



Arizona Department of Corrections Staff Time Use Study

January 2018



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ASSOCIATES, INC.

Arizona Department of Corrections Staff Time Use Study January 2018

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About LeCroy & Milligan Associates:

Founded in 1991, LeCroy & Milligan Associates, Inc. is a consulting firm specializing in social services and education program evaluation and training that is comprehensive, research-driven and useful. Our goal is to provide effective program evaluation and training that enables stakeholders to document outcomes, provide accountability, and engage in continuous program improvement. With central offices located in Tucson, Arizona, LeCroy & Milligan Associates has worked at the local, state and national level with a broad spectrum of social services, criminal justice, education and behavioral health programs.

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Executive Summary

Governor Doug Ducey has committed his administration to justice reforms in Arizona that will facilitate rehabilitation of offenders and reduction recidivism. Governor Ducey has supported programs of the Arizona Department of Corrections (ADC) to better prepare inmates for employment upon release and initiated actions to ensure inmates are able to find and maintain employment upon release. In response to the Governor's initiatives, ADC has set a goal of reducing recidivism by 25% in 10 years.

ADC's awareness that inmates need more assistance to be successful in reentry has led the agency to explore how it may improve the case management provided by Correctional Officer III (COIII) staff. The case management function includes many tasks that assist inmates in preparing for successful reentry, from obtaining a General Equivalency Diploma (GED) to arranging appropriate housing where the inmate will live upon release. ADC is interested in learning more about how COIIIs and their Correctional Officer IV (COIV) supervisors use their work time, with the goal of identifying ways that time could be reallocated to enhance the case management provided to inmates. ADC contracted with LeCroy & Milligan Associates to conduct a system-wide time use study of COIIIs and COIVs to gather the data needed to guide ADC in addressing this goal.

The LeCroy & Milligan Associates project team collaborated with ADC to develop updated, comprehensive lists of COIII and COIV job tasks. The project team used these lists to create on-line data entry forms into which COIIIs and COIVs could enter time for every task they engaged in during their work day. Data collection began on October 10, 2017 and ended on November 19, 2017. Of the 281 COIIIs eligible to participate in the study (i.e., those whose work included case management), 230 (82%) provided a sufficient amount of usable data that was included in the analyses. Fifty of the 78 COIVs (64%) provided enough usable data to be included in the analyses. The analyses include data from COIIIs from 40 units and COIVs from 33 units, representing 10 prison complexes.

Several types of findings are provided in this report. Aggregate level findings across all prisons and security levels offer a system-level picture of COIII and COIV time use. Findings by prison complex offer a more detailed view, but often include units with different security levels. Findings by security level are the most useful for understanding time use, offering the opportunity to compare across units with the same security level at different prisons that should have the most similarities in terms of required tasks. The security findings also include a breakdown of time use in four important COIII task categories – Case Management, Classification, Direct Security, and Administrative – by security level. This offers an opportunity for “unpacking” large categories of time to identify where efficiencies may be increased. Finally, the report provides the calculation of Net Available Work Hours (NAWH) for COIIIs and COIVs based on administrative data available at the ADC website for



Correctional Officer Careers. This information may be used by ADC in moving forward with ideas for optimizing case management ratios for COIIIs.

The information presented in this report requires the knowledge and experience of ADC staff both at higher levels and at the prison and unit levels for appropriate interpretation. All findings would most usefully be viewed within multiple contexts such as ADC training and established practices as well as the needs, capacities, and other site-specific conditions at prison complexes and individual units. In this way, the findings can serve to guide ADC discussions around continuing to innovate the State's efforts to help inmates successfully reenter their communities and reduce recidivism.

The following are study findings worthy of further examination:

- COIIIs spend on average 40% or more of their Case Management time on Inmate Interviews. COIII focus group participants described such time as often involving listening to inmate concerns but not necessarily contributing to case management.
- The time cumulatively spent by COIIIs on the Inmate Interview task and tasks in the Direct Security and Administrative categories is substantial and may offer opportunities for reallocation to supplement time available for case management.
- The average percentage of time that COIIIs spend on Direct Security varies greatly by prison. It may be of interest to ADC to investigate whether there is a correlation between greater COIII time usage for Direct Security and lower time usage for Case Management and whether the differences in percentages of COIII time used for Direct Security result from differences in prisons' policies.
- Across all prisons providing COIV data, only a small fraction of COIVs' time on average is spent on supervision, which is supposed to be a primary area of COIV responsibility; across security levels and prisons, over 90% of COIVs' time on average is spent on tasks in categories other than supervision.



Introduction

In 2016, Governor Doug Ducey committed his administration to justice reforms in Arizona that would rehabilitate offenders and reduce recidivism. ADC's Five-Year Strategic Plan, FY 2016 to FY 2020, reported in that year that the recidivism rate in the state was 37.5%. The governor's initiative initially focused the state's attention substance abuse treatment as means of reducing recidivism, but in the same year Arizona was successful in winning two federally-funded Second Chance Act Grants to further other state efforts in recidivism reduction. One of the grants provided funding to the Arizona Department of Corrections (ADC) to assist local reentry coalitions in increasing capacity and planning, providing skill development training to correctional case managers, and a study to evaluate the effectiveness of the state's efforts under the grant. The second grant funded a program to provide technology-based career training at a unit of ASPC-Florence adult inmates at moderate to high-risk of recidivating.

Since those earlier grant-funded projects, the governor has continued to promote efforts to reduce recidivism. A joint program of ADC and the Department of Economic Security at three of the state's prison complexes provides job skill development, including resume writing, interviewing, and specific job training.

In 2018, the governor announced a pilot program that provides transportation to jobs for former inmates using the Uber service. The governor also signed an executive order directing state agencies to no longer require applicants to indicate whether they have had a felony conviction on their initial job applications. Building on the governor's initiatives, ADC has set a goal of reducing recidivism by 25% in 10 years.

ADC's awareness that inmates need more assistance to be successful in reentry has led the agency to explore how it may improve the case management provided by Correctional Officer III (COIII) staff. The case management function includes many tasks that assist inmates in preparing for successful reentry, from obtaining a General Equivalency Diploma (GED) to arranging appropriate housing where the inmate to live upon release. ADC is interested in learning more about how COIIIs and their Correctional Officer IV (COIV) supervisors use their work time, with the goal of identifying ways time may be reallocated to enhance the case management provided to inmates. ADC contracted with LeCroy & Milligan Associates to conduct a system-wide time use study of COIIIs and COIVs to gather the data needed to guide ADC in addressing this goal. LeCroy & Milligan Associates has conducted evaluations for a variety of programs designed to assist in reentry or reduce recidivism, including cognitive behavioral programs implemented by probation departments in Colorado, the Arizona Co-Occurring State Incentive Grant (COSIG), and the Greater Arizona Reintegration Services Project (GARSP). Most recently, LeCroy & Milligan Associates completed the Reducing Recidivism Study for ADC.



Methodology

Study Design

LeCroy & Milligan Associates developed a study design that was consistent with best practices for time use studies and possible to implement within the constraints of the structures within COIIIs and COIVs work. The study was primarily guided by inquiry into the amount of time COIII and COIV staff spend a set category of work activities during normal work hours. A second important area of inquiry was the relationship between time spent on work categories and security level. The study utilized a modified daily diary approach in which staff recorded time usage by task twice each work day over a six-week period. Findings also include a calculation of the Net Annual Work Hours for COIIIs (i.e., the “net” number of hours that an employee is available to work), as an intermediate step for ADC to use in the future to determine appropriate COIII case management ratios, which may vary by unit characteristics such as security level.

Instruments

ADC provided the project team lists of tasks that COIIIs and COIVs carry out. The project team checked the lists for clarity, completeness, and appropriate placement of tasks under main task categories, obtaining clarifications from ADC when needed. In this way the project team developed a draft list of COIII tasks grouped under main task categories (e.g., Case Management, Administrative, Direct Security, Meetings), and a similar draft list for COIVs. The project team vetted these lists with focus groups composed of COIIIs and COIVs from complexes around the state; two focus groups were held in Phoenix and two in Tucson. Focus group participants provided useful feedback that led to further revisions of the lists. The main task categories are shown in Exhibits 1 and 2. The task categories are listed here in the order of percentage according to analysis across the entire sample of COIIIs and COIVs, with the exception of leave time, which was analyzed separately. For ease of comparison, the task areas will be presented throughout the report in this order. Complete lists that include all of the tasks under each category are included in Appendix A (COIII) and Appendix B (COIV).



Exhibit 1. COIII Task Categories

Main Task Category
Case Management
Classification
Direct Security
Administrative
Correspondence
Inmate Transition/Release
Training
Facilitate Self-Improvement Programming
Travel
Meetings
Legal
Fundraiser
Correction Plans
Grievances
Other
Inmate Banking
Inmate Visitation
Inmate Telephone
Max Custody
Meals/Breaks
Restoration/Recession
Recreation*
AMS
Protective Custody
Voice Prints*
Leave Time

*These task areas were added during the analysis phase based on content analysis of the “Other” category.



Exhibit 2. COIV Task Categories

Main Task Category
Meetings
Administrative
Correspondences
Operations
ADO
Tour Yard
Training
Travel
Protective Custody
Detention Report Management
Classification
Supervision
Meals/Breaks
Movement
Other
Max Custody
AMS
Inmate Visitation
Legal

Data Collection

The project team developed separate data entry forms for COIIs and COIVs on an online data entry platform. The forms included a page for each main task category, with each page having a list of all tasks associated with the category and each task having a box next to it for entering time spent doing it. COIIs and COIVs entered data into their respective on-line forms at the half-shift (approximately four hours into their workday), and at the end of their workday.

To assist COIIs and COIVs in data entry procedures and navigating the on-line data entry forms, the project team developed a data entry manual. The manual included a chart of all main task areas and their associated tasks as well as a template that could be photocopied and used for taking notes on time usage during a half-shift, and especially when away from one's desk. ADC distributed this manual to COIVs at all facilities who had been chosen as study liaisons for further dissemination to COIIs and other COIVs.

In preparation for launching data collection, the project team collaborated with ADC in conducting three on-line data collection training webinars for COIIs and COIVs a main webinar and two follow-ups for those who had experienced technical difficulties during the first webinar or scheduling challenges that prevented them from participating. The webinar included information on the purpose of the study, data entry requirements, navigation of the on-line form, and review of the data entry manual.



Data collection began on October 10, 2017 and ended on November 19, 2017.

COIII Study Participation

Of 281 COIIIs whose names were provided by ADC for participation in the time study data collection, **82% (230) participated** in the study and provided usable data that was included in the analysis. The number of time study logs entered for COIIIs who were included in the study ranged from **7 to 66 entries** and averaged 46 entries.

COIV Study Participation

Of the 78 COIVs whose names were provided by ADC for participation in the time study data collection, **64% (50) participated** in the study and provided usable data that was included in the analysis. The number of time study logs entered for COIVs ranged from **11 to 67 entries** and averaged 38 entries.

Data Analysis

The COIII and COIV data were analyzed in separate datasets following the same analytical strategy. Data were analyzed using SPSS 24 and Microsoft Excel 2016.

- **Content Analysis:** The “Other” category was content analyzed prior to conducting quantitative analysis. Minutes for “Other” responses were moved to the most suitable existing task, used to document a task not included in the initial list (e.g., “Recreation), or documented in an “Other, Unspecified” task category.
- **Computation of total number of minutes per task category:** The total number of minutes for each main task category was calculated by adding together the minutes reported in each task sub-category and creating a new Total Minutes per Task Category for each main task category. For example, using the COIV data, the formula for calculating the total number of minutes spent on the “Correspondence” task category was adding together the total number of minutes answering emails, plus the total number of minutes answering the telephone, plus the total number of minutes for picking up and distributing mail.
- **Computation of total number of minutes per person:** The total number of minutes per study participant was calculated by adding together the Total Minutes per Task Category for all main task categories, creating Total Minutes All Tasks data that encompasses all task categories.
- **Computation of time use percentages by position type:** The percentage of time use by each task category was calculated at the position level, by adding together the Total Minutes per Task Category and the Total Minutes All Tasks data for all individual staff for whom data was included in the analysis. This computation produced grand totals for each Total Minutes per Task Category and Total Minutes All Tasks for the COIII and COIV positions. Percentage of time use for each position type was then calculated by



dividing the Total Minutes per Task Category by the Total Minutes All Tasks and multiplying the result by 100.

- **Computation of individual staff time use percentages to produce ranges for main task categories:** To produce the minimum and maximum percentage of time spent for each main task category, the percentage of time use was also calculated at the individual staff level. For each staff person for whom data was included in the analysis, data from their individual time study entries were aggregated by person to produce Total Minutes per Task Category and Total Minutes All Tasks data per individual staff. Following the same formula as at the position level, the percentage of time use by individual was calculated by dividing individual staff Total Minutes per Task Category by Total Minutes All Tasks and multiplying the result by 100. Individual staff time use percentage data were then analyzed to determine the lowest percentage (minimum) and highest percentage (maximum) of staff time reported for each main task category.
- **Average time use calculation by prison complex, security level, and security level per prison complex:** Average percentages from individual staff time data were computed for each level of analysis: all prison complexes (including all security levels); by security level across all prison complexes; and by security level within each prison complex. Data were not presented in this report when the number of reporting staff was fewer than 5 for each analysis level.

Prior to the writing of this report, the study team presented preliminary time usage findings to COIII and COIV focus groups in Phoenix and Tucson for general feedback and identification of any findings that stood out as unusual.

Data Exclusion Criteria

Staff data records were excluded from analysis for the following reason: if the person recorded too high number of minutes in several entries; if the person recorded fewer than 6 total entries; or if the person entered data in the time log for another staff position (e.g., COIII staff entering data into the COIV time log). Additionally, staff leave time, holiday time, and jury duty time were excluded from the total calculations because this represented time when staff were not at work.

Limitations

The study was unable to capture data for all time worked for all COIIIs and COIVs included on lists provided by ADC. Additionally, as noted above, data for participants that was highly likely to be inaccurate (i.e., number of minutes totaling to higher than reasonably possible in one day) was excluded from analysis. Additionally, data were not strictly entered by staff at half-shift intervals, as instructed, for several reasons. For example, staff were away from their computer (e.g., at another location in the complex) or were too busy at the required entry times to enter data. Entering data for multi-tasking was also a challenge for staff, which may have resulted incorrect allocation of time to tasks. COIII and COIV focus group participants reported



difficulties in breaking down time usage for activities such as open office or walking through a yard, when they would commonly handle a variety of tasks in a short amount of time.

Data Presentation Interpretation Guidance

The study findings are displayed visually in pie charts and tables. To display labels in a readable format for numerous “pie slices” (i.e., approximately 20 main task categories shown per pie chart) required full-page size charts. Most pie charts have an accompanying table containing more detailed data. When pie charts take up a full page, the narrative is presented after the pie chart about both the chart and the table. Also, to keep labels of the “pie slices” readable, percentages over 1% are rounded to the nearest whole number. Due to rounding, these numbers may differ slightly from data presented in the accompanying table, which was rounded to one decimal point.

The tables present the percentage of total time used by COIIIs and COIVs, as well as the range of time reported by individuals. In those tables, “minimum” refers to the smallest percentage of time reported by at least one COIII or COIV for a main task category and “maximum” refers to the largest percentage of time reported for a main task category. A minimum percentage of 0% for a main task category indicates that at least one COIII or COIV reported spending no time on tasks within that category; the maximum percentage indicates that at least one staff spent that much of their time in that main task category. This information should be carefully considered when interpreting the meaning of ranges presented in tables.

Report Structure

This report begins with an Executive Summary, Introduction, and Methodology section. The next sections present the study findings, beginning with COIII time use data across all prisons by security level. A section on findings for COIIIs related to four task categories of interest to ADC (Case Management, Classification, Direct Security, and Administrative) by security level follows. Next, COIII time use findings by prison complex are presented. The next section of the report provides the findings on COIV time use in the aggregate, followed by security level and prison complex. At the end of the findings section, a table is presented on the Net Annual Work Hours for each COIII and COIV position, based on ADC administrative data.

The report has five appendices. Appendix A provides a list of all COIII tasks and Appendix B provides a list of all COIV tasks. Appendix C shows the time use percentages for all COIII tasks. Appendix D includes tables showing COIII time use by each security level for each prison. Finally, Appendix E shows time use percentages for all COIV tasks.



Data Provision by Prison Complex and Security Level

This report includes findings on data from 230 COIIs and 50 COIVs. As Exhibit 3 shows, the highest number of COII participants were from the Yuma prison complex (37), followed by 36 from the Tucson, and 32 from Florence. For COIVs, the greatest participation was from the Perryville and Tucson prison complexes (9 from each), followed by 8 from Lewis, and 7 from Yuma.

Exhibit 3. Number of COIV and COII Participants Included in Analysis by Prison Complex

Prison Complex	Number of COIV Staff Included	Number of COII Staff Included
Douglas	1	18
Eyman	4	25
Florence	3	32
Lewis	8	25
Perryville	9	29
Phoenix	2	2
Tucson	9	36
Safford	3	15
Winslow	4	11
Yuma	7	37
Total	50	230

Exhibit 4 shows that medium security level units contributed the largest number of COII study participants (79), followed closely by minimum security units with 75 participants. Almost equal number of COIV participants came from minimum, maximum, and close units.

Exhibit 4. Number of COIV and COII Participants Included in Analysis by Security Level

Security Level	Number of COIV Staff Included	Number of COII Staff Included
Minimum	15	75
Medium	14	79
Special Management	5	26
Close	13	44
Mixed	3	5
Minors	0	1
Total	50	230



Exhibit 5 shows that COIIs from 40 units and COIVs from 33 units participated in the study.

Exhibit 5. Number of COIV and COII Participants Included in Analysis by Unit

Unit	Number of COIV Staff Included	Number of COII Staff Included
Douglas-Gila	1	11
Douglas-Mohave	0	7
Eymen-Browning	2	7
Eymen-Cook	0	3
Eymen-Meadows	0	6
Eymen-Rynning	0	4
Eymen-SMU	2	5
Florence-Central	0	8
Florence-East	1	7
Florence-North	2	5
Florence-South	0	8
Florence-Globe	0	4
Lewis-Bachman	1	3
Lewis-Barchey	2	3
Lewis-Buckley	2	5
Lewis-Morey	1	5
Lewis-Rast	1	6
Lewis-Stiner	0	2
Lewis-Sunrise/Eagle Point	1	1
Phoenix-Aspen	1	1
Phoenix-Counseling	1	1
Perryville-Lumley	3	7
Perryville-Piestewa	0	1
Perryville-San Carlos	2	8
Perryville-San Pedro	1	3
Perryville-Santa Cruz	2	4
Perryville-Santa Maria	1	4
Perryville-Santa Rosa	0	2
Safford-Ft Grant	1	8
Safford-Graham	1	5
Safford-Tonto	1	2
Tucson-Catalina	1	3
Tucson-Cimarron	0	5
Tucson-Manzanita	0	4
Tucson-Minors	0	1
Tucson-Rincon	3	5
Tucson-Santa Rita	2	6
Tucson-Whetstone	2	6
Tucson-Winchester	1	6
Winslow-Apache	1	3



Unit	Number of COIV Staff Included	Number of COIII Staff Included
Winslow-Coronado	1	3
Winslow-Kaibab	2	5
Yuma-Cheyenne	2	9
Yuma-Cibola	2	8
Yuma-Cocopah	1	3
Yuma-Dakota	2	8
Yuma-La Paz	0	9
Total	50	230

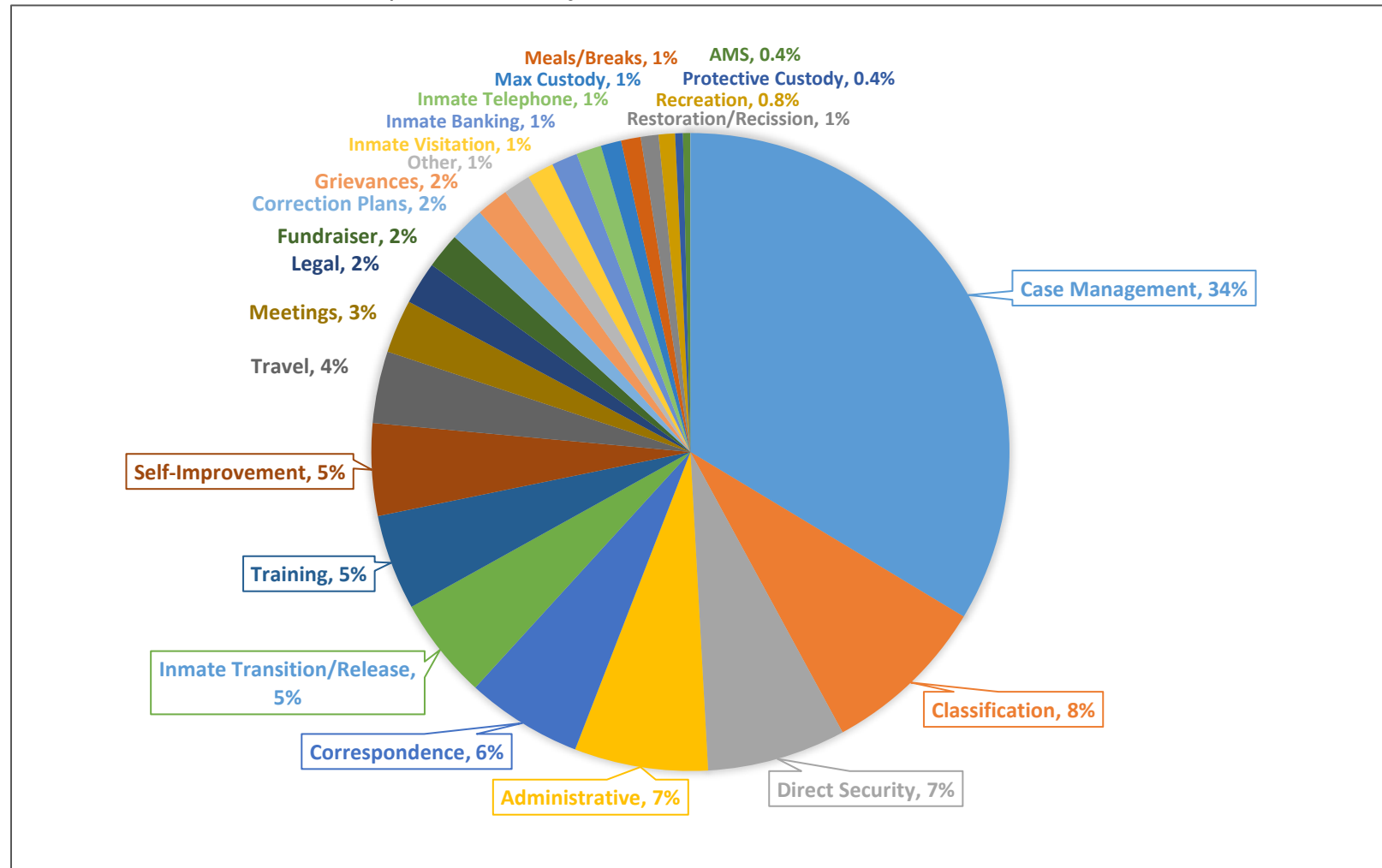
Note: The overall number of COIVs employed by ADC is much lower than the number of COIIIs who work for the Department. This is reflected in the table above, where some units show no COIVs participating in the study, but do not show the same for COIIIs. It is likely that only a few COIVs at the most at those units could have participated in the study.



COIII Time Study Findings

COIII Time Use by Main Task Categories

Exhibit 6. Time Use of COIII Position by Main Task Categories



When calculated across prison and security level, COIIs on average used slightly more than a third (34%) of their time for case management (see Exhibit 6). Other major task categories in which notable but much smaller proportions of time are used include Classification (8%), Direct Security (7%), Administrative (7%), and Correspondence (6%).

Exhibit 7 shows the average percentage of total work time COIIs reported spending in each major category area in order from the largest percentage of use at the top of the table to the smallest percentage of use at the bottom. In all major task categories there was some variation in time used; in all the major task categories except two, at least one COII did not report any time in their six or more data entries, resulting in 0.0% as a minimum percentage.

Exhibit 7. Time Use Study Data for COII Position by Main Task Categories

Task Category	N	Percentage of Total Work Time*	Minimum Percentage	Maximum Percentage
Case Management	230	33.6%	0.0%	89.9%
Classification	230	8.5%	0.0%	40.5%
Direct Security	230	7.0%	0.0%	43.4%
Administrative	230	6.8%	0.0%	51.9%
Correspondence	230	5.9%	0.0%	18.0%
Inmate Transition/Release	230	5.2%	0.0%	23.5%
Training	230	4.8%	0.0%	38.2%
Facilitate Inmate Self-Improvement Programming	230	4.7%	0.0%	33.2%
Travel	230	3.6%	0.0%	32.4%
Meetings	230	2.7%	0.0%	21.5%
Legal	230	2.2%	0.0%	13.2%
Fundraiser	230	1.8%	0.0%	31.6%
Correction Plans	230	1.8%	0.0%	15.7%
Grievances	230	1.6%	0.0%	49.1%
Other	230	1.4%	0.0%	74.2%
Inmate Banking	230	1.3%	0.0%	11.8%
Inmate Visitation	230	1.3%	0.0%	23.0%
Inmate Telephone	230	1.3%	0.0%	14.7%
Max Custody	230	1.0%	0.0%	31.6%
Meals/Breaks	230	1.0%	0.0%	7.7%
Restoration/Rescission	230	0.9%	0.0%	17.4%
Recreation	230	0.8%	0.0%	35.1%
Protective Custody	230	0.4%	0.0%	12.5%
AMS	230	0.4%	0.0%	28.4%
Voice Prints	230	0.01%	0.0%	3.6%

*Work time excludes holiday, leave time, and jury duty.



COIII Time Use by Security Level

Exhibit 8 shows aggregate COIII time average usage by security level. The findings illustrate large variations by security level for a number of main task categories.

Exhibit 8. COIII Percentage of Time Use in Main Task Categories by Prison Security Level

Task Category	Minimum	Medium	Mixed (Min/Med)	Close	Special Management	All Levels*
Case Management	34.6%	37.7%	37.4%	26.6%	31.7%	33.9%
Classification	7.2%	7.8%	13.4%	10.7%	7.7%	8.2%
Direct Security	7.7%	6.4%	3.0%	7.5%	3.0%	6.5%
Administrative	6.7%	6.3%	11.3%	5.5%	7.4%	6.5%
Correspondence	5.5%	5.7%	4.2%	5.6%	6.8%	5.7%
Inmate Transition/Release	7.3%	3.9%	3.6%	4.1%	2.5%	4.9%
Training	4.3%	4.1%	5.6%	6.7%	6.6%	5.0%
Facilitate Inmate Self-Improvement Programming	4.6%	4.2%	7.0%	5.2%	5.2%	4.7%
Travel	4.2%	2.6%	2.3%	4.2%	3.5%	3.5%
Meetings	2.3%	3.3%	3.0%	2.7%	2.0%	2.7%
Legal	1.5%	1.8%	1.5%	2.8%	3.9%	2.1%
Fundraiser	1.4%	2.6%	1.3%	2.7%	1.8%	2.1%
Correction Plans	2.1%	1.8%	1.7%	1.1%	1.1%	1.7%
Grievances	0.4%	2.0%	0.3%	1.6%	5.2%	1.7%
Other	2.3%	1.6%	0.3%	3.2%	0.6%	2.0%
Inmate Banking	1.6%	1.4%	0.6%	1.1%	0.9%	1.3%
Inmate Visitation	1.8%	1.6%	0.3%	0.7%	0.6%	1.3%
Inmate Telephone	1.2%	1.2%	0.5%	1.3%	1.2%	1.2%
Max Custody	0.0%	0.6%	0.3%	1.4%	5.8%	1.1%
Meals/Breaks	1.0%	1.1%	1.4%	0.8%	1.1%	1.0%
Restoration/Rescission	0.3%	0.7%	0.9%	2.5%	0.9%	0.9%
Recreation	1.1%	1.2%	0.1%	0.3%	0.0%	0.8%
Protective Custody	0.3%	0.4%	0.0%	0.4%	0.5%	0.4%
AMS	0.4%	0.1%	0.0%	1.2%	0.0%	0.4%
Voice Prints	0.0%	0.05%	0.0%	0.03%	0.0%	0.02%
N	75	79	5	44	26	230

*Total includes one respondent from the "minor" security level, a category that is not included in the breakdown due to its small size.

Note: As mentioned in the Introduction, COIIIs had to have completed six or more data entry forms for their data to be included in the analysis.



Minimum Security

Exhibit 9. Time Use of COII Staff at Minimum Security Level Units by Main Task Categories

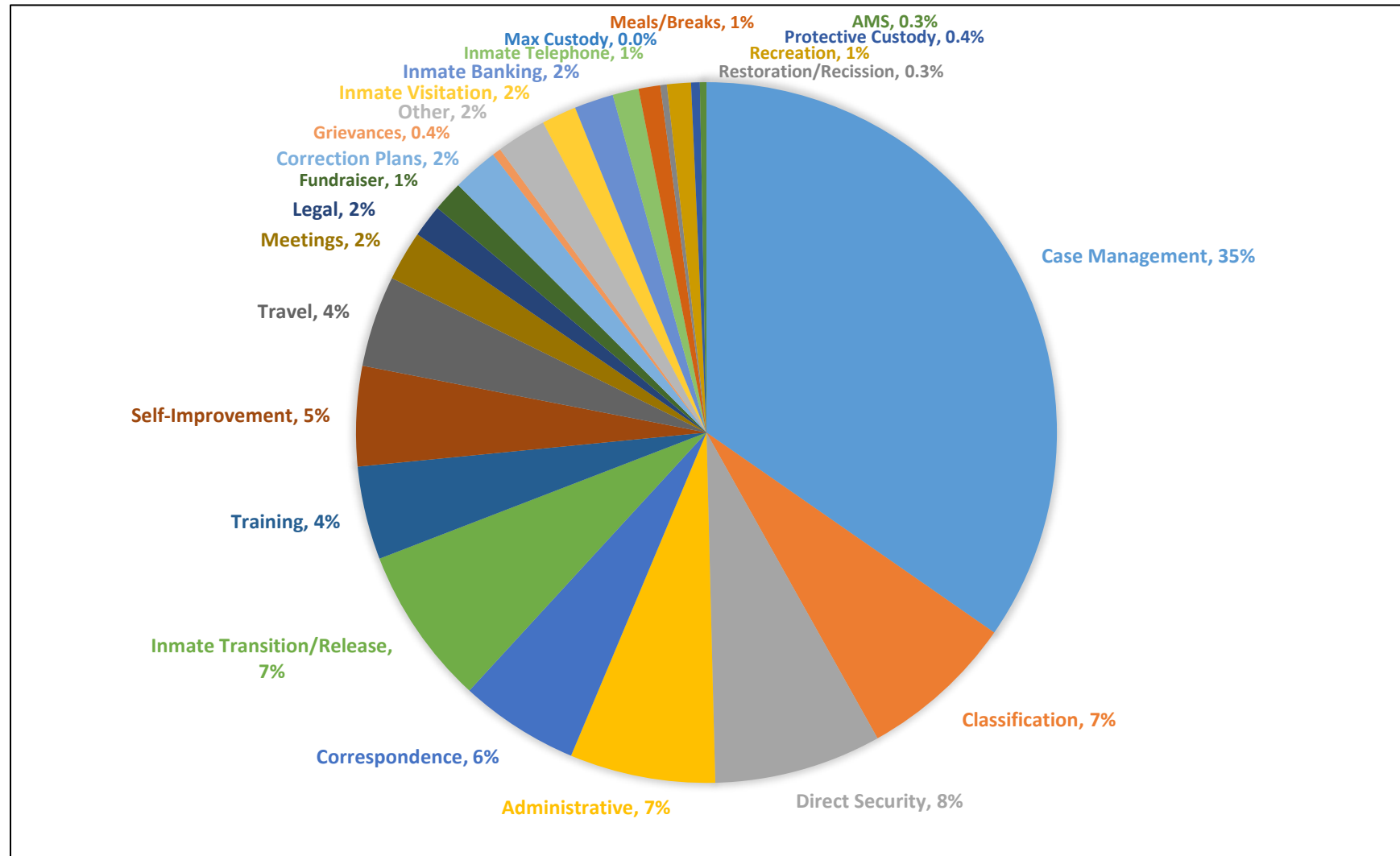


Exhibit 9 shows that at minimum security units Case Management makes up more than a third (35%) of COIII average time usage. The next most common average usages of time were Direct Security (7.7%), Inmate Transition/Release (7.3%), and Classification (7.2%). By main task category, average time usage varied from 0% (for all categories) to a high of 89.9% for Case Management (see Exhibit 10). As noted in the introduction, it is important to remember when interpreting minimum and maximum percentage data that it takes as few as one COIII spending little time in a main task category to produce a low minimum percentage for that category. Conversely, one COIII reporting a large amount of time spent in a main task category will result in a high maximum percentage.

Exhibit 10. Time Use of COIII Staff at Minimum Security Level Units by Main Task Categories

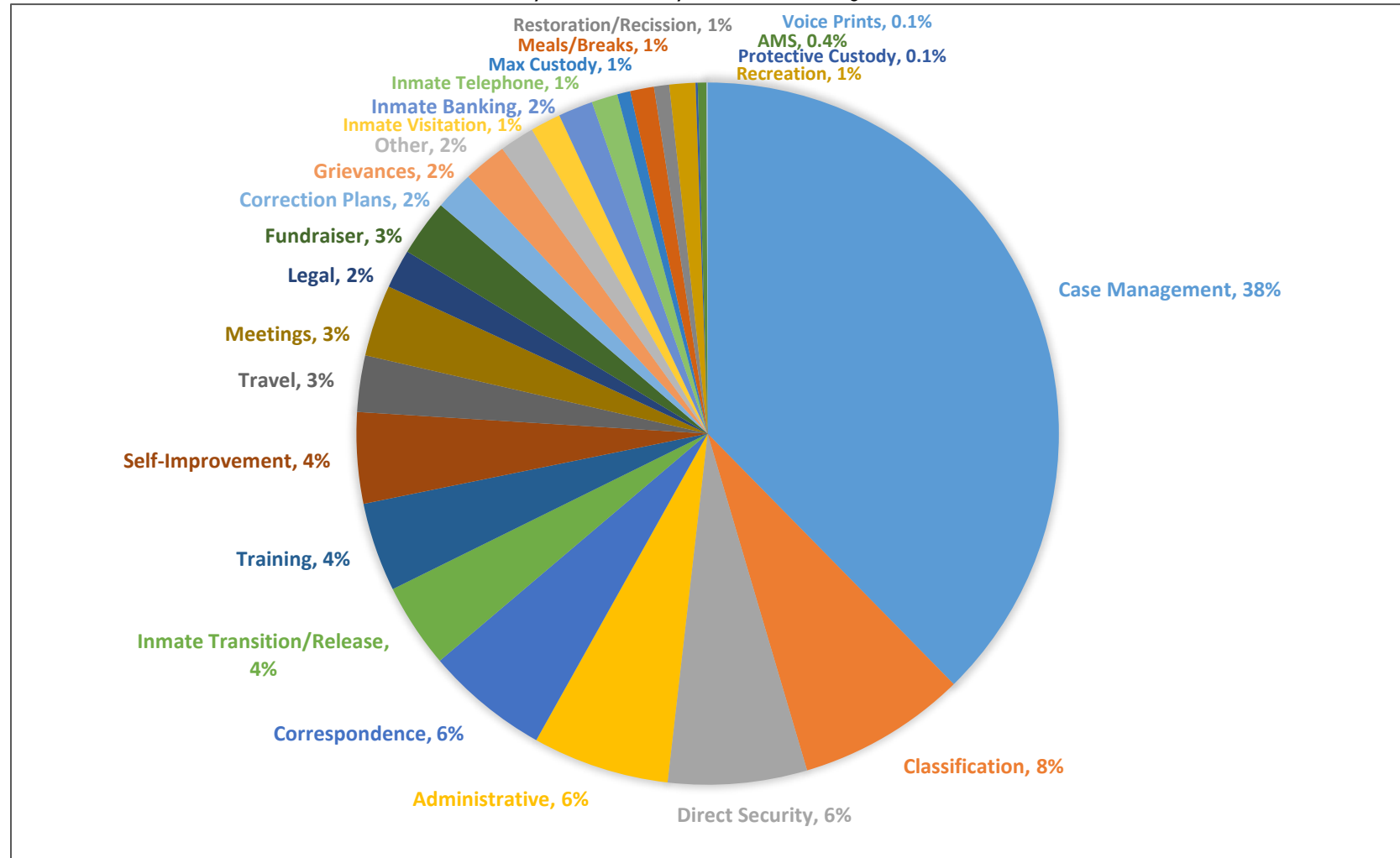
Task Category	N	Percentage of Total Work Time*	Minimum Percentage	Maximum Percentage
Case Management	75	34.6%	0.0%	89.9%
Classification	75	7.2%	0.0%	27.1%
Direct Security	75	7.7%	0.0%	29.7%
Administrative	75	6.7%	0.0%	43.3%
Correspondence	75	5.5%	0.0%	15.4%
Inmate Transition/Release	75	7.3%	0.0%	21.7%
Training	75	4.3%	0.0%	38.2%
Facilitate Inmate Self-Improvement Programming	75	4.6%	0.0%	26.8%
Travel	75	4.2%	0.0%	17.6%
Meetings	75	2.3%	0.0%	12.8%
Legal	75	1.5%	0.0%	13.2%
Fundraiser	75	1.4%	0.0%	24.1%
Correction Plans	75	2.1%	0.0%	12.4%
Grievances	75	0.4%	0.0%	11.7%
Other	75	2.3%	0.0%	74.2%
Inmate Banking	75	1.6%	0.0%	11.1%
Inmate Visitation	75	1.8%	0.0%	23.0%
Inmate Telephone	75	1.2%	0.0%	6.1%
Max Custody	75	0.0%	0.0%	1.1%
Meals/Breaks	75	1.0%	0.0%	5.6%
Restoration/Rescission	75	0.3%	0.0%	2.0%
Recreation	75	1.1%	0.0%	35.1%
Protective Custody	75	0.3%	0.0%	12.5%
AMS	75	0.4%	0.0%	15.4%
Voice Prints	75	0.0%	0.0%	0.3%

*Work time excludes holiday, leave time, and jury duty.



Medium Security

Exhibit 11. Time Use of COII Staff at Medium Security Level Units by Main Task Categories



COIIs working at medium security units used an average of 38% of their time on Case Management tasks (see Exhibit 11). The next most common average usages of time were Classification (7.8%), Direct Security (6.4%), and Classification (7.2%). By main task category, time usage reported varied from 0% (for all categories except one) to a high of 89.9% for Case Management (see Exhibit 12).

Exhibit 12. Time Use of COII Staff at Medium Security Level Units by Main Task Categories

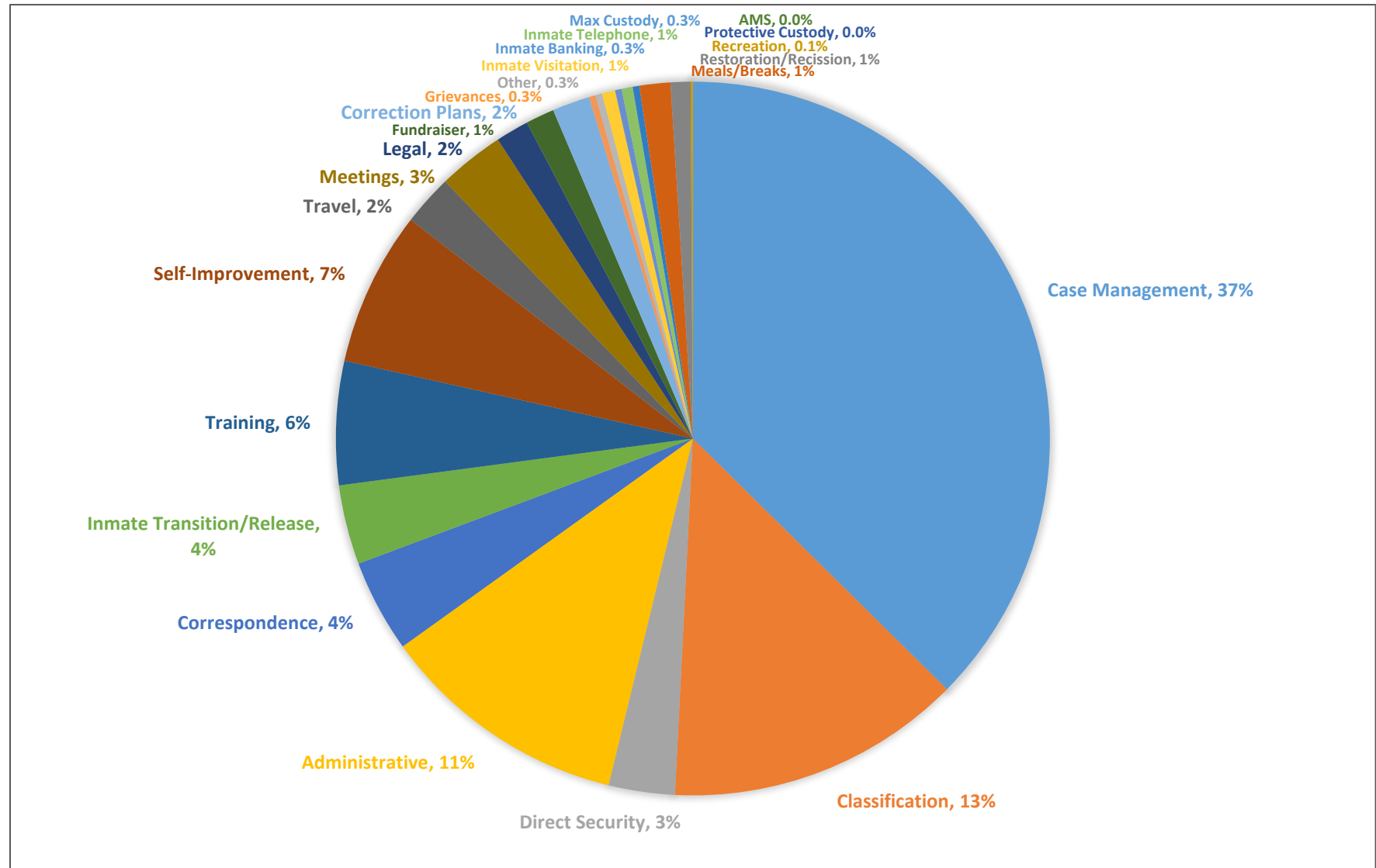
Task Category	N	Percentage of Total Work Time*	Minimum Percentage	Maximum Percentage
Case Management	79	37.7%	4.4%	88.2%
Classification	79	7.8%	0.0%	33.8%
Direct Security	79	6.4%	0.0%	36.6%
Administrative	79	6.3%	0.0%	51.0%
Correspondence	79	5.7%	0.0%	17.2%
Inmate Transition/Release	79	3.9%	0.0%	22.1%
Training	79	4.1%	0.0%	32.0%
Facilitate Inmate Self-Improvement Programming	79	4.2%	0.0%	19.8%
Travel	79	2.6%	0.0%	12.1%
Meetings	79	3.3%	0.0%	21.5%
Legal	79	1.8%	0.0%	8.4%
Fundraiser	79	2.6%	0.0%	31.6%
Correction Plans	79	1.8%	0.0%	15.7%
Grievances	79	2.0%	0.0%	20.6%
Other	79	1.6%	0.0%	26.7%
Inmate Banking	79	1.4%	0.0%	11.8%
Inmate Visitation	79	1.6%	0.0%	18.0%
Inmate Telephone	79	1.2%	0.0%	14.7%
Max Custody	79	0.6%	0.0%	7.1%
Meals/Breaks	79	1.1%	0.0%	7.7%
Restoration/Rescission	79	0.7%	0.0%	5.2%
Recreation	79	1.2%	0.0%	24.6%
Protective Custody	79	0.4%	0.0%	8.7%
AMS	79	0.1%	0.0%	5.7%
Voice Prints	79	0.0%	0.0%	3.6%

*Work time excludes holiday, leave time, and jury duty.



Mixed (Minimum/Medium) Security

Exhibit 13. Time Use of COIII Staff at Mixed Level Security Units by Main Task Categories



At mixed security units, COIIs spent on average 37% of their time on Case Management tasks (see Exhibit 13). As Exhibit 14 shows, Classification also took a noticeable proportion of COII time (13.4% on average), as did Administrative (11.3% on average). By main task category, average time usage varied from 0% (for most categories) to a high of 84.6% for Case Management.

Exhibit 14. Time Use of COII Staff at Mixed Level Security Units by Main Task Categories

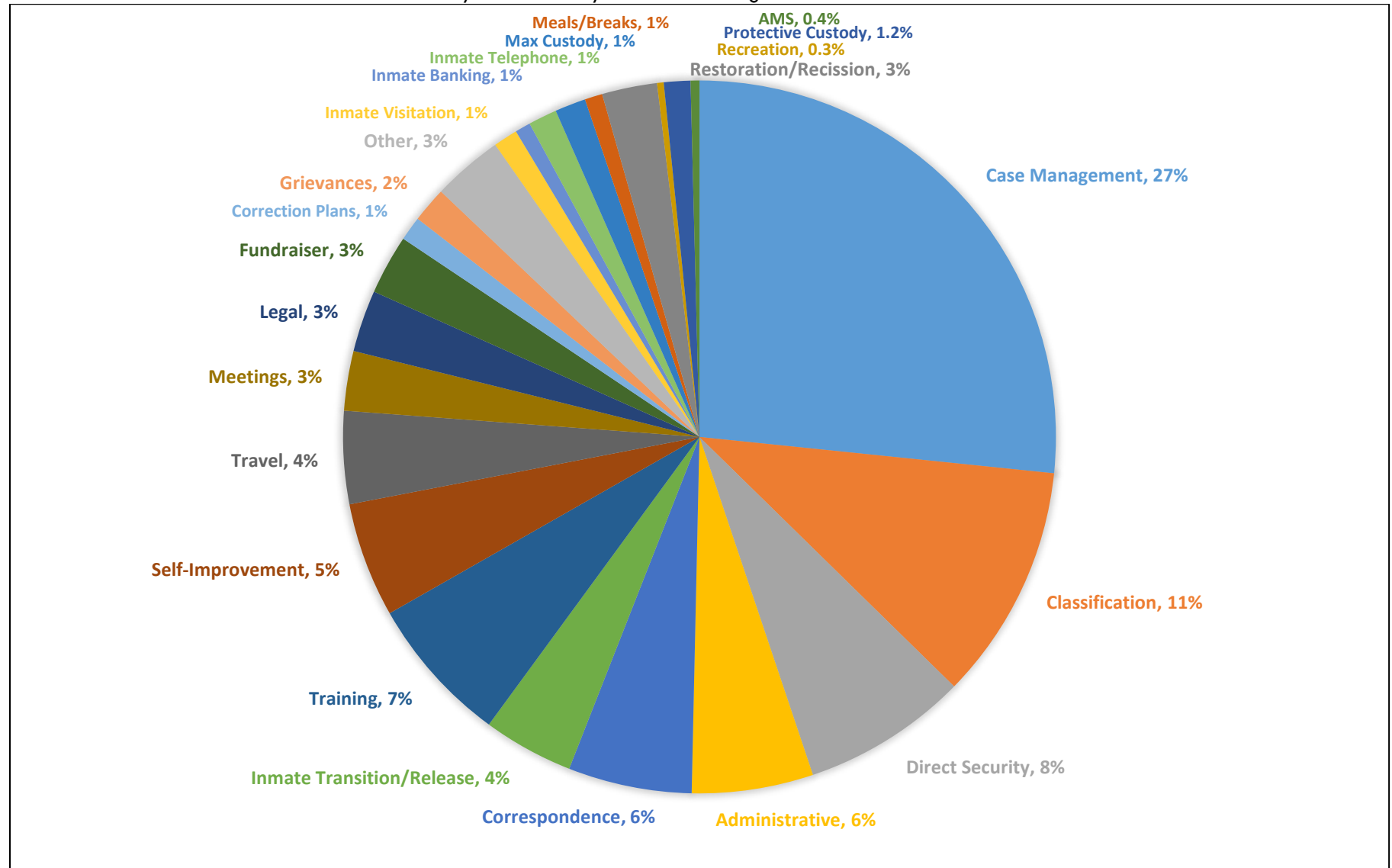
Task Category	N	Percentage of Total Work Time*	Minimum Percentage	Maximum Percentage
Case Management	5	37.4%	24.5%	84.6%
Classification	5	13.4%	4.7%	40.5%
Direct Security	5	3.0%	0.0%	13.9%
Administrative	5	11.3%	0.0%	29.7%
Correspondence	5	4.2%	0.0%	13.8%
Inmate Transition/Release	5	3.6%	0.0%	7.7%
Training	5	5.6%	0.0%	11.6%
Facilitate Inmate Self-Improvement Programming	5	7.0%	0.0%	28.9%
Travel	5	2.3%	0.0%	8.5%
Meetings	5	3.0%	0.0%	7.3%
Legal	5	1.5%	0.0%	5.8%
Fundraiser	5	1.3%	0.0%	5.9%
Correction Plans	5	1.7%	0.0%	7.0%
Grievances	5	0.3%	0.0%	0.6%
Other	5	0.3%	0.0%	1.5%
Inmate Banking	5	0.6%	0.0%	2.7%
Inmate Visitation	5	0.3%	0.0%	1.3%
Inmate Telephone	5	0.5%	0.0%	1.3%
Max Custody	5	0.3%	0.0%	1.3%
Meals/Breaks	5	1.4%	0.0%	6.6%
Restoration/Rescission	5	0.9%	0.0%	3.5%
Recreation	5	0.1%	0.0%	0.6%
Protective Custody	5	0.0%	0.0%	0.0%
AMS	5	0.0%	0.0%	0.0%
Voice Prints	5	0.0%	0.0%	0.0%

*Work time excludes holiday, leave time, and jury duty.



Close Security

Exhibit 15. Time Use of COIII Staff at Close Security Level Units by Main Task Categories



COIIs working in close security units spent an average of 27% on Case Management tasks (see Exhibit 15). Exhibit 16 shows that other major task categories with notable levels of average time usage were Classification (10.7%) and Direct Security (7.5%). By main task category, average time usage varied from 0% (for all except one category) to a high of 72.0% for Case Management.

Exhibit 16. Time Use of COII Staff at Close Security Level Units by Main Task Categories

Task Category	N	Percentage of Total Work Time*	Minimum Percentage	Maximum Percentage
Case Management	44	26.6%	0.4%	72.0%
Classification	44	10.7%	0.0%	24.9%
Direct Security	44	7.5%	0.0%	43.4%
Administrative	44	5.5%	0.0%	23.3%
Correspondence	44	5.6%	0.0%	12.9%
Inmate Transition/Release	44	4.1%	0.0%	23.5%
Training	44	6.7%	0.0%	38.1%
Facilitate Inmate Self-Improvement Programming	44	5.2%	0.0%	33.2%
Travel	44	4.2%	0.0%	32.4%
Meetings	44	2.7%	0.0%	14.6%
Legal	44	2.8%	0.0%	11.6%
Fundraiser	44	2.7%	0.0%	23.6%
Correction Plans	44	1.1%	0.0%	7.3%
Grievances	44	1.6%	0.0%	10.0%
Other	44	3.2%	0.0%	29.1%
Inmate Banking	44	1.1%	0.0%	8.9%
Inmate Visitation	44	0.7%	0.0%	5.4%
Inmate Telephone	44	1.3%	0.0%	3.8%
Max Custody	44	1.4%	0.0%	8.2%
Meals/Breaks	44	0.8%	0.0%	5.9%
Restoration/Rescission	44	2.5%	0.0%	17.4%
Recreation	44	0.3%	0.0%	6.3%
Protective Custody	44	0.4%	0.0%	5.6%
AMS	44	1.2%	0.0%	28.4%
Voice Prints	44	0.0%	0.0%	0.0%

*Work time excludes holiday, leave time, and jury duty.



Special Management Security

Exhibit 17. Time Use of COIII Staff at Special Management Security Level Units by Main Task Categories

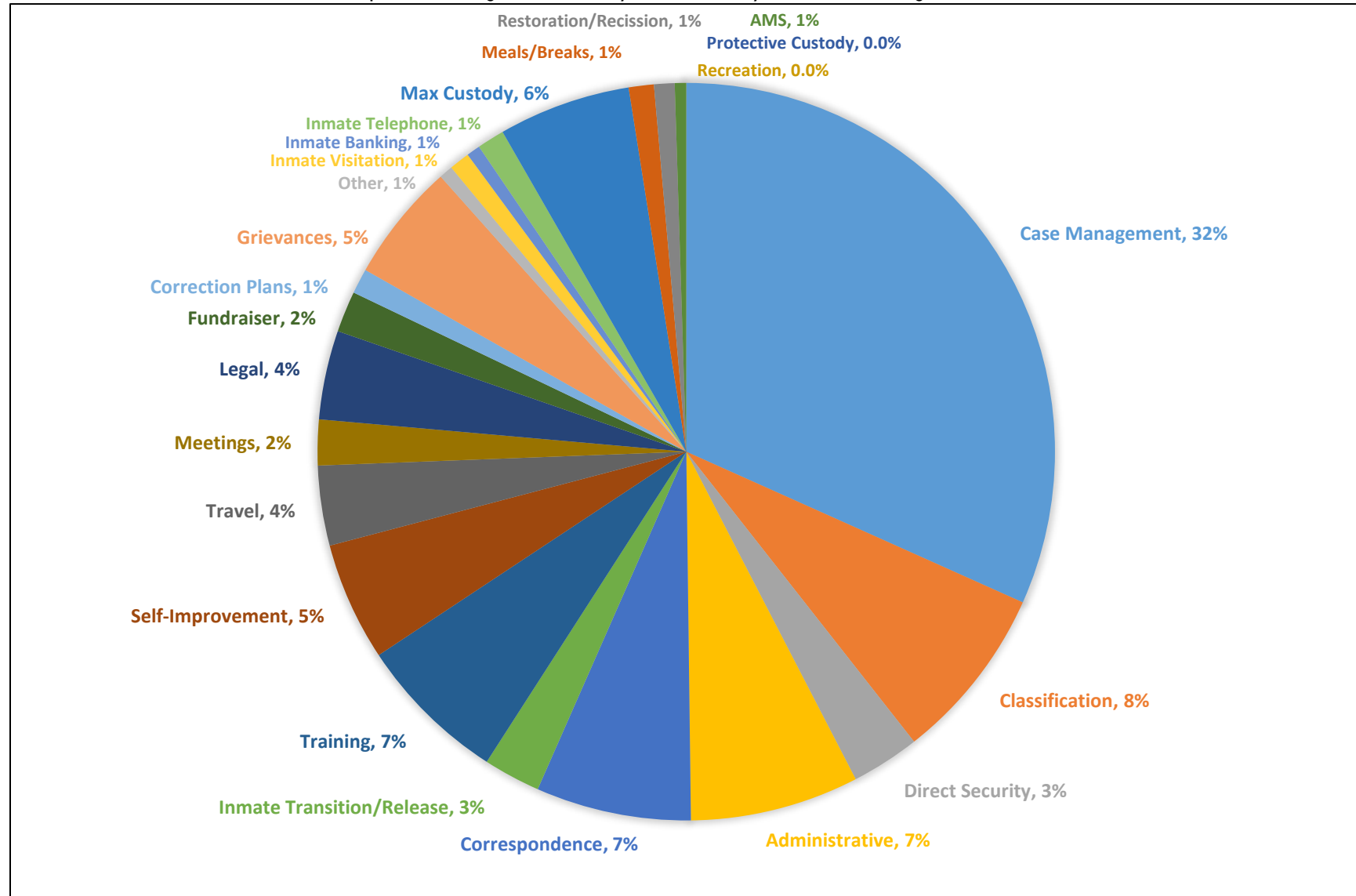


Exhibit 17 shows that at special management units COIIs spent on average 32% of their time on Case Management tasks. Other main tasks categories in which average amounts of time spent are notable are Classification (7.7%) and Administrative (7.4%) (see Exhibit 18). By main task category, average time usage varied from 0% (for all categories except one) to a high of 87.1% for Case Management.

Exhibit 18. Time Use of COII Staff at Special Management Security Level Units by Main Task Categories

Task Category	N	Percentage of Total Work Time*	Minimum Percentage	Maximum Percentage
Case Management	26	32.0%	2.5%	87.1%
Classification	26	7.7%	0.0%	22.1%
Direct Security	26	3.0%	0.0%	34.5%
Administrative	26	7.4%	0.0%	51.9%
Correspondence	26	6.8%	0.0%	18.0%
Inmate Transition/Release	26	2.5%	0.0%	16.2%
Training	26	6.6%	0.0%	23.5%
Facilitate Inmate Self-Improvement Programming	26	5.2%	0.0%	28.6%
Travel	26	3.5%	0.0%	15.1%
Meetings	26	2.0%	0.0%	6.6%
Legal	26	3.9%	0.0%	12.7%
Fundraiser	26	1.8%	0.0%	17.3%
Correction Plans	26	1.1%	0.0%	4.8%
Grievances	26	5.2%	0.0%	49.1%
Other	26	0.6%	0.0%	9.7%
Inmate Banking	26	0.9%	0.0%	5.4%
Inmate Visitation	26	0.6%	0.0%	6.7%
Inmate Telephone	26	1.2%	0.0%	3.9%
Max Custody	26	5.8%	0.0%	31.6%
Meals/Breaks	26	1.1%	0.0%	7.2%
Restoration/Rescission	26	0.9%	0.0%	6.9%
Recreation	26	0.0%	0.0%	0.5%
Protective Custody	26	0.5%	0.0%	4.1%
AMS	26	0.0%	0.0%	0.4%
Voice Prints	26	0.0%	0.0%	0.8%

*Work time excludes holiday, leave time, and jury duty.



COII Time Use in Select Main Task Categories by Security Level

Case Management Tasks by Security Level and Total

Exhibit 19 shows the Case Management task category broken down into its tasks, and the average time COIIs spend on those tasks by security level. Some of the tasks that show large variation by security level are Inmate Interviews, Podwalks, RMS, and Inmate Letters. It is notable that COIIs spend on average 40% or more of their Case Management time on Inmate Interviews. Although Inmate Interviews is included as a Case Management task, COIIs who reviewed the study's preliminary results noted that a lot of such time more involves listening to inmate concerns, and that while this time serves as a positive pressure release for the inmate

Exhibit 19. Case Management Tasks as a Percentage of Total Case Management Time, by Security Level and Total

Case Management Task	Minimum	Medium	Special Management	Close	Mixed	All Levels
Community Betterment	0.4%	0.5%	0.0%	0.8%	0.0%	0.5%
Compassionate leave requests	0.3%	0.3%	0.3%	0.3%	0.5%	0.3%
Conflict management resolution	0.3%	0.9%	0.4%	1.1%	2.1%	0.7%
RMS	11.5%	5.6%	5.9%	7.7%	11.6%	8.2%
ACJIS requests-MVD	1.1%	0.7%	0.8%	1.0%	0.0%	0.8%
ACJIS requests-NCIC/ACIC	2.0%	0.7%	0.4%	0.8%	0.3%	1.1%
ACJIS requests-warrants	0.7%	0.3%	0.3%	0.5%	0.1%	0.5%
AIMS entries	3.4%	3.1%	4.7%	2.6%	6.2%	3.3%
AIMS-DT02	0.4%	0.4%	0.4%	0.8%	0.6%	0.4%
AIMS-DT04	1.1%	1.1%	0.9%	1.3%	0.0%	1.1%
Inmate interviews	52.0%	46.6%	18.7%	24.4%	43.7%	42.6%
Facilitate monthly parole board hearings	0.6%	0.6%	1.4%	0.4%	0.0%	0.7%
IHP tolerance training	0.1%	0.4%	0.0%	0.4%	0.0%	0.3%
Inmate Letters/responding to issues	3.0%	5.3%	27.1%	18.9%	11.3%	8.7%
Inmate Management (behavior, etc.)	2.0%	5.6%	5.6%	1.5%	4.5%	3.6%
Inmate purchases	0.3%	0.5%	0.3%	0.1%	0.3%	0.4%
Life planning updates	1.1%	1.0%	1.0%	0.6%	0.4%	0.9%
Medical care directives	1.0%	0.3%	0.2%	0.2%	0.0%	0.5%



Case Management Task	Minimum	Medium	Special Management	Close	Mixed	All Levels
Onsite/offsite inmate crews	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%
Order Reports	1.3%	1.0%	0.8%	0.9%	0.3%	1.1%
Orientation and follow-up documentation in AIMS	1.1%	0.9%	0.3%	0.2%	0.5%	0.8%
Orientation setup/inmate attendance passes	0.9%	0.7%	0.3%	0.1%	0.0%	0.6%
Orientation update/maintain booklet	0.7%	0.8%	0.3%	0.0%	0.0%	0.6%
Parole Executive Board of Clemency	0.8%	0.9%	4.1%	0.8%	0.0%	1.1%
Podwalks	2.0%	4.9%	20.2%	14.7%	10.0%	6.8%
PREA cases with documentation	0.1%	0.0%	0.2%	0.0%	0.0%	0.1%
Process marriage applications	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
EIP review	0.5%	0.4%	0.6%	0.1%	0.3%	0.4%
WIPP process	3.1%	0.5%	0.1%	6.6%	0.0%	2.3%
ICE	0.1%	0.3%	0.0%	0.4%	0.0%	0.2%
Detention Bed report	0.4%	0.4%	1.0%	2.8%	0.0%	0.8%
Disciplinary report	0.2%	3.9%	0.1%	4.3%	0.0%	2.2%
Information reports	0.2%	0.1%	0.1%	0.4%	0.6%	0.2%
Monthly/weekly disciplinary logs	0.1%	0.1%	0.0%	0.0%	0.0%	0.1%
Monthly/weekly programming reports	0.2%	0.6%	0.1%	0.4%	1.1%	0.4%
Statistical reports	0.0%	0.2%	0.0%	0.0%	0.0%	0.1%
WIPP/MSR	1.6%	4.5%	0.3%	0.9%	1.2%	2.4%
Document inmate related issues	1.2%	1.5%	1.4%	0.6%	1.1%	1.3%
Review Institutional Files	3.8%	3.2%	0.7%	2.8%	2.7%	3.1%
Review Property Files	0.4%	0.6%	0.9%	0.6%	0.4%	0.5%
US Treaty Review	0.1%	0.0%	0.0%	0.1%	0.0%	0.1%
Reports, General	0.1%	0.0%	0.0%	0.0%	0.3%	0.0%
Case Management, Other	0.1%	0.1%	0.0%	0.1%	0.0%	0.1%
N	75	79	26	44	5	230



Classification Tasks by Security Level and Total

Exhibit 20 shows the Classification task category broken down into its tasks, and the average time COIIs spend on those tasks by security level. Some of the tasks that show large variation by security level are DI95 Triggers, File Reviews/go to OIU to retrieve files, Completion of Inmate Assessment, Levels of Supervision, and Work Levels.

Exhibit 20. Classification Tasks as a Percentage of Total Classification Time, by Security Level and Total

Classification Task	Minimum	Medium	Special Management	Close	Mixed	All Levels
Completion of Inmate Assessment	2.0%	6.1%	10.3%	11.3%	71.1%	9.5%
Close management actions reviews	0.3%	1.0%	6.3%	7.4%	0.0%	0.0%
CU overrides	0.9%	2.1%	3.2%	6.6%	0.9%	2.1%
DI95 Triggers	20.4%	27.0%	43.2%	25.1%	8.3%	6.3%
File Reviews/go to OIU to retrieve files	14.3%	10.2%	11.0%	8.9%	4.5%	30.5%
DNHW memos preparation	0.5%	1.1%	2.9%	1.8%	0.0%	3.2%
IR overrides	1.2%	0.8%	2.6%	3.3%	0.0%	0.0%
Levels of Supervision	14.4%	11.5%	1.0%	3.8%	1.3%	0.0%
Movement	1.1%	0.4%	1.5%	0.7%	0.3%	0.0%
Notifications	1.1%	2.1%	1.4%	0.9%	0.0%	10.5%
Override memos	0.5%	0.3%	4.4%	6.7%	0.0%	0.0%
Sex Offender Packets	0.2%	2.8%	1.2%	0.9%	2.7%	0.0%
Sexual interviews C0351 victimization	0.0%	0.1%	0.1%	0.1%	0.0%	0.0%
Work Levels	37.7%	31.3%	7.7%	19.5%	10.6%	10.5%
DI97 arrest history/prior conviction history—updates	5.2%	3.0%	1.9%	2.3%	0.2%	27.4%
DI96 Escape History Updates	0.3%	0.4%	1.3%	0.4%	0.0%	0.0%
Classification (other)	0.0%	0.0%	0.1%	0.1%	0.0%	0.0%
N	75	79	26	44	5	230



Direct Security by Security Level and Total

Exhibit 21 shows the Direct Security task category broken down into its tasks, and the average time COIIs spend on those tasks by security level. Some of the tasks that show large variation by security level are Post Day, ICS/OPAL situation response, and Quarterly Searches.

Exhibit 21. Direct Security Tasks as a Percentage of Total Direct Security Time, by Security Level and Total

Direct Security Task	Minimum	Medium	Special Management	Close	Mixed	All Levels
Post Day	49.8%	58.9%	9.9%	27.9%	84.5%	46.6%
Security staff duties	6.2%	3.2%	0.4%	4.7%	0.0%	4.6%
Cover shift as needed	5.3%	6.5%	66.6%	6.3%	2.6%	8.3%
Daily podwalks to enforce 04 inspections security	2.6%	1.2%	8.7%	2.3%	0.0%	2.3%
ICS/OPAL situation response	4.4%	1.6%	7.8%	11.3%	5.3%	5.2%
Review post orders	0.1%	0.0%	0.0%	0.1%	0.0%	0.0%
Security on watches such as mental health or suicide	0.0%	0.0%	0.0%	0.4%	0.0%	0.1%
Count and accountability	1.6%	0.2%	0.0%	0.2%	0.0%	0.8%
Intake searches	0.0%	0.5%	0.0%	0.0%	0.0%	0.2%
Knuckle and body checks	0.2%	0.0%	0.0%	0.1%	0.0%	0.1%
Pat searches	0.7%	0.5%	0.0%	0.8%	0.0%	0.6%
Quarterly searches	24.4%	23.2%	0.8%	39.9%	0.0%	26.2%
Rollups	3.1%	0.4%	0.0%	0.1%	0.0%	1.4%
Strip searches	0.2%	0.2%	0.7%	0.1%	0.0%	0.2%
Sort/deliver Inmate mail	0.5%	0.1%	5.2%	0.2%	0.0%	0.5%
Security, other	1.1%	3.5%	0.0%	5.4%	7.6%	2.8%
N	75	79	26	44	5	230



Administrative Tasks by Security Level and Total

Exhibit 22 shows the Administrative task category broken down into its tasks, and the average time COIIs spend on those tasks by security level. Some of the tasks that show large variation by security level are Special Projects, Admin Other, Acting COIV, and Time Study Data Entry.

Exhibit 22. Administrative Tasks as a Percentage of Total Administrative Time, by Security Level and Total

Administrative Security Task	Minimum	Medium	Special Management	Close	Mixed	All Levels
Copy or Scan Materials	23.7%	17.7%	25.9%	29.4%	23.4%	23.7%
Notary	0.1%	0.2%	0.8%	0.0%	0.3%	0.1%
Bulletin Board Updates	1.9%	1.8%	4.0%	0.8%	2.1%	1.9%
Acting COIV	1.2%	9.6%	1.5%	0.0%	3.5%	1.2%
Produce Reports	4.6%	1.5%	2.3%	0.0%	2.2%	4.6%
Assist with GAR	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Conduct Audits	0.1%	0.0%	0.0%	0.0%	0.5%	0.1%
Organize for One on Ones	0.1%	0.1%	0.7%	3.3%	0.5%	0.1%
Quarterly Awards	0.3%	1.0%	0.2%	0.0%	0.5%	0.3%
Proofread SIR	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Update CORE Roster	0.0%	0.0%	0.2%	0.0%	0.0%	0.0%
Audit	0.1%	0.3%	0.6%	0.0%	0.6%	0.1%
CCTV	0.0%	0.0%	0.3%	0.0%	0.0%	0.0%
Special Projects	9.4%	1.3%	3.8%	13.4%	7.0%	9.4%
Translating	1.1%	0.4%	0.7%	0.0%	0.8%	1.1%
Personnel Health Maintenance	1.2%	0.0%	0.5%	0.0%	0.6%	1.2%
Employee Benefits	0.4%	0.0%	0.2%	0.0%	0.4%	0.4%
Time Study Data Entry	27.8%	15.5%	34.0%	10.2%	26.5%	27.8%
Admin, Other	28.0%	50.6%	24.1%	43.0%	31.0%	28.0%
N	75	79	26	44	5	230



COIII Time Use by Prison Complex

Exhibit 23 provides a comparison of average time use in each major task category by prison complex. The findings show large variation in time usage by complex for all major task categories. Time use for case management ranged from 23.2% on average at the Winslow Complex to 46.6% at the Douglas Complex. Of all the complexes, Lewis used the largest percentage on Classification (11.4%) and Safford used the largest percentage on Administrative (10%). Two prisons showed relatively high COIII time usage for Direct Security – Winslow (15.5%) and Perryville (13.4%). ADC may be interested in examining whether there is a correlation between greater COIII time usage for Direct Security and lower time usage for Case Management and whether the differences in percentages of COIII time used for Direct Security result from differences in prisons' policies.

Charts and tables showing COIII time use by prison complex follow, with the exception of one complex that had too few (2) participants to offer meaningful data visualization. Based on findings presented in the time use by security levels section of the report, it is likely that at least some of the difference for average time usage shown in Exhibit 23 are the result of complexes' mix of security levels.

Exhibit 23. COIII Time Use by Prison Complex

Task Category	Douglas	Eyman	Florence	Lewis	Perryville	Safford	Tucson	Winslow	Yuma	All Prisons*
Case Management	46.6%	32.8%	40.1%	30.0%	25.9%	35.7%	34.2%	23.2%	34.7%	33.9%
Classification	6.6%	7.9%	5.7%	12.0%	6.8%	7.4%	6.6%	7.8%	11.4%	8.2%
Direct Security	3.4%	5.4%	1.2%	2.0%	13.4%	1.1%	8.3%	15.2%	9.2%	6.5%
Administrative	4.2%	8.6%	8.3%	5.9%	4.3%	10.0%	7.8%	7.9%	3.8%	6.5%
Correspondence	4.8%	6.5%	7.2%	5.0%	5.1%	5.3%	6.3%	5.5%	5.0%	5.7%
Inmate Transition/Release	6.7%	2.8%	2.7%	5.8%	6.5%	6.3%	5.2%	6.2%	4.3%	4.9%
Training	4.1%	4.5%	4.9%	6.5%	3.7%	3.4%	4.4%	4.2%	6.9%	5.0%
Facilitate Inmate Self-Improvement Programming	3.5%	6.4%	5.3%	3.6%	7.6%	4.3%	4.4%	2.3%	3.3%	4.7%
Travel	3.6%	3.3%	2.4%	2.6%	4.3%	4.7%	3.1%	7.0%	3.4%	3.5%
Meetings	2.6%	1.3%	2.5%	4.9%	2.4%	3.6%	2.7%	3.8%	2.0%	2.7%
Legal	1.3%	2.8%	1.9%	3.9%	3.0%	0.8%	1.5%	2.2%	1.6%	2.1%
Fundraiser	0.9%	3.8%	4.2%	1.7%	2.3%	1.2%	1.5%	2.8%	0.8%	2.1%



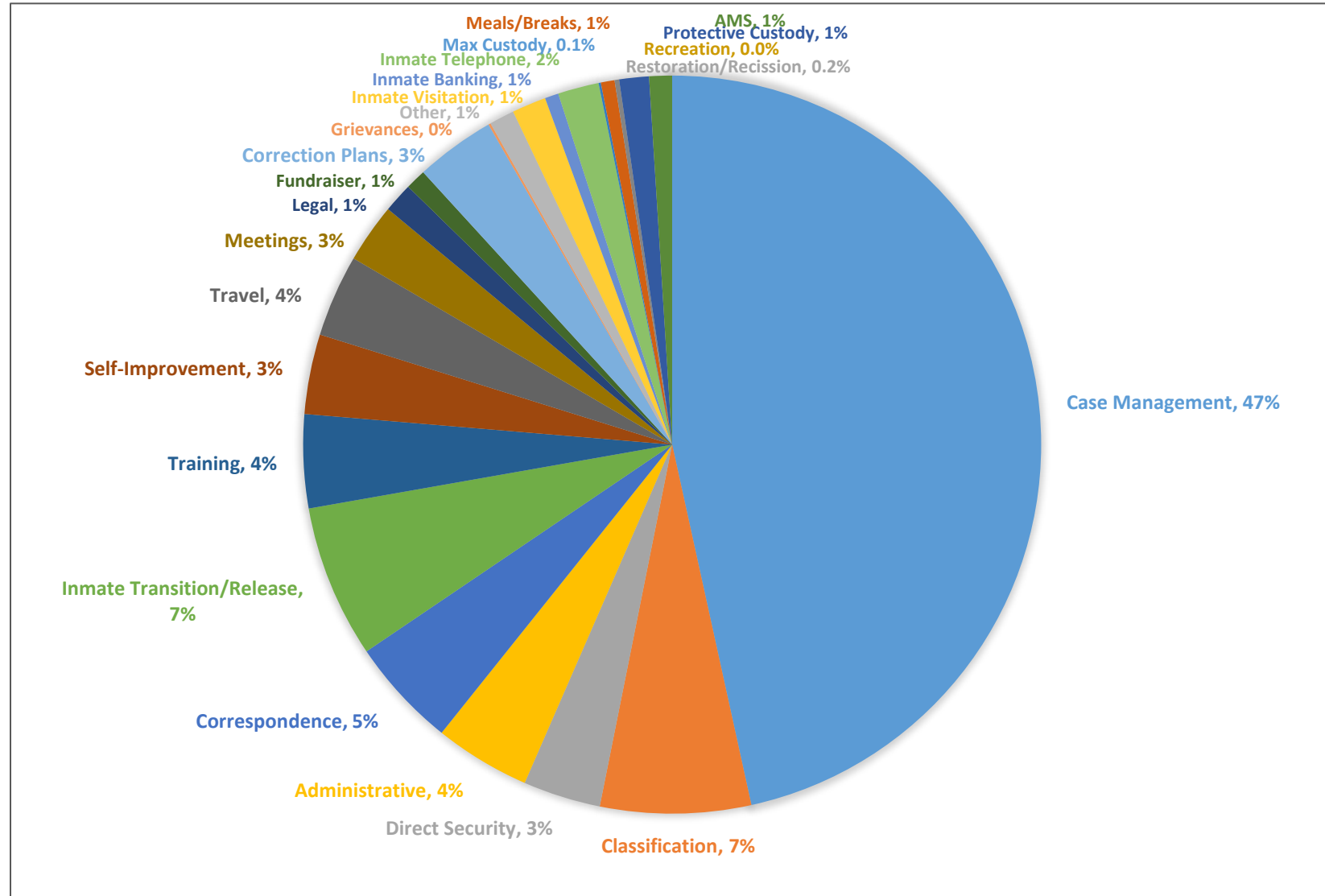
Task Category	Douglas	Eyman	Florence	Lewis	Perryville	Safford	Tucson	Winslow	Yuma	All Prisons*
Correction Plans	3.5%	1.8%	1.3%	1.3%	2.1%	3.0%	1.6%	1.3%	0.8%	1.7%
Grievances	0.1%	2.5%	4.4%	2.2%	0.3%	0.3%	1.5%	1.0%	1.3%	1.7%
Other	1.1%	0.1%	0.5%	2.4%	3.9%	0.8%	4.0%	0.3%	2.2%	2.0%
Inmate Visitation	1.5%	0.4%	0.5%	1.1%	2.4%	3.4%	0.4%	0.4%	2.4%	1.3%
Inmate Banking	0.6%	1.3%	0.8%	1.7%	2.8%	1.0%	0.8%	0.6%	1.8%	1.3%
Inmate Telephone	1.8%	1.1%	0.9%	1.1%	1.2%	1.0%	1.0%	1.3%	1.7%	1.2%
Max Custody	0.1%	3.9%	0.9%	2.5%	0.0%	0.0%	1.3%	0.4%	0.6%	1.1%
Meals/Breaks	0.6%	1.0%	1.5%	0.9%	0.6%	2.0%	0.8%	1.3%	0.7%	1.0%
Restoration/Recession	0.2%	0.7%	0.8%	2.4%	1.2%	0.7%	0.7%	0.7%	0.7%	0.9%
Recreation	0.0%	0.8%	1.3%	0.2%	0.0%	3.6%	1.7%	0.0%	0.2%	0.8%
Protective Custody	1.3%	0.4%	0.4%	0.2%	0.0%	0.2%	0.2%	0.1%	0.7%	0.4%
AMS	1.0%	0.2%	0.2%	0.0%	0.3%	0.0%	0.0%	4.5%	0.2%	0.4%
Voice Prints	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%
N	18	25	32	25	29	15	36	11	37	230

*The Phoenix complex is not included in the individual prison reporting due to the small number of respondents (n=2) but is included in the values reported for all prisons.



Douglas

Exhibit 24. Time Use of COIII Staff at Douglas by Main Task Categories



At the Douglas Complex, COIIs reported spending on average almost half (47%) of their time on case management (see Exhibit 24). Other major task areas in which COIIs at the complex spend a notable proportion of time are Classification and Inmate Transfer/Release (7% each, on average). Exhibit 25 shows there is variation amongst COIIs in the percentage of time spent in particular main task categories. The greatest variation is found in the areas of Case Management, Training, and Administrative.

Exhibit 25. Time Use COII Staff at Douglas by Main Task Categories

Task Category	N	Percentage of Total Work Time*	Minimum Percentage	Maximum Percentage
Case Management	18	46.6%	24.7%	77.4%
Classification	18	6.6%	0.0%	15.1%
Direct Security	18	3.4%	0.0%	8.1%
Administrative	18	4.2%	0.0%	20.2%
Correspondence	18	4.8%	0.0%	12.0%
Inmate Transition/Release	18	6.7%	0.0%	17.5%
Training	18	4.1%	0.0%	27.1%
Facilitate Inmate Self-Improvement Programming	18	3.5%	0.0%	10.9%
Travel	18	3.6%	0.0%	11.0%
Meetings	18	2.6%	0.0%	5.0%
Legal	18	1.3%	0.0%	6.7%
Fundraiser	18	0.9%	0.0%	7.6%
Correction Plans	18	3.5%	0.0%	15.7%
Grievances	18	0.1%	0.0%	0.7%
Other	18	1.1%	0.0%	8.9%
Inmate Banking	18	1.5%	0.0%	9.0%
Inmate Visitation	18	0.6%	0.0%	5.4%
Inmate Telephone	18	1.8%	0.0%	6.1%
Max Custody	18	0.1%	0.0%	2.4%
Meals/Breaks	18	0.6%	0.0%	6.7%
Restoration/Rescission	18	0.2%	0.0%	1.3%
Recreation	18	0.0%	0.0%	0.0%
Protective Custody	18	1.0%	0.0%	15.4%
AMS	18	1.3%	0.0%	12.5%
Voice Prints	18	0.0%	0.0%	0.0%

*Work time excludes holiday, leave time, and jury duty.



Eymen

Exhibit 26. Time Use of COII Staff at Eymen by Main Task Categories

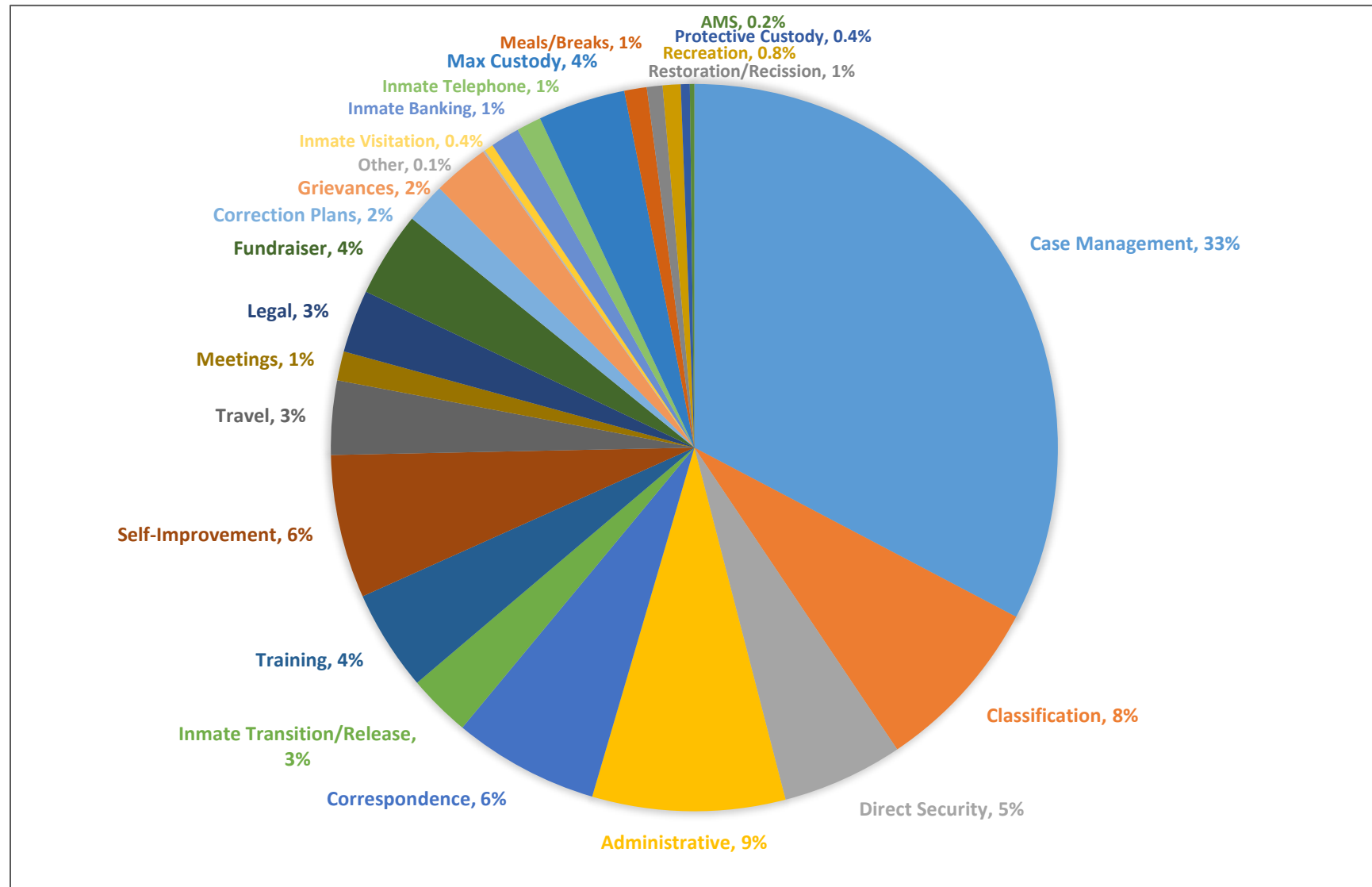


Exhibit 26 shows that COIIs at the Eymen complex spent on average about a third of their time (33%) on case management. Other major task categories in which COIIs at the complex spend a notable proportion of time are Administrative (9% on average) and Classification (8% on average). The main task categories in which variation in time use was the greatest amongst COIIs at Eymen were Case Management, Administrative, Direct Security, and Self-improvement (see Exhibit 27).

Exhibit 27. Time Use of COII Staff at Eymen by Main Task Categories

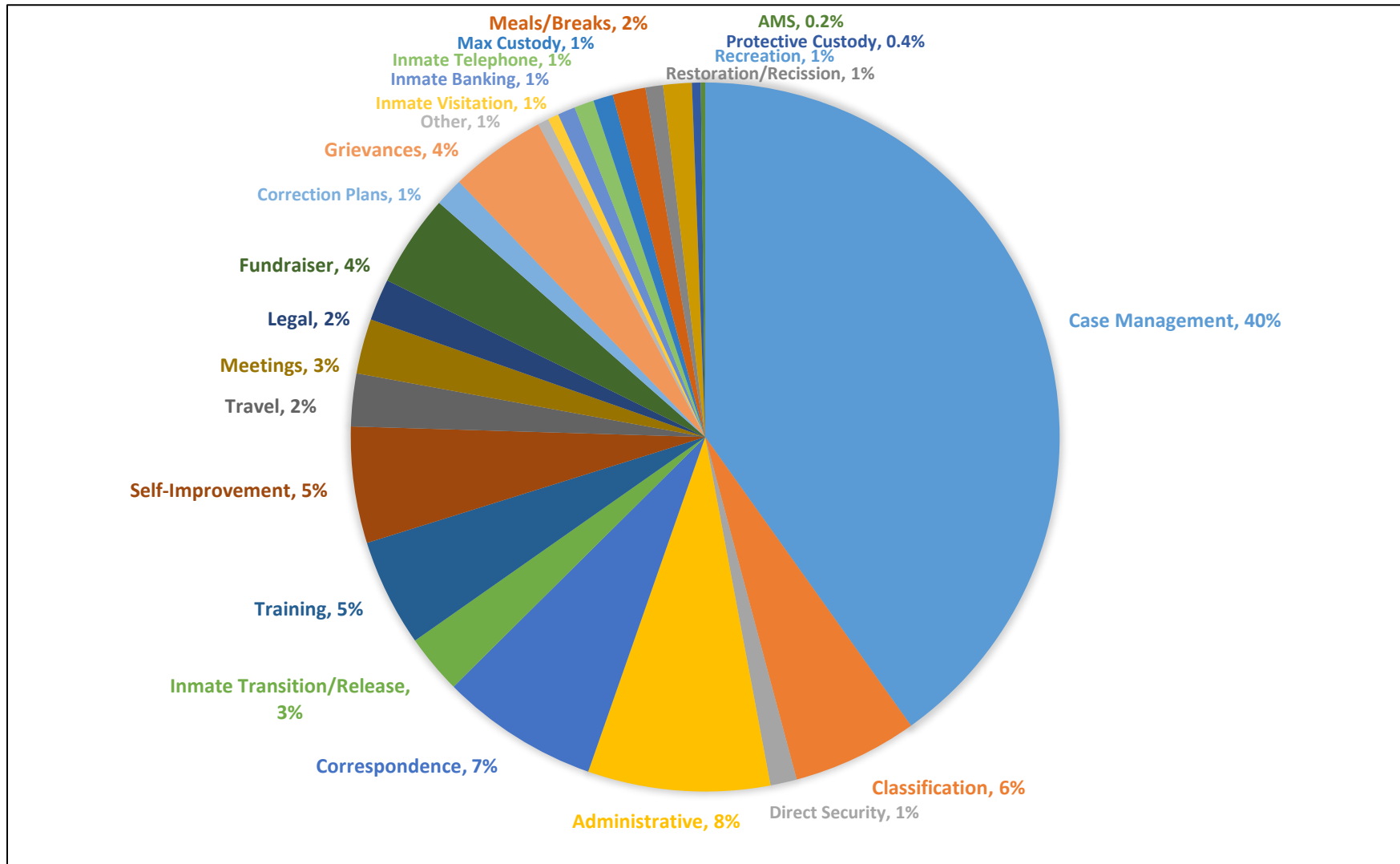
Task Category	N	Percentage of Total Work Time*	Minimum Percentage	Maximum Percentage
Case Management	25	32.8%	2.5%	71.1%
Classification	25	7.9%	0.0%	20.0%
Direct Security	25	5.4%	0.0%	34.5%
Administrative	25	8.6%	0.0%	51.9%
Correspondence	25	6.5%	0.0%	18.0%
Inmate Transition/Release	25	2.8%	0.0%	7.1%
Training	25	4.5%	0.0%	23.6%
Facilitate Inmate Self-Improvement Programming	25	6.4%	0.0%	28.6%
Travel	25	3.3%	0.0%	15.1%
Meetings	25	1.3%	0.0%	8.1%
Legal	25	2.8%	0.0%	6.5%
Fundraiser	25	3.8%	0.0%	19.2%
Correction Plans	25	1.8%	0.0%	7.3%
Grievances	25	2.5%	0.0%	5.5%
Other	25	0.1%	0.0%	1.4%
Inmate Banking	25	1.3%	0.0%	6.4%
Inmate Visitation	25	0.4%	0.0%	3.1%
Inmate Telephone	25	1.1%	0.0%	3.9%
Max Custody	25	3.9%	0.0%	17.8%
Meals/Breaks	25	1.0%	0.0%	4.7%
Restoration/Rescission	25	0.7%	0.0%	7.3%
Recreation	25	0.8%	0.0%	13.6%
Protective Custody	25	0.4%	0.0%	4.1%
AMS	25	0.2%	0.0%	4.9%
Voice Prints	25	0.0%	0.0%	0.0%

*Work time excludes holiday, leave time, and jury duty.



Florence

Exhibit 28. Time Use of COII Staff at Florence by Main Task Categories



COIIs at the Florence complex spent on average approximately 40% of their total work time on case management (see Exhibit 28). Other major task categories in which COIIs at the complex spend a notable proportion of time are Administrative (8.3% on average) and Correspondence (7.2% on average). Exhibit 29 shows that the main task categories in which variation in time use was the greatest amongst COIIs at Florence were Case Management, Grievances, Recreation, Administrative, Recreation, and Fundraisers.

Exhibit 29. Time Use of COII Staff at Florence by Main Task Categories

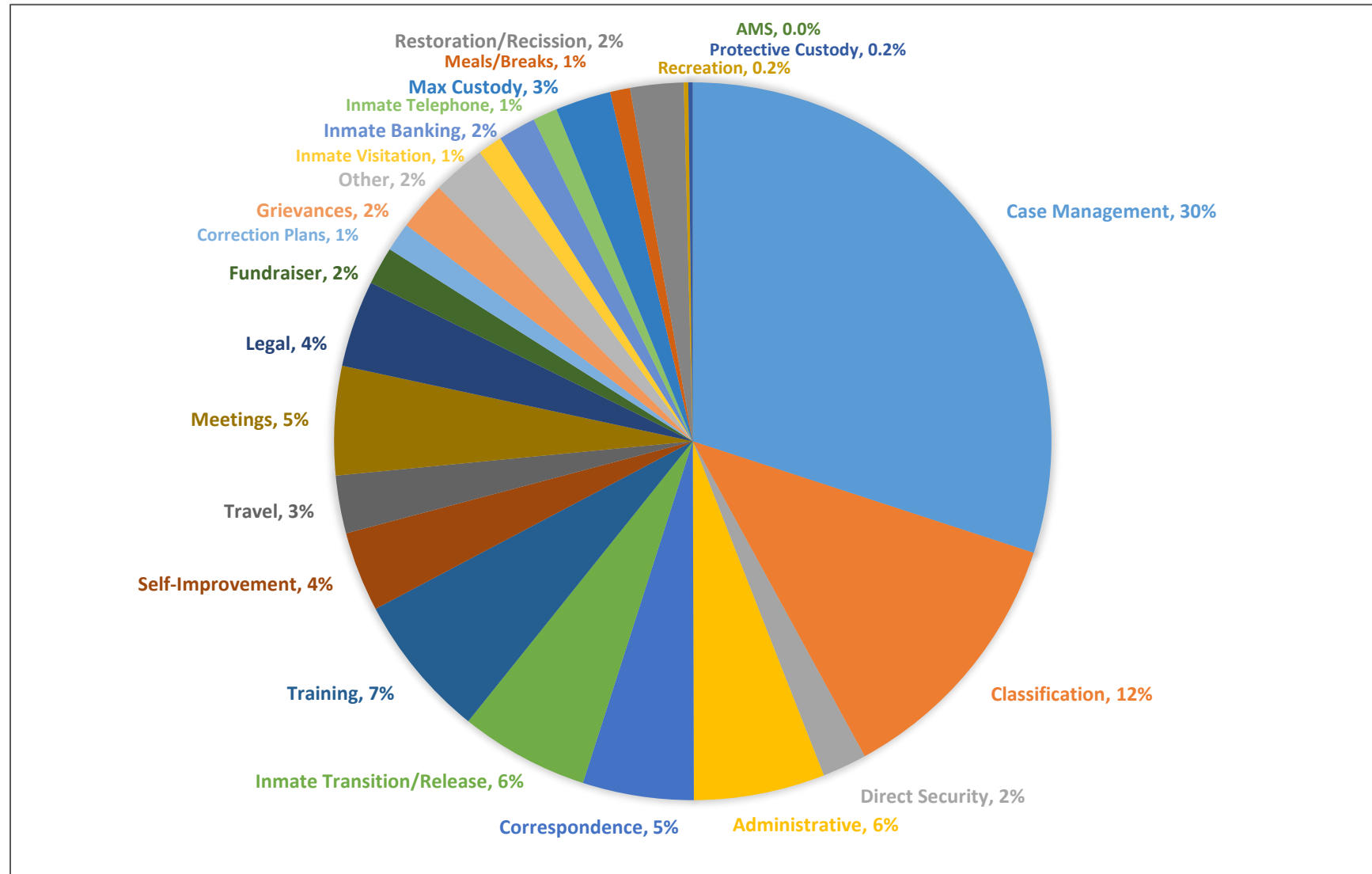
Task Category	N	Percentage of Total Work Time*	Minimum Percentage	Maximum Percentage
Case Management	32	40.1%	4.4%	87.1%
Classification	32	5.7%	0.0%	23.3%
Direct Security	32	1.2%	0.0%	19.4%
Administrative	32	8.3%	0.0%	34.5%
Correspondence	32	7.2%	0.0%	17.2%
Inmate Transition/Release	32	2.7%	0.0%	16.2%
Training	32	4.9%	0.0%	22.7%
Facilitate Inmate Self-Improvement Programming	32	5.3%	0.0%	19.8%
Travel	32	2.4%	0.0%	7.4%
Meetings	32	2.5%	0.0%	12.8%
Legal	32	1.9%	0.0%	12.2%
Fundraiser	32	4.2%	0.0%	31.6%
Correction Plans	32	1.3%	0.0%	4.9%
Grievances	32	4.4%	0.0%	49.1%
Other	32	0.5%	0.0%	9.7%
Inmate Banking	32	0.8%	0.0%	3.8%
Inmate Visitation	32	0.5%	0.0%	4.9%
Inmate Telephone	32	0.9%	0.0%	3.0%
Max Custody	32	0.9%	0.0%	6.9%
Meals/Breaks	32	1.5%	0.0%	7.7%
Restoration/Rescission	32	0.8%	0.0%	6.9%
Recreation	32	1.3%	0.0%	35.1%
Protective Custody	32	0.4%	0.0%	6.4%
AMS	32	0.2%	0.0%	5.7%
Voice Prints	32	0.0%	0.0%	0.8%

*Work time excludes holiday, leave time, and jury duty.



Lewis

Exhibit 30. Time Use of COIII Staff at Lewis by Main Task Categories



As Exhibit 30 shows, COIIs at Lewis spent on average nearly a third (30%) of their total work time on Case Management. Classification was also a major task category for Lewis COIIs, taking on average 12% of their work time. The main task categories in which variation in time use was the greatest amongst COIIs at Lewis were Case Management, Training, Max Custody, and Administrative (see Exhibit 31).

Exhibit 31. Time Use of COII Staff at Lewis by Main Task Categories

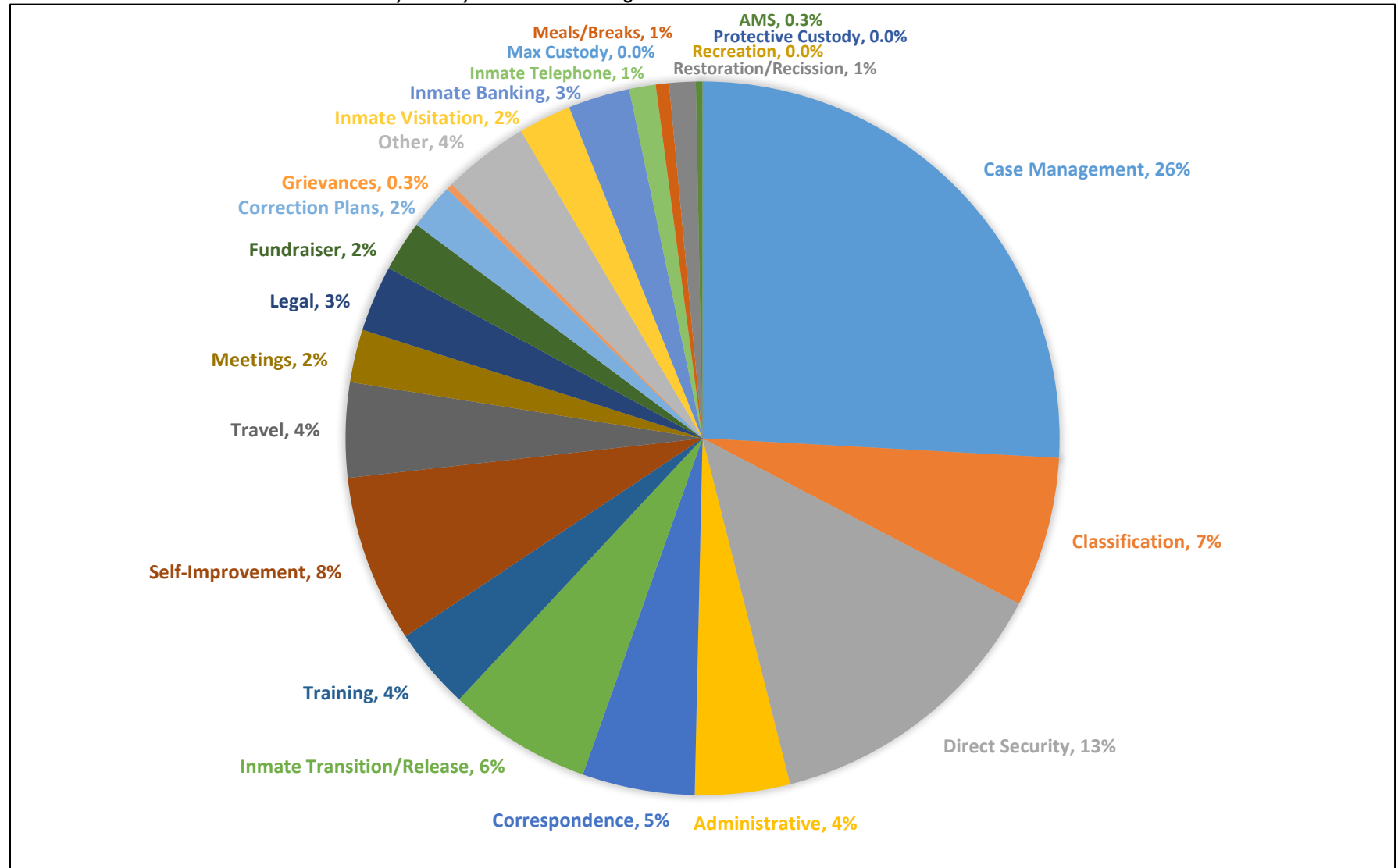
Task Category	N	Percentage of Total Work Time*	Minimum Percentage	Maximum Percentage
Case Management	25	30.0%	3.8%	84.6%
Classification	25	12.0%	0.1%	24.2%
Direct Security	25	2.0%	0.0%	13.9%
Administrative	25	5.9%	0.0%	29.7%
Correspondence	25	5.0%	0.0%	15.8%
Inmate Transition/Release	25	5.8%	0.0%	21.2%
Training	25	6.5%	0.0%	38.1%
Facilitate Inmate Self-Improvement Programming	25	3.6%	0.0%	28.9%
Travel	25	2.6%	0.0%	12.5%
Meetings	25	4.9%	0.0%	21.5%
Legal	25	3.9%	0.0%	12.7%
Fundraiser	25	1.7%	0.0%	12.7%
Correction Plans	25	1.3%	0.0%	7.0%
Grievances	25	2.2%	0.0%	9.3%
Other	25	2.4%	0.0%	29.1%
Inmate Banking	25	1.7%	0.0%	8.9%
Inmate Visitation	25	1.1%	0.0%	6.7%
Inmate Telephone	25	1.1%	0.0%	4.6%
Max Custody	25	2.5%	0.0%	31.6%
Meals/Breaks	25	0.9%	0.0%	7.2%
Restoration/Rescission	25	2.4%	0.0%	17.4%
Recreation	25	0.2%	0.0%	5.7%
Protective Custody	25	0.2%	0.0%	2.5%
AMS	25	0.0%	0.0%	0.0%
Voice Prints	25	0.0%	0.0%	0.0%

*Work time excludes holiday, leave time, and jury duty.



Perryville

Exhibit 32. Time Use of COIII Staff at Perryville by Main Task Categories



COIIs at Perryville spent on average about a quarter of (26%) of their work time on Case Management (see Exhibit 32). Direct Security also took a notable percentage (13.4% on average) of COII time. Those same two categories, Case Management and Direct Security, were the same in which variation in time use was the greatest amongst COIIs at Perryville (see Exhibit 33).

Exhibit 33. Time Use of COII Staff at Perryville by Main Task Categories

Task Category	N	Percentage of Total Work Time*	Minimum Percentage	Maximum Percentage
Case Management	29	25.9%	0.7%	88.2%
Classification	29	6.8%	0.0%	17.8%
Direct Security	29	13.4%	0.0%	36.6%
Administrative	29	4.3%	0.0%	14.4%
Correspondence	29	5.1%	0.0%	15.4%
Inmate Transition/Release	29	6.5%	0.0%	23.5%
Training	29	3.7%	0.0%	38.2%
Facilitate Inmate Self-Improvement Programming	29	7.6%	0.0%	33.2%
Travel	29	4.3%	0.0%	32.4%
Meetings	29	2.4%	0.0%	8.8%
Legal	29	3.0%	0.3%	13.2%
Fundraiser	29	2.3%	0.0%	23.6%
Correction Plans	29	2.1%	0.0%	9.1%
Grievances	29	0.3%	0.0%	2.3%
Other	29	3.9%	0.0%	47.4%
Inmate Banking	29	2.8%	0.0%	11.1%
Inmate Visitation	29	2.4%	0.0%	23.0%
Inmate Telephone	29	1.2%	0.0%	4.0%
Max Custody	29	0.0%	0.0%	0.0%
Meals/Breaks	29	0.6%	0.0%	2.3%
Restoration/Rescission	29	1.2%	0.0%	12.7%
Recreation	29	0.0%	0.0%	1.0%
Protective Custody	29	0.0%	0.0%	6.3%
AMS	29	0.3%	0.0%	0.5%
Voice Prints	29	0.0%	0.0%	0.3%

*Work time excludes holiday, leave time, and jury duty.



Safford

Exhibit 34. Time Use of COIII Staff at Safford by Main Task Categories

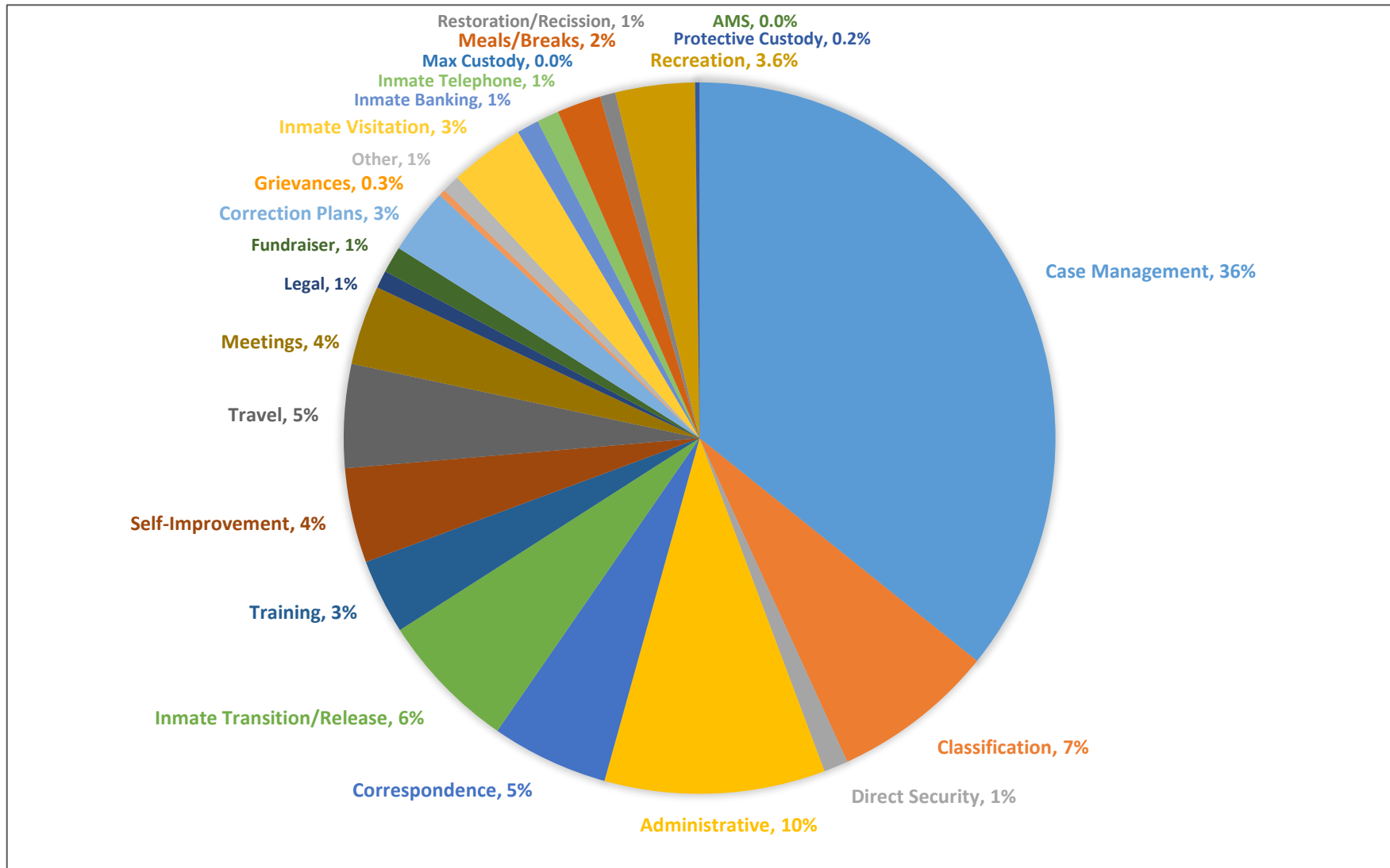


Exhibit 34 shows that COIIs at Safford used on average more than a third (36%) of their work time on Case Management, with 10.0% of their time used for tasks in the Administrative category and 7.4% for Classification tasks. The main task categories in which variation in time use was the greatest amongst COIIs at Safford were Case Management and Administrative (see Exhibit 35).

Exhibit 35. Time Use of COII Staff at Safford by Main Task Categories

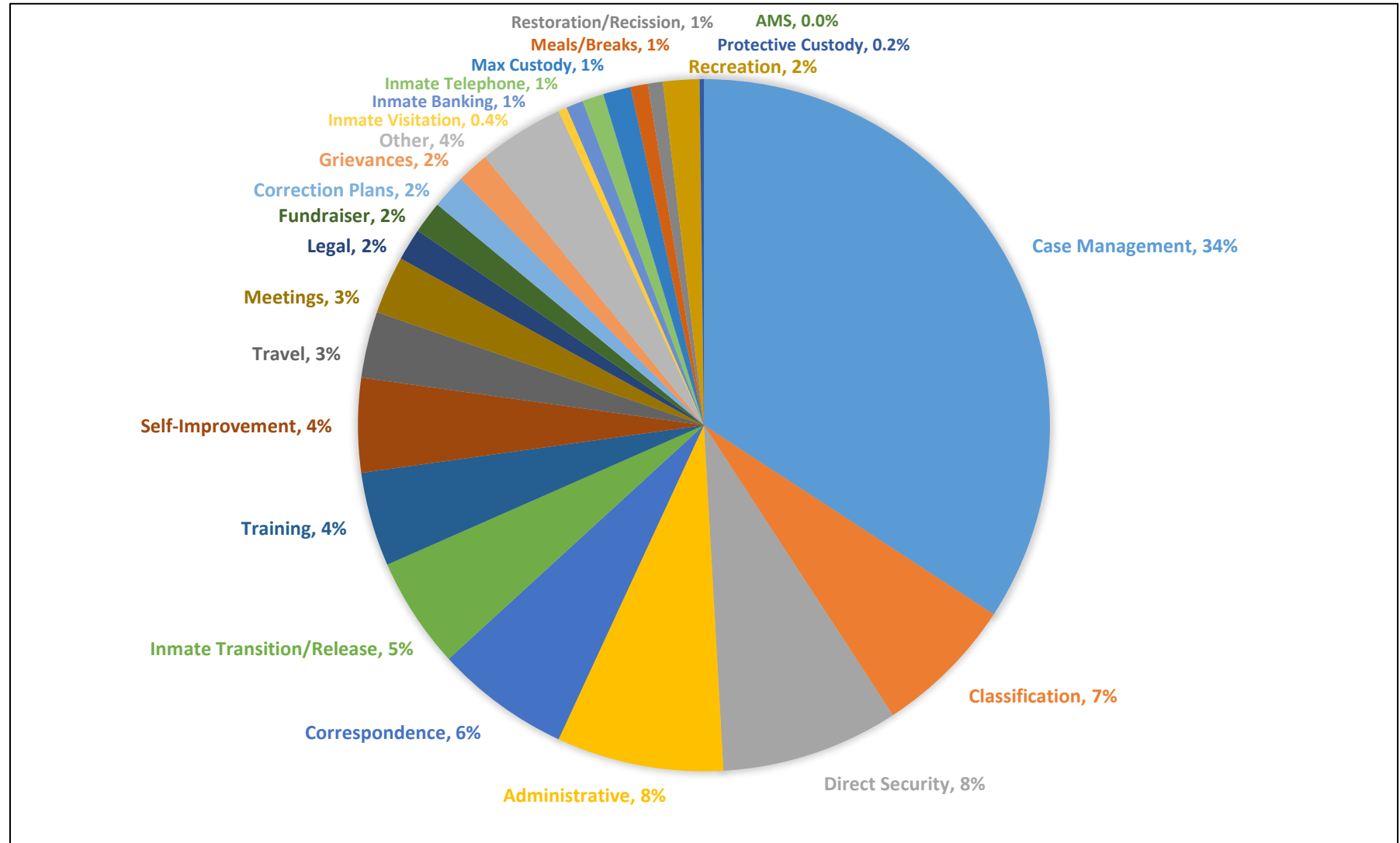
Task Category	N	Percentage of Total Work Time*	Minimum Percentage	Maximum Percentage
Case Management	15	35.7%	16.0%	62.7%
Classification	15	7.4%	0.2%	13.3%
Direct Security	15	1.1%	0.0%	4.9%
Administrative	15	10.0%	1.2%	43.3%
Correspondence	15	5.3%	0.8%	10.9%
Inmate Transition/Release	15	6.3%	0.0%	18.5%
Training	15	3.4%	0.0%	10.1%
Facilitate Inmate Self-Improvement Programming	15	4.3%	0.0%	12.9%
Travel	15	4.7%	0.0%	9.6%
Meetings	15	3.6%	0.0%	16.4%
Legal	15	0.8%	0.0%	2.2%
Fundraiser	15	1.2%	0.0%	8.7%
Correction Plans	15	3.0%	0.0%	12.4%
Grievances	15	0.3%	0.0%	2.1%
Other	15	0.8%	0.0%	7.4%
Inmate Banking	15	1.0%	0.0%	7.2%
Inmate Visitation	15	3.4%	0.0%	14.8%
Inmate Telephone	15	1.0%	0.1%	3.2%
Max Custody	15	0.0%	0.0%	0.5%
Meals/Breaks	15	2.0%	0.0%	5.6%
Restoration/Rescission	15	0.7%	0.0%	4.0%
Recreation	15	3.6%	0.0%	13.1%
Protective Custody	15	0.2%	0.0%	1.5%
AMS	15	0.0%	0.0%	0.0%
Voice Prints	15	0.0%	0.0%	0.0%

*Work time excludes holiday, leave time, and jury duty.



Tucson

Exhibit 36. Time Use of COII Staff at Tucson by Main Task Categories



COIIs at the Tucson complex spent on average about a third (34%) of their work time on Case Management (see Exhibit 36). Direct Security and Administrative also took notable average percentages (8.3% and 7.8%, respectively) of COII time. Case Management, Other, and Direct Security showed the greatest variation in time use amongst COIIs at the Tucson complex (see Exhibit 37).

Exhibit 37. Time Use of Tucson COII Staff by Main Task Categories

Task Category	N	Percentage of Total Work Time*	Minimum Percentage	Maximum Percentage
Case Management	36	34.2%	0.0%	89.9%
Classification	36	6.6%	0.0%	24.9%
Direct Security	36	8.3%	0.0%	43.4%
Administrative	36	7.8%	0.0%	51.0%
Correspondence	36	6.3%	0.0%	15.1%
Inmate Transition/Release	36	5.2%	0.0%	22.1%
Training	36	4.4%	0.0%	17.0%
Facilitate Inmate Self-Improvement Programming	36	4.4%	0.0%	26.8%
Travel	36	3.1%	0.0%	12.1%
Meetings	36	2.7%	0.0%	11.8%
Legal	36	1.5%	0.0%	4.6%
Fundraiser	36	1.5%	0.0%	18.4%
Correction Plans	36	1.6%	0.0%	9.6%
Grievances	36	1.5%	0.0%	7.7%
Other	36	4.0%	0.0%	74.2%
Inmate Banking	36	0.8%	0.0%	4.9%
Inmate Visitation	36	0.4%	0.0%	4.0%
Inmate Telephone	36	1.0%	0.0%	3.8%
Max Custody	36	1.3%	0.0%	6.7%
Meals/Breaks	36	0.8%	0.0%	5.2%
Restoration/Rescission	36	0.7%	0.0%	4.1%
Recreation	36	1.7%	0.0%	24.6%
Protective Custody	36	0.2%	0.0%	2.1%
AMS	36	0.0%	0.0%	0.1%
Voice Prints	36	0.0%	0.0%	0.0%

*Work time excludes holiday, leave time, and jury duty.



Winslow

Exhibit 38. Time Use of COIII Staff at Winslow by Main Task Categories

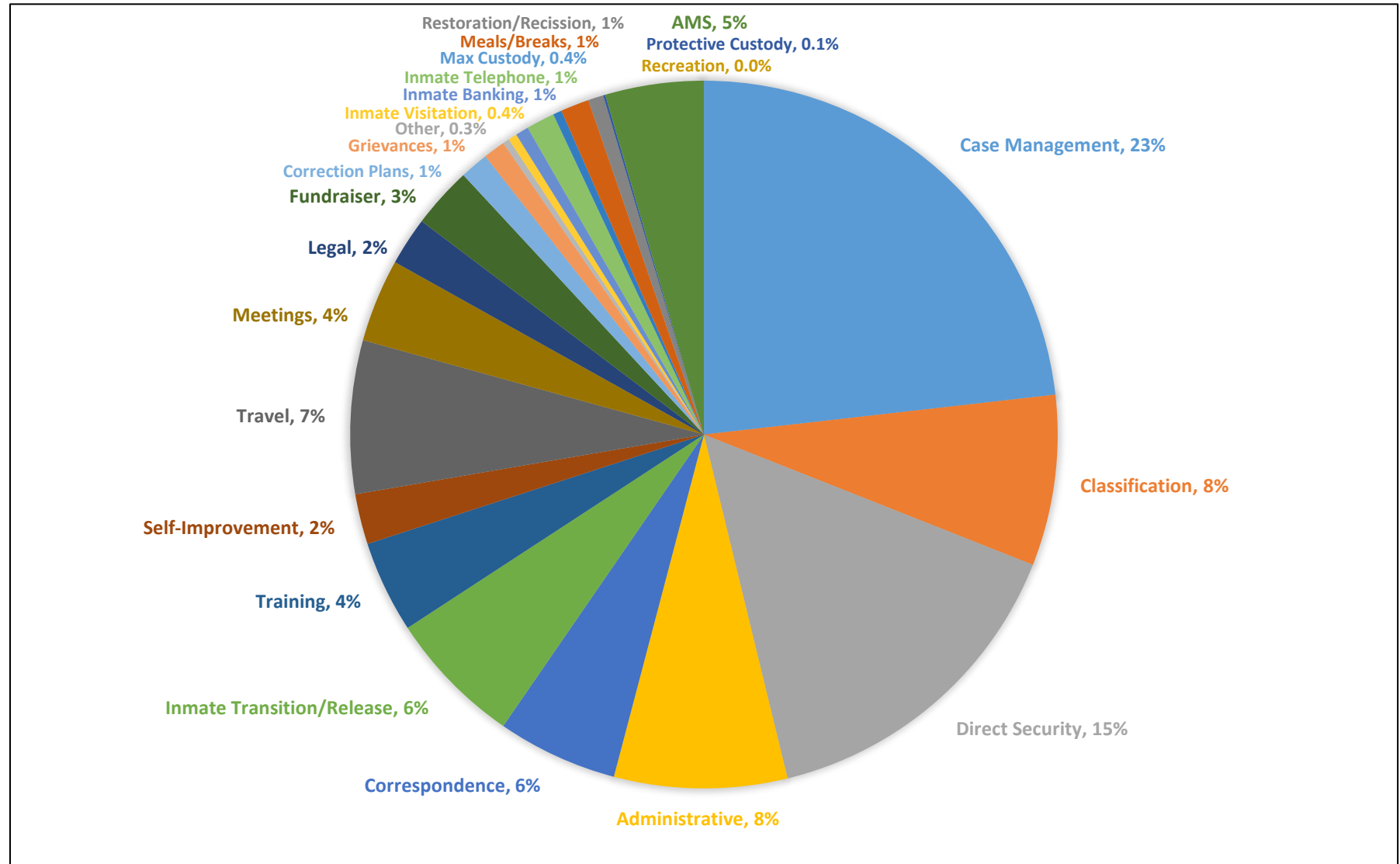


Exhibit 38 shows that Winslow COIIs used on average slightly less than a quarter (23%) of their work time on Case Management tasks. Other main task categories in which they spent notable percentages of time were Direct Security (15.2%), Administrative (7.9%), Classification (7.8%), and Travel (7%). The main task categories in which variation in time use was the greatest amongst COIIs at Safford were Case Management, AMS, and Direct Security (see Exhibit 39).

Exhibit 39. Time Use of COII Staff at Winslow by Main Task Categories

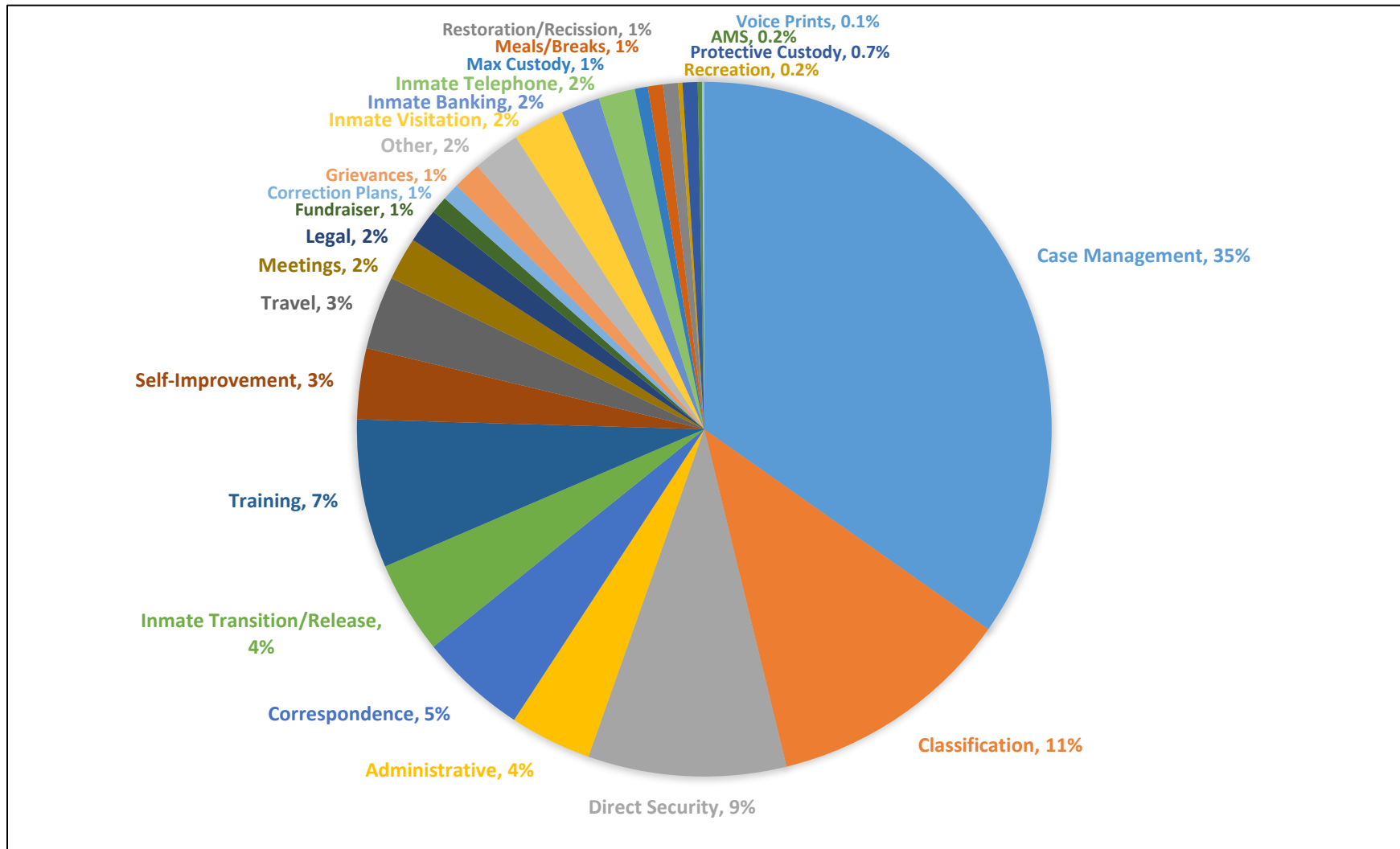
Task Category	N	Percentage of Total Work Time*	Minimum Percentage	Maximum Percentage
Case Management	11	23.2%	6.4%	52.5%
Classification	11	7.8%	1.7%	14.1%
Direct Security	11	15.2%	4.6%	31.3%
Administrative	11	7.9%	0.0%	17.2%
Correspondence	11	5.5%	0.0%	9.8%
Inmate Transition/Release	11	6.2%	0.7%	12.1%
Training	11	4.2%	0.0%	13.1%
Facilitate Inmate Self-Improvement Programming	11	2.3%	0.0%	9.2%
Travel	11	7.0%	2.7%	17.6%
Meetings	11	3.8%	0.0%	10.0%
Legal	11	2.2%	0.0%	11.6%
Fundraiser	11	2.8%	0.0%	8.0%
Correction Plans	11	1.3%	0.0%	3.6%
Grievances	11	1.0%	0.0%	5.1%
Other	11	0.3%	0.0%	1.9%
Inmate Banking	11	0.6%	0.0%	1.8%
Inmate Visitation	11	0.4%	0.0%	2.3%
Inmate Telephone	11	1.3%	0.0%	3.7%
Max Custody	11	0.4%	0.0%	2.0%
Meals/Breaks	11	1.3%	0.0%	3.8%
Restoration/Rescission	11	0.7%	0.0%	2.1%
Recreation	11	0.0%	0.0%	0.0%
Protective Custody	11	0.1%	0.0%	1.2%
AMS	11	4.5%	0.0%	28.4%
Voice Prints**	11	0.0%	0.0%	0.0%

*Work time excludes holiday, leave time, and jury duty.



Yuma

Exhibit 40. Time Use of COIII Staff at Yuma by Main Task Categories



As Exhibit 40 shows, COIIs at the Yuma complex spent on average slightly over a third (35%) of their work time on Case Management tasks. Classification and Direct Security also took notable average percentages (11.4% and 9.2%, respectively) of COII time, on average. Case Management, Classification, Training, and Direct Security showed the greatest variation in average time use amongst COIIs at the Yuma complex (see Exhibit 41). Yuma has the only chart and table that includes the main task category “Voice Prints” as it is the only complex for which this category exceeded 0%.

Exhibit 41. Time Use of COII Staff at Yuma by Main Task Categories

Task Category	N	Percentage of Total Work Time*	Minimum Percentage	Maximum Percentage
Case Management	37	34.7%	5.6%	71.8%
Classification	37	11.4%	1.4%	33.8%
Direct Security	37	9.2%	0.0%	31.0%
Administrative	37	3.8%	0.0%	13.4%
Correspondence	37	5.0%	0.0%	15.3%
Inmate Transition/Release	37	4.3%	0.0%	20.5%
Training	37	6.9%	0.0%	32.0%
Self-Improvement	37	3.3%	0.0%	12.0%
Travel	37	3.4%	0.0%	11.8%
Meetings	37	2.0%	0.0%	14.6%
Legal	37	1.6%	0.0%	7.6%
Fundraiser	37	0.8%	0.0%	8.3%
Correction Plans	37	0.8%	0.0%	4.2%
Grievances	37	1.3%	0.0%	10.0%
Other	37	2.2%	0.0%	18.2%
Inmate Banking	37	1.8%	0.0%	11.8%
Inmate Visitation	37	2.4%	0.0%	18.0%
Inmate Telephone	37	1.7%	0.0%	14.7%
Max Custody	37	0.6%	0.0%	8.2%
Meals/Breaks	37	0.7%	0.0%	4.0%
Restoration/Rescission	37	0.7%	0.0%	4.5%
Recreation	37	0.2%	0.0%	7.3%
Protective Custody	37	0.7%	0.0%	8.7%
AMS	37	0.2%	0.0%	4.9%
Voice Prints	37	0.1%	0.0%	3.6%



COIV Time Study Findings

COIV Time Use by Main Categories

Exhibit 42. Time Use of COIV Position by Main Categories

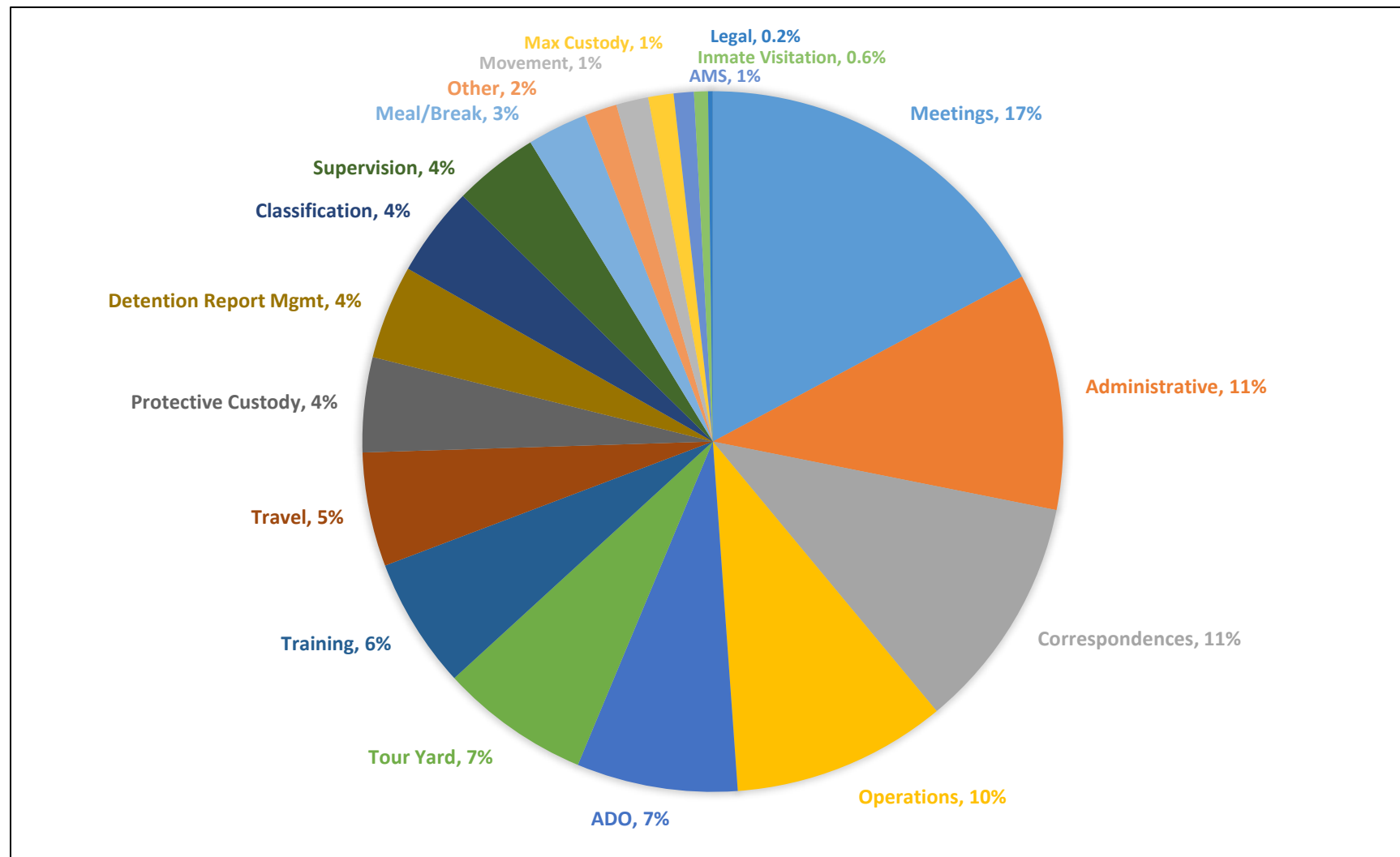


Exhibit 42 shows the average percentage of total work time COIVs spent in each major task category in order from the largest percentage of use at the top of the table to the smallest percentage of use at the bottom. When calculated across prison and security level, COIVs on average used 17.2% of their time on Meetings, 10.9% on Administrative tasks, and 10.8% on Correspondences.

In all major task categories there was some variation in time used; in all the major task categories except two, at least one COIV did not report any time in their six or more data entries, resulting in 0.0% as a minimum percentage (see Exhibit 43).

Exhibit 43. Time Use Study Data for COIV Position by Main Task Categories

Task Category	N	Percentage of Total Work Time*	Minimum Percentage	Maximum Percentage
Meetings	50	17.2%	2.3%	36.3%
Administrative	50	10.9%	0.0%	42.5%
Correspondences	50	10.8%	2.0%	27.0%
Operations	50	9.9%	0.0%	28.6%
ADO	50	7.4%	0.0%	71.4%
Tour Yard	50	6.9%	0.0%	20.9%
Training	50	6.0%	0.0%	22.3%
Travel	50	5.3%	0.0%	30.0%
Protective Custody	50	4.4%	0.0%	26.5%
Detention Report Management	50	4.3%	0.0%	18.9%
Classification	50	4.2%	0.0%	53.1%
Supervision	50	3.9%	0.0%	17.6%
Meals/Breaks	50	2.8%	0.0%	16.2%
Movement	50	1.5%	0.0%	15.1%
Other	50	1.5%	0.0%	25.3%
Max Custody	50	1.2%	0.0%	19.8%
AMS	50	0.9%	0.0%	14.0%
Inmate Visitation	50	0.6%	0.0%	18.2%
Legal	50	0.2%	0.0%	1.7%

*Work time excludes holiday, leave time, and jury duty.



COIV Time Use by Security Level

Exhibit 44 shows aggregate COIV average time usage for main task categories by security level. The findings generally illustrate moderate variation by security level for a number of main task categories. Across security levels and prisons, over 90% of COIVs' time on average is spent on tasks in categories other than supervision.

Exhibit 44. COIV Main Task Categories by Prison Security Level

Task Category	Minimum	Medium	Close	Special Management	All Levels*
Meetings	15%	21%	16%	19%	17%
Correspondences	9%	10%	13%	12%	11%
Administrative	13%	9%	9%	12%	10%
Operations	11%	11%	8%	3%	9%
ADO	9%	6%	6%	9%	7%
Tour Yard	7%	5%	9%	8%	7%
Training	6%	4%	8%	0%	6%
Travel	8%	3%	6%	4%	5%
Classification	4%	3%	5%	2%	5%
Protective Custody	2%	7%	6%	5%	5%
Detention Report Mgmt.	3%	6%	4%	4%	5%
Supervision	4%	5%	2%	6%	4%
Meal/Break	3%	4%	2%	3%	3%
Movement	2%	2%	1%	3%	2%
Max Custody	0%	0%	3%	9%	2%
Other	2%	2%	0%	1%	1%
AMS	1%	0%	1%	1%	1%
Inmate Visitation	0%	0%	0%	0%	0%
Legal	0%	0%	0%	0%	0%
N	15	14	11	5	50

*"All Levels" includes respondents from "mixed" security levels that are not included in the breakdown due to the small number of respondents (n=3).



COIV Time Use by Prison

Exhibit 45 shows aggregate COIV average time usage for main task categories by prison complex. The findings generally illustrate moderate variation by security level for a number of main task categories, and large variation for a few (e.g., Administrative, ADO, and Protective Custody). Across all prisons providing COIV data, only a small fraction of COIVs' time on average is spent on supervision, which is supposed to be a primary area of COIV responsibility.

Exhibit 45. Time Use Study for COIV Position by Prison across Main Categories

	Eyman	Lewis	Perryville	Tucson	Winslow	Yuma	All Data*
Meetings	18.5%	17.0%	18.5%	19.1%	14.3%	20.1%	17.5%
Correspondences	12.2%	10.0%	13.5%	11.2%	10.8%	9.4%	10.8%
Administrative	13.0%	15.4%	8.4%	8.0%	8.2%	10.2%	10.3%
Operations	2.8%	10.2%	10.7%	9.5%	4.3%	7.3%	9.0%
ADO	3.9%	10.2%	5.7%	9.0%	3.0%	2.7%	6.7%
Tour Yard	8.6%	7.3%	8.2%	6.0%	4.3%	5.8%	6.7%
Training	0.0%	4.2%	5.3%	7.1%	8.6%	7.8%	5.9%
Travel	3.9%	2.7%	2.3%	4.4%	17.7%	7.7%	5.3%
Classification	2.6%	4.6%	6.5%	2.6%	2.3%	3.3%	4.9%
Protective Custody	6.2%	3.1%	1.9%	7.3%	5.9%	8.9%	4.8%
Detention Report Mgmt.	4.5%	3.4%	6.4%	4.8%	1.2%	5.7%	4.6%
Supervision	6.5%	4.3%	5.4%	1.8%	1.8%	4.3%	4.1%
Meal/Break	3.3%	3.6%	3.9%	2.3%	3.0%	1.6%	3.0%
Movement	2.9%	0.8%	1.7%	3.2%	1.0%	1.7%	1.7%
Max Custody	9.6%	1.2%	0.0%	1.6%	0.6%	2.0%	1.6%
Other	0.8%	0.7%	0.8%	1.9%	6.5%	1.1%	1.5%
AMS	0.5%	0.6%	0.6%	0.0%	1.7%	0.3%	0.9%
Inmate Visitation	0.0%	0.5%	0.0%	0.0%	4.6%	0.1%	0.5%
Legal	0.0%	0.2%	0.3%	0.1%	0.2%	0.0%	0.2%
N	4	8	9	9	4	7	50

*Total includes respondents from three prisons that are not included in the breakdown due to the small number of respondents – Douglas (n=1); Florence (n=3); Phoenix (n=2); and Safford (n=3).



COIII and COIV Net Annual Work Hours Computation and COIII Caseload Ratio

The National Institute of Corrections Workbook utilizes the Net Annual Work Hours (NAWH) computation to calculate the net the number of hours per year that staff are available for regular work duties. This figure is calculated by determining the total hours contracted annually for the classification of employee and deducting hours per year that take an employee away from their regular duties (e.g., holiday, vacation time, sick leave). This information may be used by management to more accurately estimate the number of full-time equivalent staff needed to provide needed coverage for the position.

The NAWH calculation for the COIII and COIV staff is shown in Exhibit 42. The administrative data included in this formula are available from the ADC website page that outlines Correctional Officer benefits¹. To produce even more accurate NAWH data, ADC may consider including other situations that take an employee away from their regular position in this formula, such as hours allocated annually for training.

Exhibit 46. Net Annual Work Hours Computation for COIII and COIV Positions

NAWH Computation	COIII	COIV
Total hours contracted annually	2,086	2,086
HOURS OFF		
Paid holiday hours (10 days per year)	80	80
Paid vacation hours (12 days per year)	96	96
Paid sick hour (12 days per year)	96	96
Total hours off-post per employee per year	272	272
Net Annual Work Hours	1,814	1,814

The results of this NAWH calculation will be discussed with ADC project leadership. Other data sources ADC may consider in the future include: (1) current staff ratio data and perceptions of how those ratios are working; (2) scheduling plans and other issues effecting how work is scheduled across facilities; and (3) other state correctional agency established ratios and or national guidelines on staffing ratios.

This study originally planned to use time use data to calculate a caseload ratio for COIIIs based on established best practices for case management. On-line literature searches for literature about COIII caseloads did not lead to any useful guidance. The study team also contacted the National Institute of Correction (NIC) to obtain resources about COIII caseloads from the institute's extensive library and databases. An NIC staff member searched the institute's resources but was unable to locate any relevant materials. Moreover, that staff member

¹ See <https://corrections.az.gov/co-benefits>.



communicated that, based on their knowledge of the literature, caseload ratios and staffing decisions in general could only be made by a prison's staff based on comprehensive knowledge the facility.



Conclusions and Recommendations

The Arizona Department of Corrections Time Use Study collected data from COIIIs and COIVs from October 10, 2017 to November 19, 2017. This report has presented data from 230 COIIIs, with representation from 40 units at 10 prison complexes, and from 50 COIVs, with representation from 33 units at 10 complexes. The data presented includes aggregate level findings across all prisons and security levels, findings by prison complex, and findings by security level. Additionally, a calculation of NAWH for COIIIs and COIVs is presented.

Based on review of the findings with ADC staff, including COIII and COIV focus group participants, the project team recommends ADC look further into the following study findings:

- COIIIs spend on average 40% or more of their Case Management time on Inmate Interviews. COIII focus group participants described such time as often involving listening to inmate concerns but not necessarily contributing to case management.
- The time cumulatively spent by COIIIs on the Inmate Interview task and tasks in the Direct Security and Administrative categories is substantial, and may offer opportunities for reallocation to supplement time available for case management.
- The average percentage of time that COIIIs spend on Direct Security varies greatly by prison. It may be of interest to ADC to investigate whether there is a correlation between greater COIII time usage for Direct Security and lower time usage for Case Management and whether the differences in percentages of COIII time used for Direct Security result from differences in prisons' policies.
- Across all prisons providing COIV data, only a small fraction of COIVs' time on average is spent on supervision, which is supposed to be a primary area of COIV responsibility; across security levels and prisons, over 90% of COIVs' time on average is spent on tasks in categories other than supervision.



Appendix A. COII Task List

Task Category	Tasks	
Case Management	Community Betterment Compassionate leave requests Conflict management resolution Release Management System (RMS) interviews/actions ACJIS requests, MVD ACJIS requests, NCIC/ACIC ACJIS requests, warrants AIMS entries to include (telephonic hearings, comments, enrolling classes...) AIMS, DT02 Synopsis comments AIMS, DT04 Emergency contact update Inmate interviews to discuss various issues/open house/office hours Facilitate, monthly parole board hearings IHP tolerance training Inmate Letters (responding to issues) Inmate Management (behavior, etc.) Inmate purchases requiring us to get checks cut by banking Life planning updates Medical care directives (Life Planning) Onsite & offsite inmate crews Order Reports Orientation and follow-up documentation in AIMS Orientation: setup inmate attendance passes	Orientation: update/maintain booklet Parole/executive board of clemency Pod walks PREA cases with documentation Process marriage applications EIP-reviewing problems, issues, etc. for individual inmates WIPP process ICE Case management (other/unspecified) <u>Reports</u> Detention Bed report Disciplinary report Information reports Monthly/ weekly disciplinary logs Monthly/weekly programming reports Statistical reports WIPP/MSR Document inmate-related issues Review institutional files Review property files U.S. treaty review Reports (unspecified)
Classification	Completion of inmate assessment Close management actions/reviews CU overrides DI95 Triggers DNHW memos preparation File Reviews; go to OIU to retrieve files IR overrides Levels of Supervision Movement Notifications	Override memos every 180 days for those inmates required Sex Offender Packets Sexual interviews (C0351) victimization Work Levels DI97 arrest history/prior conviction history updates DI96 escape history updates Classification (unspecified)
Direct Security	Post Day Security staff duties (daily journal, 704's, etc.) Cover shift as needed Daily pod walks to enforce 704 inspections/security ICS/OPAL situation response Review post orders Security on watches (mental health o suicide) Count & accountability	<u>Searches</u> Intake Knuckle & body checks Pat searches Quarterly searches Roll-ups Strip searches Sort/deliver inmate mail Security (other)



Task Category	Tasks	
Administrative	Enter task time for Time Study Copying or scanning materials Notary Bulletin/notification boards updates Acting COIV Produce reports for COIV or DW Assist with GAR Conduct audits of areas/ departments Organizing for 1-1s Quarterly Awards Proofread SIR before they are sent by shift	Update CORE roster Audit CCTV Special Projects (garden, committees, AMS roll-out, Quarterly Awards ceremonies, etc.) Translating (verbal and written) Personal health maintenance Employee benefits Other/Any other task given to you by the COIV, ADW, DW
Correspondence	Answer emails	Telephone discussions (not related to inmate phone calls)
Inmate Transition/Release	Release Packets Release Packets (RMS) updating/entries Employment Center Screening Inmate birth certificates Inmate Clothing Inmate Social security paper work Inmate's placement MVD apps OIU conditions for release requests RMS entries & attachments Screen for high risk inmate being released	Screen inmates for senate bill 1291 and 1053 Time comp Transition Screening Transportation Verification of release information Veterans programs AHCCCS, create/Update records Interstate compact packets, parole Interstate compact packets, probation
Training	CBT's Classroom training	Teaching Travel to other locations in the state for mandatory training
Facilitate Self-Improvement Programming	Cognitive Behavior, Merging 2 Worlds, Courage to Change classes, etc.	
Travel	From office to various sites within unit/complex (e.g., going to/from OIU to view inmate's records, travel to other complexes, etc.)	Maintain a van card for travel
Meetings	Daily briefing Off-site meetings Morning Meeting Executive Meetings Intel Detention Roster Step Meeting (MAX Custody) COIIs	Prep for IG Audit Town Hall Programs A3 high target huddle Warden's Award Ceremony MH/Medical Review committee Participate in various committees Meetings (other)
Legal	Facilitating legal calls (attorney, court, DCS, etc.)	Discovery requests Setting up legal visits
Fundraiser	Contact the vendor to get prices Create approval packet & submit (vendor information, product list, ordering list, etc.) Ideas for the fundraiser-once a month Distributing goods to inmates	Make/post flyers, collect disbursement forms, make a list of inmates receiving fundraiser Pick up the items and make arrangements for item distribution Submit disbursements to banking



Task Category		Tasks
Correction Plans	Preparing for or conducting interview w/inmate	
Grievances	Informal complaints	Research and resolve inmate grievances (Store, Property, staff, etc.)
Other		
Inmate Banking	Indigent Request for withdrawals (MTAs – money disbursement) Process inmate money disbursements, verification of relationships	Retention requests, verification of relationships Banking (unspecified)
Inmate Visitation	Checks for approved visitors Consulate visits CPS visits	Food visits Legal Visits Special visits
Inmate Telephone	Emergency calls Family Questions / Contact Inter-relation phone calls; verification of relationships	Parole calls Probation calls Inmate calls (general)
Max Custody	Max packets	Step Level Reviews
Meals/Breaks		
Restoration/Recession	Rescission of Parole Class III	Restoration of Credits Applications
Recreation*		
AMS	AMS facilitator	AMS Tier I, II meetings/development/etc.
Protective Custody	805's Serve 805-3 805's, Appeals	805's, Packets Do Not House With issues/reviews/memos
Voice Prints		
Leave Time	Annual Sick	Holiday Jury duty



Appendix B. COIV Task List

Task Category	Tasks	
Meetings	Morning Meeting Executive Meetings Intel Detention Roster Step Meeting (MAX Custody) COIIs Prep for IG Audit	Town Hall Programs A3 high target huddle Warden's Award Ceremony MH/Medical Review committee Participate in various committees
Administrative	Enter task time for Time Study Copying or scanning materials Acting DW Produce reports for DW or Warden Assist with GAR Conduct audits of areas/departments Organizing for 1-1s Quarterly Awards Proofread SIR before they are sent by shift Update CORE roster	Complete MSR (grievance / WIPP) Monthly grievance log to medical US Treaty comments Foreign National report Special Assignments per DW or Warden Notary Staff Fundraisers Inmate Fundraisers Assist with CIRT activities
Correspondences	Answer emails Mail (pick up, distribute)	Telephone discussions (not related to inmate calls)
Operations	Calls Family & Friends Calls Provide coverage for BOEC calls Ensure legal calls/court hearings are scheduled and conducted; ensure coverage is completed when assigned COII is not here Obtain police reports for post checks/inmate watch checks PC investigations Brief supervisors on necessary issues and follow up OIU Liaison Contract Partners Liaison Review Inmate Trust Requests Monitor RMS (release mgmt. system) Refusal to House Ensure education staff are properly removing inmates from class with all paperwork completed.	Assist command center for ICS actual and simulations Interview inmate as needed. Track/inventory multiple unit bands and the equipment Process restitution requests and disbursements Death notifications Distribute donated equipment ISP supervisor Kitchen liaison All inmate letter responses, including research PREA Monitoring Monitor COII Caseload (daily review of AIMS and Shared Drives) Monitor RMS Monitor Inmate Programming A3 High Target & Filling Vacancies Misc. projects (various departments)
ADO	Swings, W/Es	
Tour Yard	703 Tours (6 Monthly) Daily Unit Tours Pod walks Kitchen inspections	Kitchen tours Tours with visitors Other tours/inspections



Task Category	Tasks	
Training	Attend required staff training Attend other training (non-AMS) Conduct staff training (facilitator) Train supervisors (sergeants / lieutenants) on how to do RTH / 805) AIMS II Training/Testing Targeted Training/Seminars (various dates and venues)	Track COIII Training Track COIII leave Classroom Training & CBTs (self) FMLA paperwork Industrial paperwork Travel to training sites
Travel	From office to various sites within unit/complex and to other complexes, etc.	
Protective Custody	DNHW issues & memos Resolve inmate conflicts or issues	Predator tracking
Detention Report Management	Detention Walks Detention file audits Inmate Grievances WIPP	Levels of Supervision Review/action Min Qual. Discrepancy Report Review/action Housing -Exception Report Monthly RTH list to central office
Classification	Review/approve Custody/IR Classification (DI99) Review and/or facilitate Transfer Lists, etc.	Integrated Housing (IHP) issues/reviews Close management reviews
Supervision	Develop/mentor COIIIs Monitoring DI95 of all COIIIs on unit/backups Supervise OIU Employee Engagement	MAPS (Performance Management) Rosters/Attendance/ PARS Resolve staff conflicts Serve as Oral Board member
Meals/Breaks	Meals Breaks	
Movement	Unit Movement External Movement	Housing Reviews and Screening
Other		
Max Custody	Max Packets Step level reviews	
AMS	AMS facilitator	AMS Tier I, II meetings/ development/etc.
Inmate Visitation	Processing Visitation Requests	Supervise visitation
Legal	Legal Calls- Court, Attorney, CPS, ICE, etc. Discovery Requests	Setting up/facilitating Legal Visits



Appendix C. COII Time Study Data Table

Task Category	Task	Average Percentage of Time
Travel time	Travel (other than travel related to training)	3.59%
	Maintain a van card for travel	0.05%
Correspondence	Answer emails	4.26%
	Telephone	1.63%
Arizona Management System	AMS facilitator	0.15%
	AMS Tier III meetings	0.21%
Meetings	Daily Briefings	0.19%
	Offsite Meetings	0.22%
	Morning Meeting	0.36%
	Executive Meetings	0.16%
	Intel	0.05%
	Detention	0.05%
	Roster	0.03%
	Step Meeting MAX Custody	0.04%
	COIIs	0.70%
	Prep for IG Audit	0.01%
	Town Hall	0.18%
	Programs	0.19%
	A3 High Target Huddle	0.02%
	Award Ceremony	0.17%
	MH Medical Review committee	0.07%
	Participate in various committees	0.14%
	Meetings Other	0.12%
Administrative Tasks	Time Study	1.80%
	Copying or scanning materials	1.57%
	Notary	0.02%
	Bulletin notification boards updates	0.14%
	Acting COIV	0.23%
	Produce reports	0.15%
	Assist with GAR	0.00%
	Conduct audits	0.04%
	Organizing for 1-1s	0.03%
	Quarterly Awards	0.03%
	Proofread SIR	0.00%
	Update CORE roster	0.00%
	Audit	0.04%
	CCTV	0.00%
	Special Projects	0.48%



Task Category	Task	Average Percentage of Time
Administrative Tasks	Translating	0.05%
	Personal Health maintenance	0.04%
	Employee benefits	0.02%
	Admin other	2.09%
Direct Security Functions	Post Day	3.27%
	Security staff duties	0.33%
	Cover shift as needed	0.59%
	Daily podwalks to enforce 704 inspections security	0.16%
	ICS/OPAL situation response	0.36%
	Review post orders	0.00%
	Security on watches such as mental health or suicide	0.01%
	Count and accountability	0.05%
	Intake searches	0.01%
	Knuckle and body checks	0.01%
	Pat searches	0.04%
	Quarterly searches	1.84%
	Rollups	0.10%
	Strip searches	0.01%
	Sort/deliver inmate mail	0.04%
	Security (other)	0.20%
Inmate telephone calls	Emergency calls	0.19%
	Family questions/contact calls	0.67%
	Interrelation phone calls	0.18%
	Parole calls	0.11%
	Probation calls	0.10%
	Inmate calls (general)	0.02%
Inmate banking	Indigent	0.27%
	Request for withdrawals	0.55%
	Process inmate money	0.35%
	Retention requests/verification of relationships	0.13%
	Banking (general)	0.01%
Facilitate self-improvement programming	Cognitive Behavior, etc.	4.68%
Classification	Completion of inmate assessment	0.75%
	Close management actions reviews	0.24%
	CU overrides	0.24%
	DI95 Triggers	2.14%
	DNHW memos preparation	0.10%



Task Category	Task	Average Percentage of Time
Classification	File reviews/go to OIU to retrieve files	0.94%
	IR overrides	0.14%
	Levels of Supervision	0.77%
	Movement	0.07%
	Notifications	0.12%
	Override memos	0.19%
	Sex Offender Packets	0.11%
	Sexual interviews (C0351) victimization	0.00%
	Work Levels	2.31%
	DI97 arrest history/prior conviction history–updates	0.29%
	DI96 escape history updates	0.04%
	Classification (general)	0.00%
Protective custody	A805s Serve 805-3	0.14%
	A805s Appeals	0.04%
	A805s Packets	0.13%
	Do Not House With issues/reviews/memos	0.08%
Max custody process	Max packets	0.95%
	Step Level Reviews	0.09%
Inmate visitation	Checks for approved visitors	0.30%
	Consulate visits	0.02%
	CPS visits	0.01%
	Food visits	0.74%
	Legal visits	0.06%
	Special visits	0.22%
Legal	Facilitating legal calls	1.88%
	Discovery requests	0.04%
	Setting up legal visits	0.24%
Case management	Community betterment	0.16%
	Compassionate leave requests	0.11%
	Conflict management/resolution	0.24%
	RMS	2.75%
	ACJIS requests-MVD	0.28%
	ACJIS requests-NCIC/ACIC	0.38%
	ACJIS requests-warrants	0.16%
	AIMS entries	1.11%
	AIMS, DT02	0.15%
	AIMS, DT04	0.37%
	Inmate interviews	14.29%



Task Category	Task	Average Percentage of Time
Case management	Facilitate monthly parole board hearings	0.22%
	IHP tolerance training	0.09%
	Inmate letters/responding to issues	2.91%
	Inmate management (behavior, etc.)	1.22%
	Inmate purchases	0.12%
	Life planning updates	0.31%
	Medical care directives	0.17%
	Onsite/offsite inmate crews	0.02%
	Order Reports	0.37%
	Orientation and follow-up documentation in AIMS	0.28%
	Orientation set up inmate attendance passes	0.21%
	Orientation update maintain booklet	0.19%
	Parole/Executive Board of Clemency	0.37%
	Podwalks	2.30%
	PREA cases with documentation	0.02%
	Process marriage applications	0.00%
	EIP review	0.14%
	WIPP process	0.77%
	ICE	0.07%
	Discipline	0.27%
	Detention Bed report	0.76%
	Disciplinary report	0.06%
	Information reports	0.02%
	Monthly/weekly disciplinary logs	0.13%
	Monthly/weekly programming reports	0.03%
	Statistical reports	0.85%
	WIPP/MSR	0.42%
	Document inmate related issues	1.05%
	Review institutional files	0.18%
	Review property files	0.03%
	US treaty review	0.01%
	Reports (unspecified)	0.03%
	Case management – other	0.16%
Training	CBTs	0.57%
	Classroom	2.62%
	Teaching	0.55%
	Travel training	0.98%
	Training (unspecified)	0.13%
Correction Plans	Preparing for conducting interview with inmate	1.76%



Task Category	Task	Average Percentage of Time
Fundraisers	Contact vendor	0.10%
	Create approval packets	0.15%
	Ideas for the fundraiser once a month	0.07%
	Make/post flyers, collect disbursement forms, make a list of inmates	0.37%
	Pick up the items and make arrangements for item distribution	0.34%
	Submit disbursements to banking	0.11%
	Distributing goods to inmates	0.66%
Grievances	Informal complaints	0.82%
	Research and resolve inmate grievances	0.81%
Inmate Transition/ Release Activities	Release Packets	1.00%
	Release Packets RMS/updating entries	1.12%
	Inmate birth certificates	0.01%
	Inmate Clothing	0.06%
	Inmate Socials Security paperwork	0.09%
	Inmate placement	0.26%
	MVD apps	0.18%
	OIU conditions for release requests	0.18%
	RMS entries and attachments	0.37%
	Screen for high risk inmate being released	0.00%
	Screen for the Employment Center	0.14%
	Screen inmates for Senate Bill	0.07%
	Time comp	0.06%
	Transition Screening	0.07%
	Transportation	0.06%
	Verification of Release Information	0.15%
	Veterans Programs	0.01%
	AHCCCS create/update records	1.01%
	Interstate compact packet-parole	0.11%
	Interstate compact packets-probation	0.03%
	Job fair	0.08%
	Release (other)	0.10%
Restoration/ Rescission	Rescission of Parole Class III	0.46%
	Restoration of Credits Applications	0.44%
Facilitate Inmate Recreation	Facilitate Inmate Recreation	0.83%
Meals/Breaks	Meal	0.57%
	Break	0.42%
Voice Prints	Voice prints	0.01%
Other	Unspecified or general other	1.38%



Appendix D. COII Time Use by Prison Complex and Security Level

Number of COII Staff by Prison Complex and Security Level

Prison Complex	Minimum	Medium	Mixed (Min/Med)	Close	Special Management	Minors	All Levels
Douglas	11	7	-	-	-	-	18
Eyman	-	9	-	4*	12	-	25
Florence	9	15	-	-	8	-	32
Lewis	1*	5	3*	10	6	-	25
Perryville	14	8	-	7	-	-	29
Phoenix	-	-	2*	-	-	-	2
Tucson	9	16	-	10	-	1*	36
Safford	13	2*	-	-	-	-	15
Winslow	6	-	-	5	-	-	11
Yuma	12	17	-	8	-	-	37
Total	75	79	5	44	26	1	230

*For prison complexes with 5 or fewer respondents in a security level, time use for those security levels is not reported in this section.



COIII Percentage of Time Use for Main Task Categories by Prison Security Level, Douglas

Task Category	Minimum Security	Medium Security
Case Management	41.5%	54.5%
Classification	6.3%	7.0%
Direct Security	3.8%	2.8%
Administrative	3.7%	5.0%
Correspondence	6.4%	2.3%
Inmate Transition/Release	8.7%	3.6%
Training	3.2%	5.5%
Self-Improvement	4.7%	1.6%
Travel	5.5%	0.7%
Meetings	2.6%	2.5%
Legal	1.1%	1.5%
Fundraiser	1.5%	0.0%
Correction Plans	2.8%	4.6%
Grievances	0.0%	0.2%
Other	0.1%	2.6%
Inmate Banking	0.9%	0.3%
Inmate Visitation	0.9%	2.4%
Inmate Telephone	2.2%	1.3%
Max Custody	0.0%	0.3%
Meals/Breaks	0.3%	1.1%
Restoration/Rescission	0.2%	0.2%
Recreation	0.0%	0.0%
Protective Custody	2.0%	0.2%
AMS	1.6%	0.0%
Voice Prints	0.0%	0.0%
N	11	7



COIII Percentage of Time Use for Main Task Categories by Prison Security Level, Eymen

Task Category	Medium	Special Management
Case Management	32.4%	32.1%
Classification	10.5%	5.5%
Direct Security	5.2%	5.5%
Administrative	8.6%	8.7%
Correspondence	5.7%	7.2%
Inmate Transition/Release	4.2%	1.8%
Training	2.1%	5.3%
Self-Improvement	5.6%	8.0%
Travel	3.7%	3.9%
Meetings	2.1%	1.0%
Legal	2.8%	2.7%
Fundraiser	4.6%	2.9%
Correction Plans	2.9%	0.7%
Grievances	2.1%	2.8%
Other	0.3%	0.0%
Inmate Banking	2.0%	0.8%
Inmate Visitation	0.6%	0.4%
Inmate Telephone	1.0%	1.4%
Max Custody	0.4%	7.2%
Meals/Breaks	1.1%	1.0%
Restoration/Rescission	0.1%	0.2%
Recreation	2.0%	0.0%
Recreation	2.0%	0.0%
AMS	0.0%	0.1%
Protective Custody	0.1%	0.7%
Voice Prints	0.0%	0.0%
N	9	12



COIII Percentage of Time Use for Main Task Categories by Prison Security Level, Florence

Task Category	Minimum	Medium	Special Management
Case Management	44.1%	40.8%	34.4%
Classification	4.4%	5.1%	8.1%
Direct Security	1.5%	1.6%	0.2%
Administrative	7.9%	9.5%	6.7%
Correspondence	6.0%	8.3%	6.6%
Inmate Transition/Release	3.4%	2.1%	2.9%
Training	6.6%	2.3%	7.6%
Self-Improvement	5.6%	5.7%	4.3%
Travel	3.4%	2.1%	2.0%
Meetings	2.6%	2.2%	3.1%
Legal	0.6%	1.4%	4.5%
Fundraiser	3.6%	6.6%	0.3%
Correction Plans	1.0%	1.4%	1.5%
Grievances	1.3%	3.8%	9.0%
Other	0.3%	0.2%	1.5%
Inmate Banking	0.7%	1.1%	0.3%
Inmate Visitation	0.6%	0.5%	0.4%
Inmate Telephone	0.5%	0.9%	1.3%
Max Custody	0.0%	0.4%	2.7%
Meals/Breaks	1.3%	2.4%	0.1%
Restoration/Rescission	0.4%	0.5%	2.0%
Recreation	4.0%	0.4%	0.1%
Protective Custody	0.1%	0.5%	0.4%
AMS	0.2%	0.4%	0.0%
Voice Prints	0.0%	0.0%	0.1%
N	9	15	8



COIII Percentage of Time Use for Main Task Categories by Prison Security Level, Lewis

Task Category	Medium	Special Management	Close
Case Management	35.5%	27.2%	23.5%
Classification	9.1%	11.5%	16.5%
Direct Security	0.6%	1.5%	2.3%
Administrative	3.9%	5.5%	4.6%
Correspondence	10.0%	6.3%	2.6%
Inmate Transition/Release	10.0%	3.5%	5.4%
Training	2.0%	8.0%	9.5%
Self-Improvement	0.6%	0.7%	4.9%
Travel	0.8%	4.7%	1.7%
Meetings	11.9%	2.3%	3.6%
Legal	3.2%	5.2%	4.3%
Fundraiser	0.4%	1.5%	2.3%
Correction Plans	0.2%	1.6%	1.3%
Grievances	2.1%	5.0%	1.4%
Other	1.6%	0.7%	4.8%
Inmate Banking	2.0%	1.9%	1.8%
Inmate Visitation	1.4%	1.4%	1.0%
Inmate Telephone	1.6%	0.9%	1.1%
Max Custody	1.6%	7.2%	1.2%
Meals/Breaks	0.1%	2.5%	0.7%
Restoration/Rescission	1.0%	0.6%	4.9%
Recreation	0.0%	0.1%	0.6%
Protective Custody	0.5%	0.2%	0.0%
AMS	0.0%	0.0%	0.0%
Voice Prints	0.0%	0.0%	0.0%
N	5	6	10



COIII Percentage of Time Use for Main Task Categories by Prison Security Level, Perryville

Task Category	Minimum	Medium	Close
Case Management	21.0%	41.5%	18.0%
Classification	6.9%	6.5%	6.9%
Direct Security	15.6%	19.2%	2.5%
Administrative	5.6%	2.3%	3.9%
Correspondence	6.0%	3.3%	5.5%
Inmate Transition/Release	9.0%	3.1%	5.2%
Training	4.2%	0.8%	6.2%
Self-Improvement	4.7%	2.6%	19.1%
Travel	3.8%	1.7%	8.1%
Meetings	2.2%	2.9%	2.3%
Legal	3.4%	2.9%	2.2%
Fundraiser	0.8%	3.1%	4.3%
Correction Plans	2.4%	2.5%	0.8%
Grievances	0.2%	0.4%	0.5%
Other	3.5%	1.3%	7.6%
Inmate Banking	4.7%	1.1%	0.8%
Inmate Visitation	3.4%	1.9%	1.1%
Inmate Telephone	1.4%	0.9%	1.0%
Max Custody	0.0%	0.0%	0.0%
Meals/Breaks	0.7%	0.5%	0.6%
Restoration/Rescission	0.4%	1.5%	2.3%
Recreation	0.0%	0.2%	0.0%
Travel	3.8%	1.7%	8.1%
AMS	0.1%	0.0%	1.0%
Protective Custody	0.0%	0.0%	0.1%
Voice Prints	0.0%	0.0%	0.0%
N	14	8	7



COIII Percentage of Time Use for Main Task Categories by Prison Security Level, Tucson

Task Category	Minimum	Medium	Close
Case Management	37.7%	32.4%	32.6%
Classification	3.6%	6.8%	8.9%
Direct Security	8.2%	6.4%	12.4%
Administrative	6.6%	8.8%	7.1%
Correspondence	5.2%	6.2%	6.8%
Inmate Transition/Release	7.8%	4.9%	3.7%
Training	5.2%	4.1%	4.6%
Self-Improvement	5.7%	5.5%	1.4%
Travel	1.3%	4.0%	3.1%
Meetings	0.4%	4.2%	1.9%
Legal	2.1%	1.3%	1.3%
Fundraiser	2.0%	1.3%	1.2%
Correction Plans	2.7%	1.3%	1.2%
Grievances	0.3%	2.0%	2.1%
Other	8.5%	2.0%	3.2%
Inmate Banking	0.3%	0.8%	1.3%
Inmate Visitation	0.5%	0.2%	0.9%
Inmate Telephone	0.9%	0.7%	1.7%
Max Custody	0.2%	1.6%	1.8%
Meals/Breaks	0.3%	1.1%	0.8%
Restoration/Rescission	0.4%	0.8%	1.0%
Recreation	0.0%	3.4%	0.6%
Protective Custody	0.0%	0.1%	0.4%
AMS	0.0%	0.0%	0.0%
Voice Prints	0.0%	0.0%	0.0%
N	9	16	10



COIII Percentage of Time Use for Main Task Categories by Prison Security Level, Safford

Task Category	Minimum
Case Management	34.0%
Classification	8.0%
Direct Security	1.3%
Administrative	10.7%
Correspondence	5.6%
Inmate Transition/Release	7.2%
Training	3.9%
Self-Improvement	4.7%
Travel	4.7%
Meetings	2.6%
Legal	0.8%
Fundraiser	0.7%
Correction Plans	3.4%
Grievances	0.2%
Other	0.9%
Inmate Banking	1.1%
Inmate Visitation	3.1%
Inmate Telephone	1.1%
Max Custody	0.0%
Meals/Breaks	1.9%
Restoration/Rescission	0.3%
Recreation	3.8%
Protective Custody	0.2%
AMS	0.0%
Voice Prints	0.0%
N	13



COIII Percentage of Time for Main Task Use Categories by Prison Security Level, Winslow

Task Category	Minimum	Close
Case Management	27.6%	17.9%
Classification	7.4%	8.3%
Direct Security	14.6%	15.8%
Administrative	9.7%	5.7%
Correspondence	4.5%	6.7%
Inmate Transition/Release	7.3%	4.9%
Training	4.0%	4.5%
Self-Improvement	3.5%	0.9%
Travel	7.7%	6.2%
Meetings	4.5%	3.0%
Legal	0.8%	4.0%
Fundraiser	0.5%	5.6%
Correction Plans	1.8%	0.6%
Grievances	0.9%	1.2%
Other	0.1%	0.4%
Inmate Banking	0.7%	0.5%
Inmate Visitation	0.1%	0.7%
Inmate Telephone	0.9%	1.7%
Max Custody	0.0%	0.8%
Meals/Breaks	1.2%	1.4%
Restoration/Rescission	0.3%	1.1%
Recreation	0.0%	0.0%
Protective Custody	0.0%	0.2%
AMS	1.9%	7.6%
Voice Prints	0.0%	0.0%
N	6	5



COIII Percentage of Time for Main Task Use Categories by Prison Security Level, Yuma

Task Category	Minimum	Medium	Close
Case Management	38.4%	33.4%	31.6%
Classification	12.5%	10.9%	11.0%
Direct Security	10.2%	9.1%	8.2%
Administrative	4.3%	2.9%	4.8%
Correspondence	4.1%	4.6%	7.1%
Inmate Transition/Release	6.5%	3.7%	2.3%
Training	4.1%	8.7%	7.4%
Self-Improvement	3.2%	3.9%	1.9%
Travel	3.1%	2.4%	6.0%
Meetings	1.6%	1.4%	4.0%
Legal	1.0%	1.6%	2.5%
Fundraiser	1.2%	0.7%	0.6%
Correction Plans	0.5%	1.2%	0.5%
Grievances	0.3%	1.7%	2.1%
Other	2.4%	2.9%	0.5%
Inmate Banking	1.5%	2.6%	0.6%
Inmate Visitation	2.3%	3.4%	0.2%
Inmate Telephone	1.0%	2.3%	1.7%
Max Custody	0.0%	0.2%	2.4%
Meals/Breaks	1.3%	0.3%	0.8%
Restoration/Rescission	0.3%	0.3%	1.9%
Recreation	0.0%	0.4%	0.0%
Protective Custody	0.1%	0.8%	1.4%
AMS	0.0%	0.3%	0.4%
Voice Prints	0.0%	0.2%	0.0%
N	12	17	8



Appendix E. COIV Time Study Data Table

Task Category	Task	Average Percentage of Time
Travel	Travel (other than travel related to training)	5.1%
Correspondence	Answer emails	7.4%
	Telephone	2.8%
	Mail pick-up/distribute	0.8%
Arizona Management System	AMS facilitator	0.1%
	AMS Tier III meetings	0.8%
	AMS, Other	0.0%
Meetings	Morning Meeting	7.6%
	Executive Meetings	1.9%
	Intel	1.2%
	Detention	0.7%
	Roster	0.6%
	Step Meeting MAX Custody	1.7%
	Morning Meeting	0.1%
	Prep for IG Audit	0.0%
	Town Hall	0.3%
	Programs	0.6%
	A3 High Target Huddle	0.3%
	Wardens	0.6%
	Award Ceremony	0.4%
	MH Medical Review committee	0.3%
	Participate in various committees	0.7%
	Meetings, Other	0.2%
Administrative Tasks	Copying or scanning materials	1.3%
	Acting DW	1.6%
	Produce reports for DW or Warden	1.5%
	Assist with GAR	0.8%
	Conduct audits of areas/departments	0.1%
	Organizing for 1-1s	0.2%
	Quarterly Awards	0.3%
	Proofread SIR before they are sent by shift	0.1%
	Update CORE roster	0.6%
	Complete MSR (grievance / WIPP)	0.3%
	Monthly grievance log to medical	0.1%
	US Treaty comments	0.0%
	Foreign National report	0.0%
	Special Assignments per DW or Warden	1.5%



Task Category	Task	Average Percentage of Time
Administrative Tasks	Notary	0.0%
	Staff Fundraisers	0.3%
	Inmate Fundraisers	0.3%
	Assist with CIRT activities	0.0%
	Office Management, cleaning, etc.	0.1%
	Enter task time for Time Study	1.6%
	Admin, Other	0.2%
	Benefits	0.0%
ADO	Swings, W/Es	7.3%
Movement	Unit Movement	0.4%
	External Movement	0.5%
	Housing Reviews and Screening	0.5%
Tour Yard	703 Tours (6 Monthly)	3.0%
	Daily Unit Tours	1.9%
	Pod walks	0.4%
	Kitchen inspections	0.2%
	Kitchen tours	0.2%
	Tours with visitors	0.4%
	Other tours/inspections	0.8%
Detention Report Management	Detention Walks	0.3%
	Detention file audits	0.2%
	Inmate Grievances	1.8%
	WIPP	1.0%
	Levels of Supervision	0.8%
	Review/action Min Qual. Discrepancy Report	0.1%
	Review/action Housing -Exception Report	0.2%
	Monthly RTH list to central office	0.0%
	Detention Report	0.2%
	Detention Report, Other	0.0%
Classification	Review/approve Custody/IR Classification DI99	3.5%
	Review and/or facilitate Transfer Lists, etc.	0.4%
	Integrated Housing (IHP) issues/reviews	0.2%
	Close management reviews	0.2%
Protective Custody	DNHW issues & memos	2.3%
	Resolve inmate conflicts or issues	1.6%
	Predator tracking	0.3%
	Complete 805 packets	0.1%



Task Category	Task	Average Percentage of Time
Max Custody	Max packets	1.2%
	Step Level Reviews	0.3%
Inmate Visitation	Processing Visitation Requests	0.4%
	Supervise visitation	0.2%
Legal	Legal Calls- Court, Attorney, CPS, ICE, etc.	0.2%
	Discovery Requests	0.0%
	Setting up/facilitating Legal Visits	0.0%
Operations	Family and Friends Calls	0.2%
	Provide coverage for BOEC calls	0.0%
	Ensure legal calls/court hearings are scheduled	0.2%
	Obtain police reports for post checks/inmate	0.1%
	PC investigations	1.9%
	Brief Supervisors	0.3%
	OIU Liaison	0.0%
	Contract Partners Liaison	0.0%
	Review Inmate Trust Requests	0.2%
	Monitor RMS	0.3%
	Refusal to House	0.3%
	Assist Command Center for ICS	0.2%
	Ensure Education Staff	0.1%
	Interview inmate when needed	0.8%
	Track Inventory	0.0%
	Process Restitution	0.0%
	Death notifications	0.0%
	Distribute donated equipment	0.0%
	ISP supervisor	0.0%
	Kitchen Liaison	0.1%
	All inmate response letters	1.2%
	PREA Monitoring	0.1%
	Monitor COIII Caseload	0.6%
	Monitor RMS	0.2%
	Monitor Inmate Programming	0.4%
	A3 High Target & Filling Vacancies	0.6%
	Misc. projects (various departments)	0.7%
	DI328 Book reviews	0.2%
	Facilitating work crew	0.0%
	Open hours	0.4%
	Operations, other	0.5%



Task Category	Task	Average Percentage of Time
Training	Attend required staff training	2.0%
	Attend other training (non-AMS)	1.9%
	Conduct staff training (facilitator)	0.3%
	Train supervisors	0.0%
	AIMS II Training/Testing	0.9%
	Targeted Training/Seminars	0.2%
	Track COIII Training	0.2%
	Track COIII leave	0.2%
	Classroom Training & CBTs (self)	0.3%
	FMLA paperwork	0.0%
	Industrial paperwork	0.0%
	Training, other	0.4%
Supervision	Develop/mentor COIIIs	1.4%
	Monitoring DI95 of all COIIIs on unit/backups	1.0%
	Supervise OIU	0.0%
	Employee Engagement	0.2%
	MAPS (Performance Management)	0.4%
	Rosters/Attendance/ PARS	0.5%
	Resolve staff conflicts	0.3%
	Serve as Oral Board member	0.0%
	Supervision, other	0.0%
Meals/Breaks	Meals	2.5%
	Breaks	0.2%

