	4

"ARE THERE FACTORS WHICH WOULD AUTOMATICALLY EXCLUDE ME FROM EMPLOYMENT?"

Data was collected about the exclusionary factors of traffic violations, misdemeanor convictions, drug involvement, felony convictions with no incarceration at the state or federal level, and ex-convicts. The results are shown in Table 18.

TABLE 18

EXCLUSIONARY FACTORS PROHIBITING EMPLOYMENT IN ENTRY LEVEL SECURITY POSITIONS, BY GEOGRAPHIC AREA

Geographical Area	Traffic Violations		Misdemeanors		Drug Involvement		Felony		Ex-Convict	
	Yes	No	Yes	No	Yes	NO	Yes	No	Yes	No
Total	0	45	4	41	24	21	26	19	20	25
Southeast	0	11	1	10	7	4	7	4	6	5
Northeast	0	12	1	11	7	5	8	4	5	7
Midwest	0	9	2	7	3	6	3	6	3	6
Southwest	0	8	0	8	4	4	5	3	3	5
Northwest	0	5	0	5	3	2	3	2	3	2

The continuum, from traffic violations to the status of ex-convict, is suggested as degrees of seriousness of societal deviance, with the possible exception of drug involvement. The latter was included as it is a factor considered by at least some criminal justice agencies.

No department excludes an applicant because of traffic violations, while four departments did report misdemeanors were grounds for exclusion from employment. On the drug involvement factor, 24 departments reported exclusion from employment while 21 reported this factor alone would not be sufficient for exclusion. It is noted that six out of nine of the midwestern states reported that drug involvement alone was not sufficient for exclusion.

Concerning the felony and ex-convict factors, a felony conviction is an exclusionary factor for 26 out of the 45 states responding to the question. The results for employing ex-convicts were almost exactly reversed. These latter two factor results seem to indicate that no one item in an individual's background is reason for non-employment in over half of the departments responding. Many departments made note that many factors are considered conjunctively. In fact, the general conclusion is that most departments judge a potential employee's background by a combination of factors, and not simply on the basis of a single factor.

"WHAT IS THE MINIMUM AGE FOR CORRECTIONAL EMPLOYMENT? CAN I ENTER INTO THE SYSTEM DIRECTLY FROM HIGH SCHOOL?"

Table 19 reports the data relevant to these questions. Assuming that you are eighteen years of age when completing high school, you would be ineligible in over half of the reporting departments. This exclusion does not appear geographically related.

TABLE 19

MINIMUM AGE REQUIREMENTS FOR ENTRY LEVEL SECURITY POSITIONS,
BY GEOGRAPHICAL AREA

Minimum Age (Years)	Total	SOUTHEAST	NORTHEAST	MIDWEST	SOUTHWEST	NORTHWEST
17	1	1	0	0	0	0
18	15	4	2	3	2	4
20	5	1	3	0	1	0
21	22	4	7	5	5	1

"WHAT ARE THE MAXIMUM AGE REQUIREMENTS?"

Thirty-seven departments responded to the question concerning maximum age. Twenty-five indicated that the maximum age limit was above fifty-five years. Five departments reported a maximum age of forty-four years or less. There is no geographical relationship noted.

"WILL I BE REQUIRED TO JOIN A UNION?"

There are three alternatives when considering unions--- optional membership, required membership, and no union available. Table 20 reports the data from the forty-three responding departments.

TABLE 20

UNION MEMBERSHIP REQUIREMENTS, BY GEOGRAPHICAL AREA

Membership	Total	SOUTHEAST	NORTHEAST	MIDWEST	SOUTHWEST	NORTHWEST
Union/Optional	17	0	10	5	1	1
Union/Required	6	1	1	1	1	2
NO Union	20	7	1	4	6	2

Seven out of eight Southeast states responding had no union available. In contrast, eleven of the twelve Northeast states had a union with only one state having required membership. The Southwest states resembled the Southeast states in that six out of eight

responding states had no union. The Midwest and Northwest states were approximately evenly split on union/no-union presence.

"WILL I BE REQUIRED TO ATTEND IN-SERVICE TRAINING?"

All of the states responding, except one, indicated in-service training was mandatory. The average length of training is four weeks or less, however, nine states reported in-service training periods of six or more weeks.

"WHAT IS THE EDUCATIONAL LEVEL OF THE CURRENT ENTRY LEVEL EMPLOYEE?"

The average educational level is shown in Table 21. The majority of the states reported the average security officer has a high school education. Seven of the states reported from one to two years of college while four states reported less than high school. These latter are all in the Southeast and Northeast.

TABLE 21

PRESENT AVERAGE EDUCATIONAL LEVEL OF ENTRY LEVEL SECURITY EMPLOYEES, BY GEOGRAPHICAL AREA

Average Education Level	Total	SOUTHEAST	NORTHEAST	MIDWEST	SOUTHWEST	NORTHWEST
10 years	2	2	0	0	0	0
11 years	2	0	2	0	0	0
High school	20	6	5	2	3	4
1 yr college	5	2	0	2	1	0
2 yr college	2	0	1	0	1	0

"WHAT IS THE AVERAGE AGE OF THE OFFICERS IN THE ENTRY LEVEL POSITION?"

The age of a "typical" officer in the entry level security position is more than 30 years old. The data describing the age distributions are shown in Table 22.

TABLE 22

PRESENT AVERAGE AGE LEVEL OF ENTRY LEVEL SECURITY EMPLOYEES,
BY GEOGRAPHICAL AREA

Average Age Level (years)	GEOGRAPHICAL AREA					
	Total	SOUTHEAST	NORTHEAST	MIDWEST	SOUTHWEST	NORTHWEST
20-24	3	0	1	0	1	1
25-59	7	2	3	2	0	0
30-34	7	1	2	2	1	1
35 and above	10	4	0	1	2	3

A tenuous geographical relationship can be drawn regarding the Southeast states. Of the seven states reporting, four reported the average age as above 35 years. The remaining two Southeast states indicated between 25 and 29 years. The other states have an even distribution of average ages.

"ARE RATES OF TURNOVER DIFFERENT BETWEEN STATES?"

Table 23 presents the data concerning the turnover rate on a per year basis. One point is clarified: The data do not reflect reasons for turnover. It is not assumed that states reporting relatively high turnover rates have the most employees terminating employment. The reason may be promotions or transfers to other job assignments.

A further consideration is size of the state department. Unfortunately, the questionnaire did not specify a unit rate--i.e., turnover rate per every 25 employees at the entry level. Therefore, larger states may report a higher overall turnover, but relative to its employee size the turnover may, in actuality, be quite small. For this reason, the data best serves to describe the differences between geographical areas.

TABLE 23

AVERAGE TURNOVER RATE PER YEAR WITHIN THE ENTRY LEVEL
SECURITY POSITION BY GEOGRAPHICAL AREA

Turnover Rate	Total	SOUTHEAST	NORTHEAST	MIDWEST	SOUTHWEST	NORTHWEST
0-9	2	0	0	1	0	1
10-19	11	0	6	1	3	1
20-29	9	5	0	3	0	1
30-39	12	4	2	4	1	1
40-and above	6	2	1	0	3	0

Turnover rate does not appear to be strongly related to geographical area. There is some indication that Southeast states have higher turnover rates, but this is also true of all states to a lesser degree. The data does indicate with high probability that between 20% to 40% of the fellow employees will leave the entry level position during the first year.

"IF I AM INTERESTED IN PURSUING MY EDUCATION IN A JOB RELATED FIELD, WHAT ARE THE ADVANTAGES I CAN EXPECT FOR THIS INITIATIVE?"

First, there are certainly good reasons why a person should further advance him/herself educationally. This is reflected in criminal justice by the many councils and advisory committees who invariably call for increases in the quality of criminal justice manpower. Increase in educational attainment is often stated as a priority item.

More directly, Table 24 reports data describing four incentives to increase the employee education. These incentives were: financial aid, pay increase, promotional opportunities, and educational leaves.

Financial aid and promotional opportunities were reported as available by almost two-thirds of the responding states. Direct pay increases were reported by nine states while twenty-three states reported no educational leaves.

Although the study did not pursue the specifics of financial aid amounts or salary increases due to promotions, it is concluded that the incentives are present. This trend will, no doubt, increase. Further, with the emergence of numerous criminal justice educational programs around the country, it becomes increasingly

more convenient for employees to further their education.

TABLE 24

INCENTIVES TO PURSUE FURTHER EDUCATIONAL ADVANCEMENT, BY
GEOGRAPHICAL AREA

Incentive		GEOGRAPHIC AREA					
Incentive		Total	SOUTHEAST	NORTHEAST	MIDWEST	SOUTHWEST	NORTH- WEST
Financial Aid	Yes	32	8	9	7	6	2
	No	11	3	2	2	2	2
Pay Increase	Yes	10	4	1	3	1	1
	No	36	7	11	6	7	4
Promotional Opportunity	Yes	33	10	8	6	6	3
	No	12	1	4	3	2	2
Educational Leave	Yes	21	8	5	2	4	2
	NO	23	3	7	7	4	2

"OVERALL THEN, WHAT ADVICE DO YOU GIVE A PERSON CONSIDERING A CAREER IN CORRECTIONS?"

The correctional field is an exciting field due to the nature of the work and the ominous changes that are certain to occur. Certainly there are disadvantages as the data indicate. Lateral entry for college educated person is almost non-existent and clearly the starting salary is not competitive with many other beginning jobs. But, the promotional opportunities are good and the fringe benefits of the entry level position is competitive with most free-world employment. The experience obtainable from this entry level position in the correctional system is invaluable for occupational advancement in corrections.

In summary, the above research has attempted to answer some of the questions concerning employment as a correctional officer. Much more research is needed and is currently underway. Within a field changing as fast as corrections, there will always be more questions than answers, but one point remains constant--change will be achieved through the people working in the system and this must be the focus of more in-depth analysis.

	Starting Salary (\$ per month)	No. Personnel in Entry Level Position	Monthly Salary Range per Month of Promoted Position	PROMOTIONAL RATINGS 1 = Least 5 = Most					Job Pay Rate
				Educational Experience	Prior Correction- al Experience	Military Experience	Seniority		
Ohio	610-768	1632	750	NR	NR	NR	NR	NR	NR
Oklahoma	520	560	NR	4	3	1	4	5	5
Oregon	649-789	168	739	4	3	1	2	5	5
Pennsylvania	723	161	912	2	3	4	5	1	1
Rhode Island	689-806	250	851	5	5	5	1	2	2
South Carolina	500-710	433	711	5	4	3	3	5	5
South Dakota	534	NR	586	4	2	1	3	5	5
Tennessee	510-706	530	714	4	4	3	2	5	5
Texas	552	632	630	4	2	3	1	5	5
Virginia	560	170	675	3	2	5	4	1	1
Washington	656-794	450	798	3	4	1	2	5	5
Wyoming	527-554	52	613	2	5	1	4	5	5
Utah	652	NR	741	1	2	2	2	5	5
Vermont	536	NR	594	3	4	2	NR	5	5
Wisconsin	635	27	701	NR	NR	NR	5	4	4

	Months Before Promotion	Lateral Entry	Insurance Available	Uniform Requirement	Laundry Services
Alabama	4-7 months	No	Hospital	Yes, Provided	Uniforms Only
Arizona	4-7	Little	Health	Yes, Provided	No; \$25.00/mo clothing allowance
Arkansas	8-12	Yes	Health/life	Yes, Provided	Uniforms Only
California	12 or more	No	Health	Yes, Not Provided	At cost
Colorado	12 or more	No	Health	Yes, Not Provided	All clothing
Connecticut	12 or more	No	Health/life	Yes, Provided	Uniforms Only
Florida	12 or more	No	Health	Yes, Provided	Uniforms ONLY
Georgia	12 or more	No	Health	Yes, Provided	Uniforms Only
Hawaii	12 or more	No	Health/dental/life	Yes, Provided	No
Idaho	12 or more	No	Health/life	Yes, Provided	Uniforms ONLY
Illinois	12 or more	No	Health/life	Yes, Provided	Uniforms Only
Indiana	12 or more	YES	Health/life	Yes, Provided	No
Iowa	12 or more	Yes	Health/life/disability	Yes, Provided	Uniforms Only
Kentucky	12 or more	Yes	Health/life	Yes, Provided	Uniforms Only
Louisiana	4-7	Yes	Life/hospital	Yes, Provided	At cost

	Months Before Promotion	Lateral Entry	Insurance Available	Uniform Requirement	Laundry Services
Maine	12 or more	Yes	Health/life/income	Yes, Provided	Uniforms Only
Maryland	12 or more	Yes	Health	Yes, Provided	Uniforms Only
Michigan	4-7	No	Health/life/disability	Yes, Provided	Uniforms Only
Minnesota	4-7	Yes	Health/life	Yes, Provided	Uniforms Only
Mississippi	8-12	No	Health/life	Yes, Provided	No
Missouri	12 or more	Yes	Yes	Yes, Provided	Uniforms Only
Montana	12 or more	No	Health/life	Yes, Provided	Uniforms Only
Nebraska	12 or more	No	Health/life	Yes, Provided	Uniforms Only
Nevada	12 or more	No	Health/life	Yes, Not Provided	Uniforms Only
New Hampshire	8-12	Yes	Health/life	Yes, Provided	No
New Jersey	12 or more	No	Health/life	Yes, Provided	Uniforms Only
New Mexico	12 or more	No	Health/life	Yes, Provided	Uniforms Only
New York	12 or more	No	Health/life/dental	Yes, Provided	No
North Carolina	12 or more	No	Health/life	Yes, Provided	Uniforms Only
North Dakota	4-7	No	Health	Yes, Provided	No

	Months Before Promotion	Lateral Entry	Insurance Available	Uniform Requirement	Laundry Services
Ohio	12 or more	No	Health	Yes, Provided	Uniforms Only
Oklahoma	12 or more	No	Health/life	Yes, Provided	All clothing
Oregon	12 or more	Yes	Health/life	Yes, Provided	Uniforms Only
Pennsylvania	12 or more	No	Health/life	Yes, Provided	Uniforms Only
Rhode Island	12 or more	No	NR	Yes, Provided	No
South Carolina	12 or more	Yes	Health/life	Yes, Provided	No
South Dakota	12 or more	Yes	Health	Yes, Provided	Uniforms only
Tennessee	12 or more	Yes	Health/life	Yes, Provided	No
Texas	NR	No	Health/life	Yes, Provided	All Clothing
Virginia	12 or more	NO	Health/life	Yes, Provided	Uniforms Only
Washington	12 or more	No	Health/life	Yes, Provided	Uniforms Only
Wyoming	12 or more	No	Health/life	Yes, Provided	Uniforms Only
Utah	4-7	Yes	Health/life	No	Uniforms Only
Vermont	NR	Yes	Health/life	Yes, Provided	Uniforms Only
Wisconsin	12 or more	No	Health/life/income	Yes, Provided	No

	Housing, Single Employees	Housing, Married Employees	Meals	Days Sick Leave	Days Vacation	Holidays	Retirement Benefits
Alabama	No	No	No	11-15	11-15	11-15	Yes
Arizona	No	No	No	11-15	11-15	6-10	Yes
Arkansas	No	No	Yes, Free	11-15	11-15	6-10	Yes
California	No	No	No	11-15	Varies	11-15	Yes
Colorado	No	No	Yes, For Fee	11-15	11-15	11-15	Yes
Connecticut	Dorms,	NO	Yes, Free	11-15	11-15	11-15	Yes
Florida	Dorm, trailer park	House, apartment, trailer park	Yes, For Fee	11-15	11-15	6-10	Yes
Georgia	Some	House	No	11-15	11-15	11-15	Yes
Hawaii	No	No	Yes, Free	21	21	11-15	Yes
Idaho	No	Trailerpark	Yes, For Fee	11-15	11-15	6-10	Yes
Illinois	Dorm	No	Yes, Free	11-15	6-10	11-15	Yes
Indiana	Dorm	No	Yes, Free	11-15	11-15	11-15	Yes
Iowa	Dorm	No	Yes, Free	NR	6-10	6-10	Yes
Kentucky	Dorm	No	Yes, For Free	11-15	11-15	11-15	Yes
Louisiana	Dorm, trailer park	Trailer park	Yes, For Fee	11-15	11-15	6-10	Yes

	Housing, Single Employees	Housing, Married Employees	Meals	Days Sick Leave	Days Vacation	Holidays	Retirement Benefits
Maine	No	No	Yes, Free	6-10	6-10	6-10	Yes
Maryland	No	No	Yes, Free	30	6-10	11-15	Yes
Michigan	No	No	Yes, Free	11-15	11-15	6-10	Yes
Minnesota	No	No	NR	6-10	6-10	6-10	Yes
Mississippi	house, trailer park	House, trailer park	Yes, Free	15	15	11	Yes
Missouri	dorm	No	Yes, For Fee	33	33	11-15	Yes
Montana	dorm	No	Yes, Free	11-15	11-15	11-15	Yes
Nebraska	dorm	No	No	11-15	11-15	11-15	Yes
Nevada	No	No	No	11-15	11-15	6-10	Yes
New Hampshire	No	No	No	11-15	11-15	11-15	Yes
New Jersey	No	No	Yes, Free	11-15	11-15	11-15	Yes
New Mexico	No	No	Yes, Free	11-15	11-15	11-15	Yes
New York	dorm	No	Yes, For Fee	11-15	13-20	11-15	Yes
North Carolina	No	No	No	6-10	6-10	NR	Yes
North Dakota	No	No	NO	11-15	11-15	6-10	Yes

	Housing, Single Employees	Housing, Married Employees	Meals	Days Sick Leave	Days Vacation	Holidays	Retirement Benefits
Ohio	No	No	Yes, For Fee	11-15	NR	6-10	Yes
Oklahoma	No	No	No	11-15	11-15	6-10	Yes
Oregon	No	No	Yes, For Fee	11-15	11-15	6-10	Yes
Pennsylvania	No	No	Yes, Free	11-15	6-10	11-15	Yes
Rhode Island	NR	NR	NR	-	-	6-10	Yes
South Carolina	Dorm	trailer park	Yes, For Fee	11-15	11-15	11-15	Yes
South Dakota	No	No	Yes, Free	11-15	11-15	6-10	Yes
Tennessee	Dorm	No	Yes, Free	11-15	11-15	11-15	Yes
Texas	Dorm	trailer park	Yes, Free	11-15	6-10	11-15	Yes
Virginia	Dorm, trailer park	No	No	11-15	11-15	11-15	Yes
Washington	No	No	No	11-15	11-15	11-15	Yes
Wyoming	dorm	No	Yes, Free	11-15	11-15	6-10	Yes
Utah	NO	No	No	11-15	11-15	11-15	Yes
Vermont	No	No	Yes, Free	11-15	11-15	11-15	Yes
Wisconsin	No	No	Yes, Free	13	14	9 1/2	Yes

	Percentage Gross Salary Toward Retirement	Educational Level Required	EXCLUSIONARY FACTORS		
			Traffic Violations	Misdemeanors	Drug Involvement
Alabama	48	8th grade-corrections officer High school-counselor trainee	No	No	Yes
Arizona	7	None			
Arkansas	5-8 (state regulated)	High school	No	Yes	Yes
California	7	GED/high school	NR	NR	NR
Colorado	7 1/2	None	NO	No	Yes
Connecticut	State regulated	High school	No	No	No
Florida	6	GED/high school			
Georgia	3-5	GED/high school	No	No	yes
Hawaii	6 1/2	GED/high school	No	No	Yes
Idaho	3.6	GED	No	No	Yes
Illinois	9.8	None	No	Yes	Yes
Indiana	3	None	No	No	Yes
Iowa	3 1/2	GED	No	No	No
Kentucky	4	8th grade	No	No	Yes
Louisiana	7	NR	NR	NR	NR

	Percentage Gross Salary Toward Retirement	Educational Level Required	EXCLUSIONARY FACTORS		
			Traffic Violations	Misdemeanors	Drug Involvement
Maine	0.75	GED/high school	No	Yes	Yes
Maryland	5	High school	No	No	Yes
Michigan	4.5	GED/high school	No	No	No
Minnesota	6	None	N	N	N
Mississippi	5	GED/high school	No	No	Yes
Missouri	0	GED/high school	No	No	No
Montana	5.75	GED	No	No	No
Nebraska	3-6	High school	No	No	Yes
Nevada	7.5-11.5	GED/high school	No	No	Yes
New Hampshire	1.68	High school	No	No	Yes
New Jersey	4.8-5.6	None	No	No	Yes
New Mexico	5	GED/high school	No	No	Yes
New York	0	GED/high school	No	No	No
North Carolina	5-6	GED/high school	No	No	No
North Dakota	4	GED/high school	No	No	No

	Percentage Gross Salary Toward Retirement		Educational Level Required	EXCLUSIONARY FACTORS		
				Traffic Violations	Misdemeanors	Drug Involvement
Ohio	8	None	No	No	No	
Oklahoma	0	GED/high school	No	No	No	
Oregon	5	GED/high school	No	No	No	
Pennsylvania	5	GED/high school	No	No	Yes	
Rhode Island	5	GED	No	No	yes	
South Carolina	NR	GED/high school	No	No	Yes	
South Dakota	5	GED/high school	No	Yes	Yes	
Tennessee	5 1/2	GED/high school	No	No	Yes	
Texas	NR	GED	No	No	No	
Virginia	5	GED/high school	No	No	No	
Washington	6	GED/high school	No	No	Yes	
Wyoming	5	None	No	No	Yes	
Utah	1.5	None	No	No	No	
Vermont	5	GED/high school	No	No	No	
Wisconsin	2	None	No	No	No	

EXCLUSIONARY FACTORS
Continued

	Felony	Ex-Convict	Minimum Age (Years)	Maximum Age (Years)	Union Membership
Alabama	Yes	Yes	21* 20 1/2**	55 45	No
Arizona			21	65	NO
Arkansas	Yes	Yes	17	65	No
California	Yes	NR	21	36	No
Colorado	Yes	Yes	21	64	Optional
Connecticut	No	No	18	70	Optional
Florida			18	55	No
Georgia	Yes	Yes	18		No
Hawaii	No	No	20	64	Required
Idaho	Yes	Yes	18	65	No
Illinois	Yes	Yes	18	55	Optional
Indiana	Yes	No	21	60	Optional
Iowa	No	No	None	None	No
Kentucky	Yes	No	21	50	No
Louisiana	NR	NR	NR	NR	NR

*Correctional officer
**Correctional trainee

EXCLUSIONARY FACTORS
Continued

	Felony	Ex - Convict	Minimum Age (Years)	Maximum Age (Years)	Union Membership
Maine	Yes	Yes	21	40	Optional
Maryland	Yes	Yes	21	45	Optional
Michigan	No	No	21	None	Optional
Minnesota	N	N	18	None	Optional
Mississippi	Yes	Yes	21	50	No
Missouri	N	N	21	65	Optional
Montana	No	No	18	65	Required
Nebraska	No	No	21	64	No
Nevada	Yes	Yes	21	50	No
New Hampshire	Yes	Yes	21	60	No
New Jersey	Yes	Yes	18	36	Optional
New Mexico	Yes	Yes	18	NR	No
New York	Yes	No	20	37	Optional
North Carolina	No	No	20	45	No
North Dakota	N	N	21	55	No

	EXCLUSIONARY FACTORS Continued		Minimum Age (Years)	Maximum Age (Years)	Union Membership
	Felony	Ex - Convict			
Ohio	No	No	21	NR	Optional
Oklahoma	Yes	Yes	21	59	No
Oregon	No	No	18	59	Optional
Pennsylvania	Yes	Yes	21	45	Optional
Rhode Island	Yes	Yes	21	35	Required
South Carolina	Yes	Yes	21	55	No
South Dakota	Yes	Yes	21	NR	No
Tennessee	Yes	Yes	18	50	No
Texas	Yes	No	18	65	No
Virginia	No	No	18	NR	No
Washington	Yes	Yes	18	65	Required
Wyoming	Yes	Yes	21	65	No
Utah	No	No	21	55	No
Vermont	No	No	20	65	Optional
Wisconsin	No	No	18	55	Optional

	Weeks Inservice Training	Educational level of Employees	Present Experience Level (Years)	Average Age	Average Turnover Rate Per Year
Alabama	2	10 years* 2 years college**	7 years	43	30%
Arizona	10	NR	NR	NR	40
Arkansas	1	high school	NR	NR	20
California	Indefinite	NR	NR	NR	10
Colorado	1	12	10	37	15
Connecticut	4	NR	NR	NR	10
Florida	4	12.5	1.5	27	40
Georgia	4	high school	4	34	30
Hawaii	5	12 or more	0	30	10
Idaho	1	high school	3	35	12
Illinois	3	NR	NR	NR	NA
Indiana	2-3	NR	NR	NR	NR
Iowa	3	NR	NR	NR	30
Kentucky	2	12	4	25	30
Louisiana	24	10	NR	35	20
*correctional officer					
**correctional counselor					

	Weeks Inservice Training	Educational level of Employees	Present Experience Level	Average Age	Average Turnover Rate Per Year
Maine	4	high school	4	25	33
Maryland	4	NR	NR	NR	10
Michigan	4	12	3	26	10
Minnesota	8	12 1/2	3	27	20
Mississippi	4	1 collge	0	-	30
Missouri	2	10.5	NR	NR	28
Montana	Yes	12.2	1-2	23	0
Nebraska	Yes	12	0-1	30	30
Nevada	2	13	6 mo.	35	30
New Hampshire	2.5	12	6 mo.	25	30
New Jersey	3	high school	7	32	10
New Mexico	2	12	NR	24	40
New York	13	14	6	30	10
North Carolina	4	high school	2-3	NR	25
North Dakota	2	high school	NR	30	30

	Weeks Inservice Training	Educational level of Employees	Present Experience Level	Average Age	Average Salary Rate per Yr.
Ohio	-	-	-	-	-
Oklahoma	2	8-11	9-10	38-40	30
Oregon	2 1/2	13	0-1	27	30
Pennsylvania	9	NR	NR	NR	NR
Rhode Island	6	12	4	24	10
South Carolina	4	13	3	36	20
South Dakota	6 mo.	12	3	28	4
Tennessee	2	12	5	35	40
Texas	NR	NR	NR	NR	40
Virginia	6	NR	NR	NR	25
Washington	2	12	0-1	30	20
Wyoming	5	12	NR	40	30
Utah	2	2	5	NR	NR
Vermont	3	NR	NR	NR	40
Wisconsin	6	13	NR	NR	15

	EDUCATIONAL INCENTIVES			
	Financial Aid	Pay Increase	Promotional Opportunities	Educational Leaves
Alabama	No	No	Yes	No
Arizona	Yes	No	No	Yes
Arkansas	Yes	No	Yes	On-sight college
California	Yes	No	Yes	No
Colorado	Yes	No	Yes	No
Connecticut	Yes	No	Yes	Yes
Florida	No	No	Yes	Yes
Georgia	Yes	Yes	Yes	Yes
Hawaii	Yes	No	No	Yes
Idaho	Yes	No	Yes	Yes
Illinois	Yes	No	Yes	Yes, without pay
Indiana	Yes	No	Yes	no
Iowa	Yes	No	Yes	Yes
Kentucky	Yes	Yes	Yes	Yes
Louisiana	Yes	No	Yes	Yes

	EDUCATIONAL INCENTIVES			
	Financial Aid	Pay Increase	Promotional Opportunities	Educational Leaves
Maine	Yes	No	Yes	Yes
Maryland	No	No	Yes	No
Michigan	No	No	Yes	No
Minnesota	No	Yes	Yes	No
Mississippi	Yes	No	No	Yes
Missouri	No	No	No	No
Montana	Yes	No	Yes	Yes
Nebraska	Yes	No	Yes	No
Nevada	No	No	Yes	No
New Hampshire	Yes	No	Yes	No
New Jersey	Yes	No	Yes	Yes
New Mexico	Yes	No	Yes	No
New York	Yes	No	No	No
North Carolina	Yes	Yes	Yes	Yes
North Dakota	No	Yes	Yes	Yes

EDUCATIONAL INCENTIVES

	Financial Aid	Pay Increase	Promotional Opportunities	Educational Leaves
Ohio	Yes	No	Yes	Yes
Oklahoma	Yes	No	Yes	No
Oregon	No	No	Yes	No
Pennsylvania	Yes	No	No	No
Rhode Island	Yes	No	No	No
South Carolina	Yes	Yes	Yes	Yes
South Dakota	Yes	No	No	No
Tennessee	Yes	No	No	No
Texas	No	No	Yes	Yes
Virginia	No	No	Yes	Yes
Washington	No	No	No	NO
Wyoming	No	No	No	No
Utah	Yes	Yes	Yes	Yes
Vermont	Yes	No	No	Yes
Wisconsin	Yes	No	No	No

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