



Appropriations Subcommittee
March 11, 2021

**INFORMATION REQUESTED FROM THE APPROPRIATIONS COMMITTEE
ON FEBRUARY 26, 2021
FOR SUBMISSION TO THE SUBCOMMITTEE WORKING GROUP
ON MARCH 11, 2021**

INFORMATION TECHNOLOGY INITIATIVES

- 1. Provide as much detail as possible about what is needed for the information technology system upgrades for remote work and security improvements.**

The Judicial Branch is seeking long-term funding to support its virtual or “Remote Justice” program, and the evolving information security needs that accompany virtual services and traditional computer systems under today’s vast and dynamic cyber intrusion landscape. The Remote Justice program leverages the State of Connecticut contract for cloud computing and benefits from some of the guidance that other government organizations have received over the past several years. However, the Judicial Branch’s strategic funding remains tenuous, especially when compared to the other government agencies that were using the cloud at the enterprise level before the COVID pandemic.

As noted in the Chief Court Administrator’s budget presentation on February 26, 2021, the Judicial Branch spent approximately \$2.5 million within the past year on Remote Justice. Aside from off the shelf security features that are built in to the various products, this investment did not fully address the increasing need for court records and computer processes to be completely safeguarded after a cyber-intrusion occurs. Additionally, the Remote Justice program is subscription based and will require annual funding to sustain two critical Microsoft products, Office 365 and Azure, through the end of the current three-year agreement.

The Remote Justice Program

The Remote Justice program relies upon four general components:

- (1) a workforce with reliable access to court computer systems that enables them to accurately and confidentially process judicial business;
- (2) equipment and software in the courts that enables judges and service providers to efficiently facilitate judicial business;
- (3) software that enables the public to readily gain access to virtual court proceedings;
and
- (4) a central scheduling system that enables the court staff to efficiently build the court calendar through collaboration with the litigants, service providers, and other agencies including the Department of Correction.

The Judicial Branch estimates that it will require an additional \$740,000 to sustain the Remote Justice program during the next fiscal year. This estimate is based upon projected software subscription renewals that are required to cover all four components.

We all remain hopeful that the State of Connecticut will return to its standard operations in the next fiscal year. Nonetheless, there are compelling state and national interests in providing virtual access to justice long after the COVID-19 crisis has subsided and to be prepared in the event of another pandemic type situation. Looking to FY 2023, the third year of the Microsoft agreement, the Judicial Branch estimates that it will require an additional \$2.6 million in software subscription renewals to provide virtual access to justice in a manner that is comparable to the current Remote Justice program.

Information Technology Security

The Judicial Branch also strives to improve its disaster recovery capabilities to respond to a probable cyber intrusion. It has long been established that court records must be safeguarded to ensure that accurate information is available for time-sensitive matters. With the proven success of the Remote Justice program, the public has demonstrated its trust in our court system; this also reinforces, and perhaps even elevates, the expectation that the court records are both highly available and private as required by law.

According to the 2018 Connecticut Cybersecurity Report prepared by the Department of Administrative Services, malware was used to lock and disable a Connecticut municipality's computer system. The system was unlocked after the ransom demands of the cyber criminals were satisfied. The report also noted that there were over 2.1 billion attempts to connect to the state computer network over a two-month period in 2018; only 19% of the attempts were identified as legitimate traffic. Just a few months ago, information technology experts across the globe acknowledged that the Solarwinds security breach had infiltrated tens of thousands of organizations, including some of the largest and most respected companies in the information security industry.

In addition to the prolific success of its attackers, the Solarwinds breach also serves as another illustration that cyber intrusions often go undetected for several months and even years. The Judicial Branch is collaborating with various state and federal agencies to gain insight into how an attacker can hide within a network, then resurface to alter, lock, or steal data, and even hunt for backup data within the breached network. The Judicial Branch also continues to realign and enhance its current resources to block known threats from gaining access to its network, and simultaneously search for and monitor potential threats within its network. To ensure the Judicial Branch is equipped to address these ever-evolving threats, additional resources will be required to expand and improve our monitoring of cyber threats. This includes resources to support its court

data disaster backup and recovery system, under which it copies very important and highly sensitive court data to an offsite storage system to ensure that the data is available in the event of an attack or other disaster.

The Judicial Branch is seeking to enhance its data backup program by expanding its cloud computing capabilities, thereby enabling additional court and backup data to be stored in the cloud, or outside of the computer network where an intrusion may have occurred. According to current estimates, the enhanced backup program will require \$700,000 to build out and maintain in the first twelve months. The startup costs include a software licensing investment that will span multiple years, followed by monthly storage costs that correspond to the amount of data that is backed up in the cloud. After the cloud licensing is in place, the backup program will cost approximately \$300,000 per year to maintain.

Conclusion

The Judicial Branch has endeavored to expand its cloud-computing capabilities for several years in parallel with many of its local, state, and federal partners. However, as noted in the Chief Court Administrator's budget presentation on February 26, 2021, bond funding has been difficult to secure. This required the Judicial Branch to scale down or postpone several computer modernization and security projects because the project resources were reallocated to support legacy computer applications, equipment, and software for which bond funds were traditionally used to support.

Throughout the COVID pandemic, the Judicial Branch has been forced to take a tactical approach in fulfilling its duty to provide safe, secure, and timely access to court records and proceedings. The short-term challenges and risks associated with a tactical approach may be hidden by the fact that hundreds of thousands of court proceedings and conferences have already been conducted remotely.

The Judicial Branch is now presented with the challenges of (1) sustaining the Remote Justice program for a longer period, while (2) modernizing the safeguards that protect the confidentiality, integrity, and availability of data that the traditional and virtual justice platforms are founded upon. Included below is a summary of the projected annual expenditures if the programs above are funded.

GENERAL FUND-SID 10020- OTHER EXPENSE FUNDING REQUEST:

Program	FY 2022	FY 2023
Remote Justice	\$740,000	\$2,600,000
Disaster Recovery	\$700,000	\$300,000
TOTAL	\$1,440,000	\$2,900,000

AUTHORIZED POSITION STATUS

2. Provide a list of 682 vacant positions by job function. Based on the Governor's budget, how many of the 682 vacancies will be filled and what type of positions will be filled?

The Judicial Branch will continue to exercise the utmost caution when filling vacancy requests, and will prioritize the refill of essential positions that ensure the safety of employees, judges and the public through the efficient administration of justice. If funding is provided as requested, we anticipate filling at minimum 19%, or 135 positions, of the current vacancies across the organization with special attention to replenishing the ranks of the Judicial Marshal Service, Court Operations staff and Information Systems staff.

Percentage of Vacant Positions by Function

Function	Filled	Vacant	Total	% Vacant
General Fund Positions SID-10010	3547	682	4229	16.1%
Supreme/Appellate Court	108	3	111	2.7%
Office of the Chief Court Administrator	122	22	139	15.8%
Information Technology Division	106	30	136	22.1%
Information Systems	94	27	121	22.3%
Commission on Official Legal Publications	12	3	15	20.0%
Superior Court Operations Division	1916	468	2384	19.6%
Court Operations	1006	271	1277	21.2%
Judicial Marshal Services	654	164	818	20.0%
Office of Victim Services	52	11	63	17.5%
Support Enforcement	204	22	226	9.7%
Court Support Services Division	1295	159	1454	10.9%
Operations, Contract Administration & Training	137	12	149	8.1%
Adult Probation Services	469	71	540	13.1%
Bail Services	103	4	107	3.7%
Juvenile Services	152	32	184	17.4%
Family Services	164	12	176	6.8%
Juvenile Residential Services	270	28	298	9.4%

JUDICIAL MARSHAL PAYSCALE

3. What is the Branch doing to overcome the problem of training Judicial Marshals and then having them leave for more lucrative positions?

As part of the current collective bargaining agreement between the Judicial Branch and the International Brotherhood of Police Officers Local 731 (IBPO), the parties agreed to conduct an Objective Job Evaluation Study. The contract states the following:

1. The parties agree that the classifications of Judicial Marshal and Lead Judicial Marshal will be studied through an objective job evaluation process utilizing the services of a mutually agreed upon consultant, who will be employed under an agreement acceptable to the consultant, the Union and the Branch.
2. The purpose of the study will be to analyze the work of those two classes, and to recommend the allocation of those classes to appropriate salary ranges.

The report and addendum, prepared by J. Pottier, LLC consultants, is attached in Appendix A for your information.

The estimated cost to implement the consultants recommendations are noted below.

Judicial Marshal Objective Job Evaluation Salary Impact as 3/4/2021					
Class Title	# of Employee	Projected Salary *	% of Increase	Projected Additional Expenditure	
				FY22	FY23
Judicial Marshals	512	\$ 53,869	3%	\$ 803,261	\$ 941,351
Lead Judicial Marshals	54	\$ 60,612	1.5%	\$ 37,482	\$ 37,482
Total				\$ 840,743	\$ 978,833
*Judicial Marshals calculated at SG01/Step 5					
*Lead Judicial Marshals calculated at SG03/Step 4					

WORKERS COMPENSATION APPROPRIATION

4. Why is workers' compensation funding in the Judicial Branch's budget, when the Department of Administrative Services handles workers' compensation issues for other agencies?

The Judicial Branch become responsible for an appropriation for Workers' Compensation in FY 2016. There is no language in the Governor's FY 2016/FY 2017 biennial budget that provides an explanation for this action. Office of Fiscal Analysis (OFA) Budget Sheets for this same period state the following:

Background: *The Department of Administrative Services (DAS) manages workers' compensation claims checkbook functions for most state agencies. Currently, five departments manage their own appropriations: Children and Families, Correction, Developmental Services, Emergency Services and Public Protection, and Mental Health and Addiction Services.*

Legislative: *Transfer funding of \$6,762,228 in both FY 16 and FY 17 from Workers' Compensation Claims – DAS to the Judicial Department to reflect the Judicial Department assuming management of its own workers' compensation claims appropriation. The FY 16 and FY 17 budget transfers workers' compensation claims funding from Workers' Compensation Claims – DAS to four agencies: UCONN, UCONN Health Center; Board of Regents for Higher Education, and the Judicial Department. The Legislature reduced funding by \$202,867 in FY 16 and FY 17 to reflect a workers' compensation savings initiative.*

During this period, the responsibility for the Department of Children and Families (DCF) committed juvenile population was transferred to the Judicial Branch. These post-adjudicated youth with longer periods of secure confinement increased the average daily population at the two detention centers. Also, these youth had more complex behavioral and mental health needs. It is noteworthy that while these youth were in the custody of DCF, the appropriation to DCF for Workers' Compensation Claims was \$1 million more than what was appropriated to the Judicial Branch in FY 2016.

SECURITY

5. Describe how security for judges and staff is addressed.

Layered security to help protect judges and staff

The Judicial Branch Judicial Marshal Services (JMS) has a layered security system to help protect judges and staff from threats both while at work and at their residence.

JMS utilizes the Judicial Threat Assessment Program (JTAP) database to monitor individuals who are known or suspected to be of a greater risk level to judges and judicial staff during their court appearance. Judicial Marshals are provided identifying information and risk type for these individuals so that they can be closely monitored. Judges and judicial staff are made aware of these individuals and the potential threat each time the individual is scheduled for court.

External threats including cyber are monitored by the Judicial Marshal Connecticut Intelligence Center (CTIC) liaison. In the event of an external threat, judges and judicial staff are made aware with a recommendation on the appropriate measures to take. Depending on the threat, or if it becomes necessary, law enforcement coverage of the judges' or employee's residence will be coordinated with Connecticut State Police or the local police department.

All judges are provided training on who to contact if they receive a threat while at work or during non-work hours.

Judicial Branch Court Support Services Division (JBCSSD) Family Services Risk Assessment Process

The JB-CSSD utilizes two risk assessments during the Family Violence process which are:

(1) the ***Domestic Violence Screening Instrument Revised (DVSI-R)*** which is validated to predict those defendants most likely to be arrested for domestic violence again in the near future, and

(2) the ***Supplemental Risk Indicators (SRI)*** which is also validated and utilized to estimate the potential for dangerous intimate partner violence in the future.

Please see a description of both risk assessments below:

Domestic Violence Screening Instrument-Revised (DVSI-R)

A DVSI-R risk assessment is completed by a Family Relations Counselor on every family violence offender prior to the defendant's arraignment. An 18-month recidivism study was completed by Dr. Kirk Williams. The purpose of the recidivism study was to further determine/estimate the predictive validity of the DVSI-R and establish the continuum of risk scores for the State of Connecticut. The research revealed that the higher the DVSI-R risk score, the greater probability of family violence recidivism, the potential seriousness of offending, and non-compliance with court orders. A significant finding was that higher DVSI-R total risk scores are associated with higher predicted probability of non-compliance with a pre-trial referral to Family Services. The information and research gathered from this initiative will lead to more informed decision making by the Family Relations Counselor regarding the necessary level of protective order and intensity of intervention at arraignment, and at various stages of the court process.

Lethality/Supplemental Risk Indicator (SRI) Project

The JBCSSD-Family Services has been collaborating with two leaders in the field of risk assessment to expand and further refine the assessment of risk to estimate the potential for life threatening intimate partner violence. The introduction of Supplemental Risk Indicators (SRI) was developed after working with Dr. Kirk Williams and Dr. Jacqueline Campbell. Dr. Campbell has done extensive research and is the foremost expert in determining dangerousness in domestic violence situations. Five specific questions have been formulated and drawn from the Danger Assessment developed by Dr. Campbell that have the highest predictability of identifying those domestic violence situations that are at greatest risk of potentially escalating to intense violence. This information is incorporated into the Family Services Arraignment Assessment Report and recommendations, alerting the Court to the potential danger within a case.

For the Family Court actions, the two risk assessments (DVSI-R and SRI) are used as part of the Restraining Order process within Connecticut General Statute 46b-15. See below for a description of the process:

In response to the Legislature's Public Act 16-105, CSSD's Family Services enhanced and modified current practice regarding the Restraining Order extension hearing process. Specifically, Family Services reviews relevant records including existing or prior Orders of Protection, pending criminal cases, prior convictions for a violent crime, outstanding warrants, pending or disposed Family Court matters, and the outcome of a risk assessment. A formal report is made available to both the applicant and respondent for review, and is provided to the Judge as directed prior to a hearing. The Court has the discretion to consider the information gathered by Family Services when determining the extension of a Restraining Order.

OTHER CURRENT EXPENDITURES

JUVENILE ALTERNATIVE INCARCERATION and YOUTHFUL OFFENDER SERVICES

- 6. Provide information on the consolidation of the Youthful Offender Services and Juvenile Alternative to Incarceration line items. Also describe the impact of proposed budget reductions.**

There are two components to this response. The first relates to the consolidation of the line items. The second relates to program implementation.

Line Item Consolidation

The Judicial Branch Court Support Services Division (JBCSSD) is requesting the merger of the Juvenile Alternative Incarceration Account (SID 12105) and the Youthful Offender Services Account (SID 12375). No additional funding is requested, only the consolidation of these funds into the Juvenile Alternative Incarceration Account (SID 12105).

PA 05-232, An Act Concerning Youthful Offender Proceedings, defined “youth” as 16- and 17-year olds at the time of an alleged offense. The Youthful Offender Services SID, established in 2007, was due to PA 05-232 and Connecticut’s Raise the Age (RTA) initiative. It was created at the start of a five (5) year plan to transition 16- and 17- year olds who were previously processed as adults into the juvenile justice system. The policy was fully implemented in 2012, and JBCSSD has been providing a broad spectrum of services for juveniles up to the age of 18 since that time.

The merger of the Youthful Offender Services and Juvenile Alternative Incarceration line items will better align accounting practices with the public policy that integrated youth ages 16-17 with younger juveniles. Services for juvenile and youth are procured together and children (juveniles and youth) under age 18 receive programming together. There are few, if any, funding or practical distinctions between the contracts or populations served by the two SIDs. The requested consolidation would streamline and expedite internal budget analysis, resulting in modest efficiencies for JBCSSD.

Program Impact of Budget Reductions

The juvenile contracted service continuum is dynamic, and it changes with legislative initiatives and reforms, and other best practices. Some of the newest programming, particularly since the “Juvenile Justice Transfer” that took effect in 2018, includes hardware- and staff- secure residential programs, for which the facilities typically require considerable renovation, permits and zoning, as well as staff recruitment, hiring and training. These processes take time, and savings realized by delayed starts will offset the impact of the identified cuts.

This short term strategy will enable the Judicial Branch to keep community-based and residential programs intact even as the \$1.5 million reduction is levied in FY 2022 and FY 2023. That said, in the future when the programs are fully operational, the Judicial Branch will need to rely on personnel vacancy savings to cover Other Current Expense (OCE) costs, and will otherwise need to make cuts to services if the reductions are sustained in subsequent years.

7. Do we have the necessary funding to move juveniles out of the detention centers and into the community?

When the juvenile justice functions were transferred from Department of Children and Families (DCF) in 2018, the Judicial Branch received \$7.8m less than was required to provide the programs, services and supervision supports to best serve the population. The Branch has relied on reinvestment of personnel vacancy savings, and savings generated from delayed starts, especially

of expensive residential programs, to cover costs. Because COVID has resulted in a slowing of juvenile court intakes, some programs have been underutilized in FY 2021, and some programs were discontinued / terminated. This practice is not a reliable method of funding critical juvenile contracted services.

Additional funding (described below) is needed to establish the continuum of programs, services and supervision supports originally envisioned in 2018. These funds were not requested in the Branch's Current Services request and are provided now, as requested, to illustrate additional steps that could be taken to reduce the number of youth admitted to juvenile detention.

Credible Messenger and Wraparound Supports

While the Judicial Branch Court Support Services Division offers a continuum of evidence-based and research-informed programs, gaps in the service continuum remain. There is a gap in the service continuum in the array of alternatives to detention. Funding is needed to invest in a new service type, *Credible Messenger and Wraparound Supports*, to fill this critical gap.

Many youth may be diverted from detention with holistic youth and family supports provided by local persons and organizations that tailor services to the youth and family's specific needs. Individualized services provided by others who have lived the same experience provide a better chance for success. Such messengers and supports provide the best examples and hope that behaviors can change, and that youth in trouble can be guided to educational and vocational success, not a future of criminal justice system involvement. The costs for statewide *Credible Messenger* programming is approximately \$2.3m, which would provide services to an estimated 175 youth annually.

Investments in *Credible Messengers/Wraparound Supports* will reduce the number of youth being admitted to detention and increase the number of youth successfully re-integrating home, to school, and into their community.

OTHER CURRENT EXPENSE-SID 12105-JUVENILE ALTERNATIVE INCARCERATION FUNDING REQUEST:

Program	FY 2022	FY 2023
<i>Credible Messengers/ Wraparound Supports</i>	\$2,300,000	\$2,300,000

YOUTH VIOLENCE INITIATIVE and YOUTH SERVICE PREVENTION

8. Provide information regarding unspent earmark funding, including an explanation of what happens to it.

The Memorandum of Understanding for the Youth Violence Initiative and Youth Services Prevention Earmark Funding states the following:

“Funds for each fiscal year, as may be amended per this agreement, shall be expended in accordance with the budget narrative. Any such funds not expended prior to the termination of this agreement, or otherwise reduced by amendment during the fiscal year, must be returned to Judicial within 30 days of the termination or amendment of the agreement. Funds not expended prior to the end of the fiscal year, designated for expenditure, must be returned to Judicial by August 1 following the end of the fiscal year.”

Youth Violence Initiative and Youth Services Prevention Earmark Funding not disbursed, or that is returned as unexpended, is returned to the General Fund.

RE-ENTRY PROCESS

9. Is there anything in the budget to address re-entry issues? How does re-entry process work?

The Judicial Branch provides re-entry services for pretrial clients in a number of ways. At arraignment, for clients who are identified as being homeless and considered for a Written Promise to Appear (WPTA), bail staff have the ability to make a referral to the Branches’ Transitional Housing network. In conjunction with this referral, additional community based wrap around services can be added to address mental health, substance abuse, anger management, criminogenic thinking, and other basic needs. The Branch, through a Memorandum of Agreement with Department of Mental Health and Addiction Services (DMHAS), also offers residential drug treatment for those clients who require that level care.

For those clients that are not released at arraignment, the Branch also provides the Jail *Re-Interview (JRI) program*. This program deploys bail staff into Department of Correction (DOC) facilities to “re-interview” clients that were not released or have yet to bond out. The staff work with the clients to identify contacts who can assist in the bond process, or for those with significant mental health and/or substance abuse issues, create a community release plan that can be considered by the court. To help facilitate the release and placement, JRI staff in coordination with DOC, help arrange for the activation of entitlements, ensure medications are ordered and transportation is arranged.

Should a client discharge unexpectedly from court, and report to the bail office, bail staff assists with flex funds to provide bus tokens or referral to a local reentry center or other community based services.

If a client is sentenced to probation, prior to leaving court, bail staff coordinate with probation to get them seen ASAP and answer any questions or address concerns.

Probation Transition Program (PTP)

The Probation Transition Program (PTP) provides enhanced supervision services to clients sentenced to a term of probation, for a limited period, who have served a term of incarceration and are transitioning back to the community. These services are delivered in collaboration with community-based service and treatment providers. Pre-release planning is conducted in collaboration with the DOC, DMHAS, and the Department of Social Services (DSS). Specifically:

1. Between 90 and 120 calendar days before the client's scheduled release from the DOC, the adult probation officer (APO):
 - a. Consults with DOC Staff about issues relevant to preparing for the client's release.
 - b. If the client is taking medication, collaborates with DOC staff with the objective of the client being released with either a supply of the medication, or a prescription being available to obtain the medication, post-release.
2. Between 60 and 90 calendar days before release, the APO conducts an assessment of the client's risk, need, and strengths (prosocial) areas. During the interview, the APO obtains the client's proposed address and reviews with the client the suitability of the residence.
 - a. Subsequent to the interview, the APO:
 - i. Verifies the client's proposed residence and its suitability.
 - ii. If the residence is not suitable, the APO explores other housing arrangements as indicated.
 - iii. If the client is in need of immediate services upon release, the APO arranges these services, as practicable, in collaboration with DOC staff and other state agency/community partners as indicated.

3. Post-release, the client is managed on a reduced sized caseload with the goal of community reintegration.
 - a. The APO:
 - i. Creates a case plan in collaboration with the client and makes service referrals to address identified risk and need areas;
 - ii. Has face-to face contacts with the client in the probation office and the client's residence;
 - iii. Has contact with service providers, victims (if applicable), and significant person(s) in the client's life.
4. Once the client has demonstrated supervision progress, the client is transferred to a regular caseload with reduced contact standards.

The PTP program addresses four critical areas that help promote reduce recidivism. First, housing needs are addressed including suitability of the client's proposed address and assistance with obtaining alternate housing, if necessary. Second, enhanced supervision upon discharge when the client is at high risk for relapse, possible opioid overdose, instability and recidivism. Third, PTP staff receive specialized training to meet the needs of this population and utilize a collaborative model with state and community partners that specialize in providing services to persons reentering from incarceration. Finally, PTP supervision results in an average 10 percent decrease in new arrests during the first four months after discharge from incarceration.

Twenty eight (28) PTP staff are currently funded by the inmate phone revenue fund under Fund 12060 SID 35369. The Governor's Recommended Budget includes \$1 million for 9 staff. The Branch requests that the staff fully transition from the inmate phone revenue fund to the General Fund by providing the requested funding below.

PERSONAL SERVICES FUNDING REQUEST:

Program	FY 2022	FY 2022
PTP program (in addition to \$1 million in Governor's Recommended Budget)	\$2,200,000	\$2,200,000

MENTAL HEALTH

10. What is the Judicial Branch doing to address the mental health needs of defendants who appear in the courts?

The Judicial Branch's Court Support Services Division (JB-CSSD) offers both pretrial and post-conviction services to persons with mental health needs, which are detailed below.

In addition to this service array, the Judicial Branch has recently begun working with the Department of Mental Health and Addiction Services (DMHAS) on developing a pilot program designed to identify and divert defendants charged with misdemeanors who have serious mental illness, and frequently come into contact with the criminal justice system.

JB-CSSD Pretrial and Post-Conviction Services to Persons with Mental Health Needs

The Judicial Branch's Court Support Services Division (JB-CSSD) offers both pretrial and post-conviction services to persons with mental health needs including:

- The ***Sierra Center***, a contracted residential provider, which offers clinical case management, group meetings, and social supports while the client receives community-based treatment.
- ***Advanced Supervision and Intervention Support Team***, a collaborative effort with the DOC and DMHAS, which provides outpatient treatment and intensive clinical case management;
- ***Contracted behavioral health services***, which provide assessment and treatment services; and
- ***Specialized mental health pretrial and post-conviction supervision services***.

In addition to these services, the JBCSSD provides the following programs and services:

(1) Supervised diversionary program (SDP)

The SDP is a pretrial diversionary program, administered by JB-CSSD, for persons with a psychiatric disability, accused of a crime(s) or violation(s), which is not of a serious nature, and for which a term of imprisonment may be imposed.

JB-CSSD refers the person to one of its behavioral health providers for a clinical assessment of the person's mental health condition. If the person is eligible for the program, a treatment plan is developed tailored to meet the person's needs and includes the specific area(s) that the programming will address.

If the court grants the SDP:

- The client is assessed for risk and need (separate from the clinical assessment).
- Supervised in a reduced size caseload, by a specially trained adult probation officer (APO).
- Treatment is managed in partnership with the treatment provider.
- The APO conducts face-to-face (office and field), collateral, and treatment contacts.
- During client contact, the APO:
 - Assesses the degree of risk that the client presents to themselves.
 - Reviews risk factors/symptoms.

(2) Intensive pretrial supervision

The court may release a defendant being held in lieu of bond to the supervision of an APO. Persons, including defendants with mental health needs, released to this program receive intensive supervision services.

(3) Mental health supervision

Provides supervision of post-conviction clients with a serious mental illness (SMI). Clients must meet the DMHAS guidelines for SMI and be appropriate for treatment at the DMHAS local mental health authority (LMHA).

If a client receives a split sentence, a term of incarceration followed by a period of probation, and is identified as having a SMI, the case may be assigned to the mental health supervision unit for purposes of reentry planning, which will include collaboration with DMHAS and DOC.

As with the SDP:

- The client is assessed for risk and need;
- Supervised in a reduced size caseload, by a specially trained APO;
- Treatment is managed in partnership with the LMHA.
- The APO conducts face-to-face (office and field), collateral, and treatment contacts similar to, but at a more enhanced level than, the SDP.

As with the SDP, during client contact, the APO:

 - Assesses the degree of risk that the client presents to themselves.
 - Reviews risk factors/symptoms.

(4) Regular supervision

All APOs receive training that prepares them to supervise clients with mental health needs.

PRIVATE PROVIDER MINIMUM WAGE FUNDING

11. What funding is necessary to allow private providers to pay minimum wage to their employees?

Currently the FY22-FY23 Current Service Request does not include funding for increases in minimum wage for private providers. Funding requirements for each SID are as follows:

JUDICIAL BRANCH Private Provider Funding PA 19-4 Increase in Minimum Wage

FY	FY 22	FY 23	FY 24
Period	07/01/21-07/31/21	07/01/22-05/31/23	07/01/23-12/31/23
Hourly Wage	\$12.00	\$14.00	\$15.00
Period	08/01/21-06/30/22	06/01/23-06/30/23	01/01/24-06/30/24
Hourly Wage	\$13.00	\$15.00	\$15.41
SID 10020	\$31,518	\$31,830	\$35,122
SID 12043	\$3,692	\$28,701	\$111,012
SID 12105		\$428	\$7,316
SID 12375		\$799	\$8,515
SID 12555	\$6,662	\$9,728	\$13,425
SID 12559	\$14,214	\$17,871	\$13,060
SID 12616		\$8,201	\$16,976
SID 90626 (DMHAS)	*	*	*
SID 90281 (DOC)		\$1,210	\$13,084
Total FY	\$56,086	\$98,768	\$218,511
* TBD			

APPENDIX A

**STATE OF CONNECTICUT JUDICIAL BRANCH
And
INTERNATIONAL BROTHERHOOD OF POLICE OFFICERS, LOCAL 731**

In agreement with

J. POTTIER, LLC

**JUDICIAL MARSHAL TRAINEE, JUDICIAL MARSHAL, AND LEAD JUDICIAL
MARSHAL EVALUATION AND RECOMMENDED SALARY RANGES**

PROJECT REPORT, DECEMBER 2020

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INTRODUCTION

The State of Connecticut, Judicial Branch, Human Resources Department and the International Brotherhood of Police Officers (IBPO) Union, Local 731, representing Judicial Marshals in the State of Connecticut, requested the assistance of J. Pottier, LLC in conducting a professional comparison and analysis of compensation rates and practices among comparable positions in the three states adjacent to Connecticut. Those states are: Massachusetts, New York and Rhode Island.

SECTION I - PROJECT STEPS

i. Planning and Data Gathering

Prior to commencing the project, a tele-conference was held with members of the Connecticut Judicial Branch, Human Resources Directorate, and IBPO representatives, and J. Pottier, LLC consultants. It was agreed that the Judicial Branch would supply the job descriptions for the Connecticut Judicial Marshal Trainee, Judicial Marshal, and Lead Judicial Marshal jobs, and would solicit adjacent states for comparable job and salary information. Massachusetts, New York, and Rhode Island provided comparable information required for the project. Where possible, the consultants followed up with individual states to request further information.

While planning included on-site interviews and observation of incumbents in the performance of their duties, Covid 19 prevented this step. It was agreed that an abundance of extra information and responses provided by Judicial Branch and IBPO, including the full Policy Manual which describes job duties in great detail, provided ample detailed information to proceed with the project. While the full Academy training material was provided by the IBPO, much of the details necessary for understanding the full scope of duties and responsibilities of the work were contained in the Policy Manual.

Additionally, Fred Owen had previously performed on-site observations in a previous study. The consultant observed incumbents performing a full range of duties including: entrance security; custody, care, searches, and transportation of prisoners from cell block lockup to courtrooms; performing courtroom security and security of other courthouse space and grounds; preparing necessary documents for assuring chain of custody of prisoners and safekeeping of prisoners' personal articles; operation of dispatch and communication centers. The consultant also was able to observe the role of Lead Judicial Marshals in hand-over of chain of custody documents at shift changes. Updated information provided by IBPO was considered in the conduction of this report.

ii. Job Evaluation System

The evaluation tool has been used by the Judicial and Executive Branches of Connecticut state government for many years. The consultants' role is to assure that the tool is used fairly and consistently for all classes and jobs examined. Fairness in alignment of classes and jobs is a major objective of the job evaluation effort.

The evaluation method measures job value by objective standards without regard for gender, ethnic heritage, race or any other irrelevant factor. The method measures what is required of any incumbent in the position, having achieved a satisfactory level of performance.

The criteria used in the evaluation tool are:

- **Knowledge and Skills (K&S)**: This component measures the skills and abilities that an incumbent must have in order to fulfill all of a job's requirements at a fully satisfactory level.
- **Mental Demands (MD) (Mental Effort in applying knowledge and decision making and analysis)**: This factor measures a job's requirement to apply those skills and abilities in making decisions and exercising judgment.
- **Accountability (ACC) (Accountability for actions and their consequences)**: This factor measures the expected actions and the consequences of actions, as well as the scope of effect inherent in the job.
- **Adverse Working Conditions (WC)**: This element measures the fatigue resulting from physical effort, risk of injury or harm and the disagreeable conditions inherent in the normal duties of a job.

Job values resulting from these evaluations are expressed in points. Those points translate into allocation to salary grades according to consistently applied standards. The evaluation results are presented in SECTION II.

iii. Comparable Job Evaluation

Job description information provided by other states was not as detailed as that provided by Connecticut. However, the consultants feel that adequate information was provided to assess whether comparable evaluations in adjacent states would fall above or below those of the Connecticut Judicial Marshal positions. The analyses describe the rationale and details of how the positions were comparable or distinct. The results are discussed in SECTION II.

SECTION II - CONNECTICUT JOB EVALUATIONS AND COMPARATORS

A1. CONNECTICUT JUDICIAL MARSHAL TRAINEE EVALUATION

<u>K&S</u>	<u>MD</u>	<u>ACC</u>	<u>WC</u>	<u>Total</u>
B1N 80	B2e 15	B1S 26	S2B 10	131

K&S (Knowledge and Skills): The K&S evaluation recognizes the entry level requirements of 18 weeks of Academy training and four weeks of on-the-job supervised training under the Field Training Officer. This is the appropriate beginning vocational-based skills requirement, with little experience and the on-the-job training is a major factor.

MD (Mental Effort): The position is highly supervised and tasks are highly proceduralized. Duties remain somewhat uncomplicated while progression is achieved through observation and learning.

ACC (Accountability): The accountability is limited under circumstances of controlled supervision. The incumbent has little latitude to make decisions that affect outcomes. Final responsibility largely rests with the supervisor/trainer position.

WC (Working Conditions): The evaluation recognizes the physical effort involved in walking, standing and restraining prisoners; exposure to physical assault; and the disagreeable conditions in housing and transporting prisoners.

A2. MASSACHUSETTS, NEW YORK, RHODE ISLAND COMPARABLE TRAINEE POSITIONS

MASSACHUSETTS: Associate Court Officer and Court Officer I

RHODE ISLAND: Deputy Sheriff Entry Level Trainee

NEW YORK: NYS Court Officer -Trainee

Entry level positions in all states would tend to be rated similarly due to the strongly supervised nature of the work. The greater differences were found in the Knowledge and Skills (K&S) requirements in Massachusetts and Rhode Island.

Massachusetts: There are two positions in Massachusetts that compare closely with the Judicial Marshal Trainee position. These are positions within the MA Court Trial Security Department. The ***MA Associate Court Officer*** position is largely concerned with safeguarding Trial Court buildings, grounds, courthouse staff and visitors. The position is primarily responsible for access control and lacks the aspect of transporting and guarding and caring for prisoners. The ***MA Court Officer I*** position has more duties that compare with those of the Judicial Marshal Trainee courtroom and security duties, including ‘exercising arrest powers if warranted’, but does not include transporting prisoners. The Judicial Marshal trainee performs many of the functions of both Massachusetts positions.

The educational requirements for the Massachusetts positions are significantly higher than those of the Judicial Marshal Trainee. The MA Associate Court Officer position is not required to pass the Court Officer Entry Exam necessary for acceptance to Court Officer positions. However, the educational requirements are as stringent as those required for the Court Officer positions, and include the following: Associate's degree or higher in criminal justice or similar field; **OR** Associate's degree and one year of experience in criminal justice or related field; **OR** 2 years prior experience in security, law enforcement, corrections, loss prevention, emergency medical services, direct care social services, or military services; **OR** Bachelor's degree.

Given the entrance qualifications and experience required for the Massachusetts trainee positions, the K&S scores would be higher than those of the CT Judicial Marshal Trainee, and subsequently lead to higher evaluations overall. This is so even though the scores in ACC and WC would not be higher since the positions do not include transporting prisoners.

Rhode Island: The basic qualifications to become a Rhode Island Deputy Sheriff Trainee include: Associate's degree in criminal justice or law enforcement; **OR** 3 years active military service; **OR** 4 years reserve service in the Coast Guard or National Guard; **OR** 3 years full time correctional officer; **OR** at least 2 years of full-time work in a position that requires maintaining law and order and protecting life and property, and must have been responsible for arresting and detaining people who violated the law. They must complete the Rhode Island Police Academy Training program.

The duties are similar to the CT Judicial Marshal Trainee position, including care, custody and transport of prisoners. The exceptions are in the required knowledge and skills qualifications, the firearms training, and in greater authority in executing summons and arrests. As Trainee, these duties are highly supervised.

Given the entrance qualifications for the Rhode Island Deputy Sheriff Trainee, the K&S scores would be higher than those of the CT Judicial Marshal Trainee. The ACC and WC scores would also be higher due to carrying firearms and due to serving summons and writs outside the courtroom, which have greater risk. The overall evaluation would be higher than the CT Judicial Marshal Trainee.

New York: NYS Court Officer trainees require high school or equivalency and 14 weeks of Academy training to be 'appointed' to the traineeship. After being appointed, they enter the on-the-job traineeship period required to become a NYS Court Officer. The 2 year on-the-job traineeship includes the 14 weeks of Academy training. 6 months after being 'appointed', they are able to begin training for certification to carry weapons. Courtroom security duties are similar to those of the CT Trainee position, although they do not transport prisoners. The longer training period and the firearms certification requirement would lead to higher K&S score. ACC would be scored higher due to complexity in responding to situations involving possible

firearms discharge, and accountability for that decision making. It would also score higher in the WC risk factor.

The traineeship position, by design, is generally under probationary or supervisory status, with little overall accountability for outcomes of the position. The *application* of the required skills is significant. Complexity and accountability would be rated higher in the more advanced level positions. The overall evaluations for these positions would align more closely at this career stage, although for the reasons stated above, the trainee positions in Massachusetts, Rhode Island and New York would be evaluated higher than the CT Judicial Marshal Trainee position overall.

A summary of qualifications and current salaries for all Trainee positions is provided in the Appendix, Table 1, page 19.

B1. CONNECTICUT JUDICIAL MARSHAL EVALUATION

<u>K&S</u>	<u>MD</u>	<u>ACC</u>	<u>WC</u>	<u>Total</u>
C1N 92	C3g 23	C1S 35	S2C 13	163

K&S (Knowledge and Skills): The K&S evaluation recognizes the 18 weeks of Academy training, four weeks of on-the-job supervised training under the Field Training Officer, and the requirement for one year as a Trainee. It also recognizes the requirement for special licensing required to transport prisoners. This is appropriate for vocational competency beyond basic skills, requiring the incumbent to learn and apply strict procedures and methods outlined in the Policy Manual. Progress beyond the training level is achieved with ongoing experience that provides more opportunity for seasoned practice of more complex duties than those of the Trainee. It recognizes the substantial degree of effective interaction with other people in the normal course of performing the job's duties, including the ability to confront and subdue occasional unusual and sometimes dangerous behavior.

MD (Mental Effort): The evaluation recognizes a range of clear options in determining how to proceed and make decisions. Efforts are strictly guided by policy and procedure, with little latitude to deviate and make decisions outside of those prescribed. It recognizes an incumbent's requirement to react quickly and use judgment in achieving consistency in their actions. Incumbents must know how to handle inmates while exercising other courtroom duties.

ACC (Accountability): This factor addresses the level of responsibility associated with the care and control of prisoners, including their transportation from cell block areas to the courtroom situation, where the incumbent is part of a team that also ensures the safety and security of all those present in the courtroom. It considers the consequences of strict entry procedures into the courtroom and court buildings, and of assuring security of the buildings and grounds. While

they function as part of a team, there is a greater level of authority and a greater acceptance of responsibility than in the Trainee position. This progresses with time in the position.

WC (Working Conditions): The evaluation recognizes the physical effort involved in walking, standing and restraining prisoners; exposure to physical assault; and the disagreeable conditions in housing and transporting prisoners, which involves exposure to substantial risk.

B2. MASSACHUSETTS – COURT OFFICER II COMPARATOR

The comparable job titles in the State of Massachusetts are the **Court Officer** positions. Court Officer job structure in Massachusetts consists of three positions labelled Court Officer I, II, and III. The MA Court Officer I and the Associate Court Officer positions were discussed as comparators for the JM Trainee position.

In the MA Court Officer structure, there is no automatic promotion to higher level positions with time. Incumbents must follow job postings and satisfy requirements to be considered for advancement.

Of these positions, the MA Court Officer II is the closest match to the Judicial Marshal position with the exception that they do not have the duty of transporting prisoners between locations, only within courtroom buildings. None of the MA Court Officer positions are required to carry or use firearms at any time, and are provided pepper spray as a deterrent to offenders.

The duties of the Court Officer II include:

- i. Providing security in courtroom and entrance areas by operating security screening stations, including metal detectors and x-ray machines, monitoring CCTV cameras, performing security patrol checks of courtrooms, grounds, buildings and courthouse premises.
- ii. Subduing or apprehending escaping prisoners.
- iii. Providing first aid and first response in emergency situations.
- iv. Responsible for the 'care, custody, and control of all prisoners and persons taken into custody and held at the court facility'.
- v. Assist in exercising police powers when appropriate.
- vi. Assist with building evacuations and crowd control.
- vii. Recording and logging duties are similar to those of the CT Judicial Marshal position.

MASSACHUSETTS COURT OFFICER II

K&S:

The Court Officer II position has the following educational requirements before entry:

High School and at least 2 years of experience in security, law enforcement, corrections, the military, loss prevention, emergency medical services, or direct care social services;

OR

Bachelor's degree;

AND

Minimum of three years as Court Officer I.

The MA Court Officer II would score higher in Knowledge and Skills based on the specialized qualification requirements of Bachelor's degree or experience equivalency, on the higher side of vocation-based training.

MD: The MA Court Officer II position would score higher due to the depth of understanding of specialized skills and their application in dealing with prisoners and socially complex situations.

ACC: The Accountability would be similar to that of the Judicial Marshal as they are responsible for similar duties, excluding transportation of prisoners.

WC: The evaluation would be similar to that of the Judicial Marshal position, recognizing the physical effort involved in walking, standing and restraining prisoners and exposure to physical assault.

Overall, the position is fairly close to that of the CT Judicial Marshall in accountability and risk and would have similar scores in these factors. The overall MA Court Officer II score, however, would be higher than that of the Judicial Marshal position largely based on the educational requirements and years of experience.

B3. RHODE ISLAND DEPUTY SHERIFF COMPARATOR

The comparator for CT Judicial Marshals in Rhode Island is titled Deputy Sheriff. The Deputy Sheriff positions are part of the Department of Public Safety, Division of Sheriffs, and the positions are considered unclassified. The Rhode Island Deputy Sheriffs are considered to be "law enforcement officers engaged in the custody, safety, discipline, and well-being of prisoners and defendants while being transported to and from the various courts, state facilities, prisons, jails, cell blocks, etc.," They transport prisoners and inmates to and from District Court, Family Court, Superior Court, state facilities, hospitals, jails, prisons, and/or cellblocks", and can request to be assigned to extradition duty which involves transporting prisoners out of state.

They are authorized to execute Writs of Process, both civil and criminal, and to summon witnesses to appear in court, as well as to make proper returns of writs, summons and other

legal processes. They do not serve warrants, which implies making arrests, and are not authorized to make arrests on their own.

They are authorized and qualified to carry firearms on duty. They work in conjunction with the Department of Corrections and all law enforcement agencies.

K&S: The qualifications for the position are as follows:

Associate's degree or 60 college credits or higher in law enforcement or criminal justice from a college of recognized standing;

OR

Military experience, such as may have been gained through 2 years of active military service or 4 years of Military Reserve, National Guard or Coast Guard duty;

OR

Correctional experience, such as may have been gained through 3 years of full-time employment as a correctional officer;

OR

Academy training experience, such as may have been gained through successful completion of the Rhode Island Municipal Police Academy (22 weeks), State Police Academy (24 weeks), Providence Police Academy (24 weeks) or comparable certified program offered by any state or municipal police departments;

OR

Protective service experience, such as may have been gained through 2 or more years of full-time employment in a position requiring the maintenance of law and order and the protection of life and property, including the responsibility for the arrest and detention of persons in violation of law.

Special requirements include: full background criminal investigation prior to participation in the Deputy Sheriff Training Program; must have been evaluated and tested by a certified psychologist; must meet State of Rhode Island qualification requirements for carrying weapons, Commercial Driver's License.

K&S: The specialized nature and level of training and college credit equivalency leads to a higher level of vocational based training than that required in the CT Judicial Marshal position. The weapons training would also elevate the score in this element.

MD: The higher score would recognize a wider breadth of knowledge and principles applied in performing the duties which include serving summons and other legal documents, and in the judgment required in the use of firearms.

ACC: A higher score would be determined by the consequences of actions resulting from use of on-duty firearms, as well as responsibility that accompanies the authority of various summons and writs, as well as for the care and custody and transportation of prisoners.

WC: A higher level of risk is involved in being armed and in serving summons in person outside of the courtroom.

The overall evaluation of the Rhode Island Deputy Sheriff would be higher than that of the CT Judicial Marshal position as well as comparator positions in Massachusetts and New York, due to the specialized educational requirements and experience, the firearms certification, the level of authority and risk in serving summons and writs, and in transporting prisoners.

B4. NEW YORK STATE COURT OFFICER COMPARATOR

The New York State Court Officers are not good comparators for the CT Judicial Marshal positions and have a 'Police Officer in training' nature. They are certified and authorized to carry firearms on and off duty and have broad powers in the execution of civil and bench warrants, including authority to 'effect arrests both on and off duty'. They are authorized to coordinate activities of other court security personnel, which may include Court Attendants, Security Attendants and other Court Security Officers or Coordinators. These positions may be hired externally, with duties that include conducting patrols and inspections of buildings and facilities, issuing badges and passes, and monitoring access.

The position shares some of the same courtroom duties with the CT Judicial Marshal though they do not transport prisoners, a duty performed the Department of Corrections. Their list of duties include: coordinating the activities of other court security personnel; arresting individuals according to procedure; guarding defendants and prisoners; escorting judges, guards, juries, witnesses and prisoners to and from the courtroom, including escorting sequestered jurors, possibly off premises; delivering materials to sequestered jurors; displaying and safeguarding exhibits in the courtroom; operating security equipment; distributing court materials, maintaining and updating court records; administering first aid and assisting in emergency situations.

K&S: The NYS Court Officer position requires a two year traineeship period. After completing the training, incumbents in the position are authorized to carry firearms on and off duty. After a two-year apprenticeship under pay Grade Level 16, NYS Court Officers are automatically promoted to a Grade 19 pay scale.

The longer period of required training and the extra skills involved in firearms certification would lead to a higher level of K&S than that of the Judicial Marshal position.

MD: This factor would be higher than the CT Judicial Marshal due to the judgment required in determining when to use or draw a weapon. Additionally, NYS Court Officers are in a stronger position to act in areas of law enforcement in executing warrants and making arrests.

ACC: A higher level would be determined by the consequences of actions resulting from use of the firearms, on and off duty, as well as higher levels of overall authority and accountability in and out of the courtroom.

WC: This factor would have a higher score than the CT Judicial Marshal as a result of the greater level of risk from being armed, from serving a wider range of warrants, and from performing arrests on a broader scale.

The overall evaluation of the NYS Court Officer would be higher than that of the CT Judicial Marshal.

A summary of qualifications and current salaries for the CT Judicial Marshal and comparator positions is provided in the Appendix, Table 2, page 20.

C1. CONNECTICUT LEAD JUCIDIAL MARSHAL EVALUATION

<u>K&S</u>	<u>MD</u>	<u>ACC</u>	<u>WC</u>	<u>Total</u>
C1N 106	C3h 30	C1S 46	S2C 13	195

K&S (Knowledge and Skills): The K&S evaluation recognizes the required three years of experience as Judicial Marshal and the supervision of staff. The Lead position requires a broader understanding and practice of the Judicial Branch and Superior Court policies, provides staff training, and coordination with other operating units.

MD (Mental Effort): As Lead position, there is more seasoned practice of complex duties than those of the Judicial Marshal position, including overseeing staff duties and security operations, determining priorities, reviewing staff work and organizing workflow. The incumbent performs these tasks *in addition to* the duties of the Judicial Marshal position.

ACC (Accountability): When compared to the CT Judicial Marshal position, the distinction lies in the greater accountability in assuring proper documentation in the chain of custody, in oversight and supervisory functions, and in scheduling unit workflow. There is a higher level of accountability in supervision of staff, with input into performance reviews.

WC (Working Conditions): The evaluation recognizes the physical effort involved in walking, standing and restraining prisoners; exposure to physical assault; and the disagreeable conditions in housing and transporting prisoners, which involves exposure to substantial risk.

The consultants did not find a good comparator for the Lead Judicial Marshal position. The positions examined are summarized below. Although a poor comparison, the Massachusetts Court Officer III could be considered the most comparable in duties and accountabilities.

C2. MASSACHUSETTS COURT OFFICER III and ASSISTANT CHIEF COURT OFFICER COMPARATORS

The Massachusetts Court Officer III, while not identified as a 'Lead' position, is expected to perform similar court duties as the Court Officer II, at a more advanced level, with no supervision, and to coordinate with other work units. Incumbents perform more administrative duties and occasionally perform the supervisory responsibilities of the Chief Court Officer or Assistant Chief Court Officer.

The Court Officer III qualification requirements are:

Minimum of Associate's degree or completion of 60 credit hours of college level courses;

AND

5 years of experience as a Court Officer II for Court Officer hired prior to July 1, 2000 **OR** 7 years of experience as a Court Officer II if hired after July 1, 2000.

There is additional in-house Security Department training necessary for the position.

The position would be evaluated higher than the Lead Judicial Marshal due to the number of years of experience required to do the work.

The other Massachusetts position examined for comparison is the Assistant Chief Court Officer. This position is a closer comparison with the CT Supervising Judicial Marshal, with stronger supervisory oversight and personnel accountability. The position participates in determining training needs, engages in team building and implementation of training programs for Associate Court Officers and Court Officers, identifies and addresses reported security concerns, and issues written warnings to Court Officers in consultation with the Chief Court Officer for conduct violations. The position occasionally performs the duties of the Chief Court Officer or Chief Probation Officer in their absence. Courtroom security and other duties related to care and custody of prisoners are similar to those of the Lead Judicial Marshal.

The MA Assistant Chief Court Officer qualification requirements are:

Bachelor's degree and 3 years as a Court Officer, with prior law enforcement or corrections experience required;

OR

Associate's degree and 5 years of experience as a Court Officer;

OR

High School and 7 years of experience as a Court Officer.

Both positions would be evaluated higher than the CT Lead Judicial Marshal position largely on the basis of education and years of work experience requirements.

C3. RHODE ISLAND DEPUTY SHERIFF - SERGEANT COMPARATOR

The Rhode Island Deputy Sheriff-Sergeant position requires an Associate's degree or higher in criminal justice, law enforcement, or related field, and 'consistent and satisfactory employment within the Division of Sheriffs for a minimum of 10 consecutive and completed years of service and significant experience with all aspects of Division operations or the operation of a related law enforcement/military organization'. A combination of education and experience is also considered for equivalency. Incumbents must meet State of Rhode Island qualification requirements to carry weapons.

The position would score substantially higher than the Lead Judicial Marshal in the K&S factor due to higher educational requirements, years and type of experience required, and the certification requirements for carrying firearms.

This position has immediate supervision of Deputy Sheriffs, including reviewing work for satisfactory performance. They function as supervisor in addition to performing duties of the Deputy Sheriff, which include serving Writs of Process, both civil and criminal, and summoning witnesses to appear in court, duties which take them outside of the courtroom. They are authorized to serve summons in person, unaccompanied.

Their duties include supervision and participation in ensuring 'the custody and safety of defendants and prisoners during transport, and while detained in a courthouse, cell block, hospital or state institution'. They assist in implementation of in-service training components and operate computerized equipment to track and 'check for outstanding warrants on inmates awaiting bail, parole, early release, or any other transfers from an adult correctional institution'.

They have authority to apprehend persons being served, collect fees for services performed as officers of the court, and are authorized to carry firearms on duty.

The position would be rated higher than the CT Lead Judicial Marshal in all the evaluation factors (K&S, MD, ACC, and WC) on the basis of years of experience required, wider jurisdiction of authority for summons and arrests, and the higher level of responsibility and risk from carrying on-duty firearms.

C4. NEW YORK – NYS COURT OFFICER-SERGEANT COMPARATOR

The NYS Court Officer-Sergeant position requires 'one year of permanent, competitive class service in the NYS Court Officer title', and must be legally qualified to carry firearms. The K&S factor would be evaluated higher than that of the Lead Judicial Marshal.

The position is responsible for the on-the-job training of NYS Court Officer Trainees and provides training to NYS Court Officers, including evaluating performance and instructing them on their duties, and the incumbent participates in the implementation of in-service training

components. The position assigns and deploys security personnel to posts, and coordinates the activities of the court security personnel.

In the courtroom, the incumbent is responsible to the presiding judge and functions as the courtroom security supervisor. The position assumes the lead role in securing arrangements for juror meals, lodging and transportation, and in contacting families or place of employment when jurors are sequestered overnight, and supervises jurors' contacts. They escort and transport judges, jurors, witnesses, prisoners and others, assign calendar numbers to case jackets, distribute court calendars, materials and other documents, and display and safeguard exhibits and evidence. They are authorized to execute bench warrants and make arrests.

The position would be evaluated higher overall than the CT Lead Judicial Marshal due to the certification required to carry weapons, and the higher level of authority and responsibility in carrying weapons on and off duty, and in serving warrants and making arrests.

A summary of qualifications and current salaries for the Lead Judicial Marshal and comparator positions is provided in the Appendix, Table 3, page 21.

SECTION III. RECOMMENDED COMPENSATION RATES

i. Salary Comparisons and Pay Plans

Salary comparisons must take into consideration a number of issues including salary range, the number of years and the number of steps included in a pay plan, and the step percentage progression. The number of steps in various pay plans involved in this study range from 5 to 19 steps. Clearly, it is not a matter of arbitrarily selecting a step value in order to make comparisons.

It is the consultants' practice to achieve salary comparisons where incumbents in the positions are at a 'fully proficient satisfactory level of performance'. This ensures that positions are compared at an equitable stage of 'seasoning' in the job, where most functions have been practiced, and incumbents are fully and competently performing their duties. The level selected to make comparisons is approximately the third year into a position, or within a few months of that timeframe, where an incumbent would be satisfactorily performing all the duties at a 'journeyman' level.

The exception is the Trainee position, where the incumbent is usually promoted to a new salary range after one year of probation.

ii. Distinguishing Characteristics Identified in Job Comparisons

Based on all the information provided by the Judicial Branch, IBPO, and adjacent states, including follow up input from adjacent states' contributors to the study, it was found that there are no strong 'good fit' comparators to the Judicial Marshal positions. All the positions

examined share similar duties such as: maintaining security and order in the courtroom and ensuring safety of staff, visitors and prisoners; securing courtroom buildings, grounds and perimeters; securing entry into courtroom building by operating metal detectors and various other screening equipment; care, custody and control of prisoners; maintaining records and logs of prisoner movement and of property; exercising arrest or 'police' powers if required, including restraining persons; assisting in quelling disturbances; performing CPR and rendering other medical assistance.

There are, however, substantially different features in all of the positions examined. The consultants' analyses identified four major areas of distinguishing characteristics:

1) Educational qualification requirements;

As mentioned in Section II, the evaluation scores for the comparator positions in the states of Massachusetts and Rhode Island are higher than those in the CT Judicial Marshal positions due to significantly higher specialized educational requirements and years of experience. Massachusetts and Rhode Island both place strong emphasis on education and experience in fields related to law enforcement and criminal justice.

The qualifications for NYS Court Officers are close to those of the CT Judicial Marshal, with a longer traineeship period.

2) Firearms training and use authority;

The states of New York and Rhode Island empower their Court Officers and Deputy Sheriffs to carry firearms. Both states require professional certification for carrying weapons, and in the case of New York, Court Officers are qualified to carry firearms both on and off duty.

Rhode Island legally recognizes Deputy Sheriffs as law enforcement officers while New York legally recognizes the NYS Court Officers as 'peace enforcement officers'. The labels carry similar levels of authority, as defined by each state, which are higher than those of the Judicial Marshal positions.

3) Authority of execution and return of warrants, summons, and Writs of Process.

New York and Rhode Island both carry higher levels of authority in these areas. Rhode Island Deputy Sheriffs execute (serve) summons and subpoenas, both civil and criminal, at the place of residence or business, unaccompanied. Arrests are made with other law enforcement officers present. They certify that summons and writs have been executed (process the paperwork that is returned to the courts).

New York State Court Officers are empowered with the highest levels of warrant and arrest authority of all the jobs examined, even though the courtroom duties are similar to those of the Judicial Marshal positions. NYS Court Officers have 'the power to make

arrests, carry out searches, take possession of firearms and to issue summons and/or appearance tickets, etc.’, and to make ‘warrantless arrests’.

4) Transportation of prisoners

Rhode Island Sheriffs are a part of the RI Division of Sheriffs. In 2001, Sheriffs and Marshals, which had been two separate classes, were merged in the Division of Sheriffs within the Department of Administration. They had been separate classes with separate unions and pay plans and are currently under one union, carrying out the duties of both previous groups. Before the merger, Marshals had been operating the ITU (Inmate Transportation Unit), which includes out-of-state extraditions. The current Deputy Sheriff position now performs this task when on special assignment. The position requires firearms-qualified incumbents.

Massachusetts Court Officers and NYS Court Officers do not transport prisoners. In New York State, this function is performed by the Department of Corrections.

iii. Recommendations

While the transportation of prisoners is a significant function of the CT Judicial Marshal positions, comparator positions would score higher overall due to other factors. Nevertheless, the work done by Judicial Marshals is similar in the emphasis on complexity and accountability for courtroom work, and for the care, custody and transportation of prisoners, duties which are similar to the Massachusetts Court Officer II and III positions, which do not transport prisoners. The positions of Judicial Marshal and Lead Judicial Marshal were thus evaluated higher in the Mental Demands and Accountability factors.

The consultants’ analyses result in the following recommendations:

Judicial Marshal Trainee Current Evaluation:

<u>K&S</u>	<u>MD</u>	<u>ACC</u>	<u>WC</u>	<u>Total</u>
B1X 70	B2e 13	B1N 17	L1B 7	107

The consultants consider the existing Judicial Marshal Trainee evaluation to be inappropriate. In examining the Trainee evaluation in contrast with entry level positions in the neighbor states, the consultants provide an evaluation appropriate for a beginning level Judicial Marshal Trainee.

Judicial Marshal Trainee Recommended Evaluation:

<u>K&S</u>	<u>MD</u>	<u>ACC</u>	<u>WC</u>	<u>Total</u>
B1N 80	B2e 15	B1S 26	S2B 10	131

Judicial Marshal Current evaluation:

<u>K&S</u>	<u>MD</u>	<u>ACC</u>	<u>WC</u>	<u>Total</u>
C1N 92	C2f 20	B1S 26	S2C 13	151

Judicial Marshal Recommended Evaluation:

<u>K&S</u>	<u>MD</u>	<u>ACC</u>	<u>WC</u>	<u>Total</u>
C1N 92	C3g 23	C1S 35	S2C 13	163

Judicial Marshal and Trainee (Current Salary Range eff June 19, 2020)						
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
\$ 43,838	\$ 49,570	\$ 51,003	\$ 52,436	\$ 53,869	\$ 55,302	\$ 56,735
Recommended Salary Range (3.0 % Increase)						
\$ 45,153	\$ 51,057	\$ 52,533	\$ 54,009	\$ 55,485	\$ 56,961	\$ 58,437

Lead Judicial Marshal Current Evaluation:

<u>K&S</u>	<u>MD</u>	<u>ACC</u>	<u>WC</u>	<u>Total</u>
C1N 106	C3g 26	C1S 40	S2C 13	185

Lead Judicial Marshal Recommended Evaluation:

<u>K&S</u>	<u>MD</u>	<u>ACC</u>	<u>WC</u>	<u>Total</u>
C1N 106	C3h 30	C1S 46	S2C 13	195

Lead Judicial Marshal (Current Salary Range eff June 19, 2020)						
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
\$ 55,014	\$ 56,880	\$ 58,746	\$ 60,612	\$ 62,478	\$ 64,344	\$ 66,210
Recommended Salary Range (1.5 % Increase)						
\$ 55,839	\$ 57,733	\$ 59,627	\$ 61,521	\$ 63,415	\$ 65,309	\$ 67,203

The pay plan for the CT Judicial Marshal Trainee should maintain the current structure, with the entry level pay at the first step of the Judicial Marshal plan, then moving to the second step after one year on probation. The entry level pay would thus be \$45,153, up from the previous rate of \$43,838, an increase of 3.0 %. No change in the procedure is recommended.

The 3.0% increase in the Judicial Marshal position is based on the re-evaluation to a higher score, from 151 to 163. Similarly, the 1.5% increase in the Lead Judicial Marshal position is based on the re-evaluation from a score of 185 to 195. These re-evaluations consider all the external comparisons explained in the previous Sections as well as the internal alignment within the Connecticut pay structure.

The Appendix, Chart 1, page 22 demonstrates the existing fair pay practice or ‘alignment’ in relation to other CT positions, which shows a proper compensation policy for the Judicial Marshal occupational group. The recommended increases maintain this fair pay structure.

SUMMARY AND CONCLUSIONS

The state-wide policies and practices of other states are not a consideration in job evaluation and comparison. Pay practices in one state do not set the job evaluation or pay standards for others. In the comparator positions examined, the neighbor state salaries are higher than those of Connecticut, largely due to the specialized educational training and years of experience required to enter the position, with the exception of New York.

Massachusetts and Rhode Island incumbents are required to have several more years of education or experience to qualify for entry into most positions, including the Trainee position. When making comparisons in compensation policies between states, it is important to note that some incumbents compared at ‘three years of experience’ might already have up to four more years of experience, required for hire into the position.

While outside the scope of this study, the consultants examined other jobs in the adjacent states in the interest of assessing whether salaries were higher ‘across-the-board’. While a robust conclusion would require further study, it was found that in general, there appears to be a practice of higher pay for similar positions in adjacent states.

With the exception of prisoner transportation, the Massachusetts Court Officer positions are the closest match to the CT Judicial Marshal positions. The specialized educational requirements and years of experience in Massachusetts lead to higher evaluations. Salaries are higher overall. In Massachusetts, the strong emphasis on education qualifications stretches across most state jobs examined, which included Correctional Officers and Police Officers. Some pay plans are constructed on the basis of ‘no degree, Associate’s degree, Bachelor’s degree, Master’s degree or higher. In some cases, annual sums are added to incumbents’ pay depending on the level of education while in others, entire pay plans are based on the level of education.

The New York State Court Officers, while not requiring college education, place emphasis on 'policing' and suggest a Police Officer career path, making them the least comparable to the Judicial Marshal positions. NYS Court Officers are armed on and off duty and have broad and stronger powers of warrants and arrest in and out of the courtroom. Other New York positions examined seemed to show similar practice of higher pay, although in some occupations such as Police Officers, salaries vary widely with different bargaining agreements in different cities, towns, townships and counties, making it difficult to assess a general or representative level of pay for comparison.

Rhode Island stands in most contrast to the Judicial Marshal positions in the areas of education and experience requirements, on-duty firearm requirements, higher level of authority in serving summons and 'Writs of Process', and in transportation of prisoners. The Deputy Sheriff positions score higher than those of the other adjacent state positions examined, yet the compensation aligns most closely with the CT Judicial Marshal positions. Other positions in Rhode Island appear to have salaries similar to those of Connecticut, although conclusive statements would require further research.

The consultants' first observation is that the educational requirements could be strengthened for entry into the Judicial Marshal series, since the study revealed this discrepancy in comparison with Massachusetts and Rhode Island. Options to this could include adding 'educational incentive pay' amounts to existing salaries depending on the level of education or experience attained. An example might suggest offering \$400 to \$800 in addition to annual salaries for an Associate's degree in a related field, or \$500 to \$1000 for a Bachelor's degree. Other options could consider combinations of college education and years of experience in related fields such as law enforcement, criminal justice or social care.

The wide variation in job qualifications, levels of authority, duties and pay structures made this comparison exercise challenging. The consultants express their gratitude for the cooperation and abundance of information provided by the Judicial Branch and the IBPO in conducting this study. We are also appreciative of the cooperation received from neighboring states in providing useful information for comparison with the Connecticut Judicial Marshal positions.

APPENDIX TABLE 1

SUMMARY OF PAY PLANS, SALARIES AND QUALIFICATIONS - TRAINEE POSITIONS

CT JUDICIAL MARSHAL TRAINEE, MA ASSOCIATE COURT OFFICER AND MA COURT OFFICER I, RHODE ISLAND DEPUTY SHERIFF-TRAINEE, NEW YORK STATE COURT OFFICER-TRAINEE

POSITION	COMMENT / PAY PLAN	Pay Range Min	Approx. 3 years experience	Pay Range Max (EQUIVALENT TO STEP 7 IN CT PAY PLAN)
CT JUDICIAL MARSHAL TRAINEE	IBPO eff 6/19/20. Step 1 of Judicial Marshal Pay Plan. Advances to Step 2 after one year.	\$43,838		
MA ASSOCIATE COURT OFFICER	NAGE SEIU Local 5000 Plan eff July, 2019. 37.5 hr/wk	\$37,541	\$40,954	\$46,073
MA COURT OFFICER I	NAGE Plan eff July, 2019. 37.5 hr/wk	\$45,178	\$50,376	\$58,173
RI DEPUTY SHERIFF - TRAINEE/ENTRY	AFSCME Pay Schedule 600 eff 12/22/19 Grade 602. 19 Steps in Plan, in months. Same Pay Plan as Deputy Sheriff, just fewer hours as Trainee. 37.5 hr/wk	\$49,442	\$55,018	\$59,737
NYS COURT OFFICER - TRAINEE	AFSCME Local 1000 Salary Schedule eff 4/1/20. Grade JG 16. Step 1 is hiring rate. (Automatically promoted to JG 19 after 2 year traineeship.) 35 hr/wk, overtime paid after 40 hours.	\$51,113	\$59,033	\$69,593
JOB TRAINING/QUALIFICATIONS				
CT JUDICIAL MARSHAL TRAINEE	High School and 18 weeks (4.5 months) Academy training + 1 month training under Field Training Officer. Commercial Driver's License.			
MA ASSOCIATE COURT OFFICER	High School or GED; Associate's degree or higher in criminal justice or similar field preferred; OR 2 years prior experience in security, law enforcement, corrections, loss prevention, emergency medical services, direct care social services, or military service; OR Associate's degree and one year's experience in criminal justice or related field; OR Bachelor's degree. Court Officer Entry Exam not required, however, preference given at selection with successful completion.			
MA COURT OFFICER I	High School and at least 2 years experience in security, law enforcement, corrections, the military, loss prevention, emergency medical services, or direct care social services; OR Bachelor's degree. Some formal training in self defense preferred.			
RI DEPUTY SHERIFF TRAINEE	High School or GED and: At least Associate's degree in criminal justice or law enforcement; OR 3 years active military service or 4 years Reserve, Coast Guard, or National Guard; OR 3 years full time as a Correctional Officer; OR completion of Rhode Island Police Academy or Program; OR at least 2 years full time in a position that requires maintaining law and order and protection of life & property, and must have been responsible for arresting and detaining people who violated the law. Driver's license.			
NYS COURT OFFICER - TRAINEE	High School and competitive entry exam. Four Phase Screening Process includes: I) Physical Ability; II) Psychological Test and Background Investigation; III) Psychological Interview and Evaluation Board Review; IV) Pre-Appointment Medical Exam. 14 weeks (3.5 months) training at New York State Court Officers Academy followed by 2 year on-the-job traineeship after appointment, which includes the 3.5 month period since they are considered to be 'appointed' after completing the Academy training. Not authorized to undergo firearms training until 6 months after traineeship. Must possess State Driver's License.			

APPENDIX TABLE 2

SUMMARY OF PAY PLANS, SALARIES AND QUALIFICATIONS - JUDICIAL MARSHAL & COMPARTORS

CT JUDICIAL MARSHAL, MA COURT OFFICER II, RHODE ISLAND DEPUTY SHERIFF, NEW YORK STATE COURT OFFICER

POSITION	PAY PLAN / COMMENT	Pay Range Min	Approx. 3 years experience	Pay Range Max (EQUIVALENT TO STEP 7 IN CT PAY)
CT JUDICIAL MARSHAL	IBPO eff 6/19/20. 40 hr/wk. Start at Step 2 after 1 year as trainee.	\$49,570	\$52,436	\$56,735
MA COURT OFFICER II	NAGE SEIU Local 5000 Plan eff July, 2019. 37.5 hr/wk	\$56,688	\$61,887	\$70,308
RI- DEPUTY SHERIFF	AFSCME Pay Schedule 600 eff 12/22/19. Grade 624. 40 hr/wk	\$52,738	\$58,683	\$63,720
NYS COURT OFFICER	AFSCME Local 1000 Salary Schedule eff 4/1/20. Grade JG 19. 35 hr/wk, overtime paid after 40 hrs.	\$60,339	\$69,453	\$81,605
JOB TRAINING/QUALIFICATIONS				
CT JUDICIAL MARSHAL	High School and 14 weeks (4.5) months Academy training + 1 month training under Field Training Officer (for Trainee position). Commercial Driver's License. 1 year as Judicial Marshal Trainee.			
MA COURT OFFICER II	Minimum 3 years experience as Court Officer I and certification of satisfactory attendance at all Court Officer training programs prescribed by the Security Department.			
RI DEPUTY SHERIFF	Associate's degree (or 60 college credits) or higher in law enforcement or criminal justice; OR Military experience such as may have been gained through 2 years of active military service or 4 years of Military Reserve, National Guard or Coast Guard duty; OR Correctional experience such as may have been gained through 3 years of full-time employment as a correctional officer; OR Academy Training Experience such as may have been gained through successful completion of the Rhode Island Municipal Police Academy, State Police Academy, Providence Police Academy or comparable certified program offered by any state or municipal police departments; OR Protective Service Experience such as may have been gained through 2 or more years of full-time employment in a position requiring the maintenance of law and order and the protection of life and property, including the responsibility for the arrest and detention of persons in violation of law. Special Requirements: must have been evaluated and tested by a certified psychologist; must have a Commercial Driver's license; must have State of Rhode Island qualification to carry weapons in the performance of duty; must have successfully completed the Deputy Sheriff Training Program prior to appointment.			
NYS COURT OFFICER	Must have completed 2 year traineeship. Must be legally eligible and qualified to carry firearms. Legally required to wear peace officer uniforms.			

APPENDIX TABLE 3

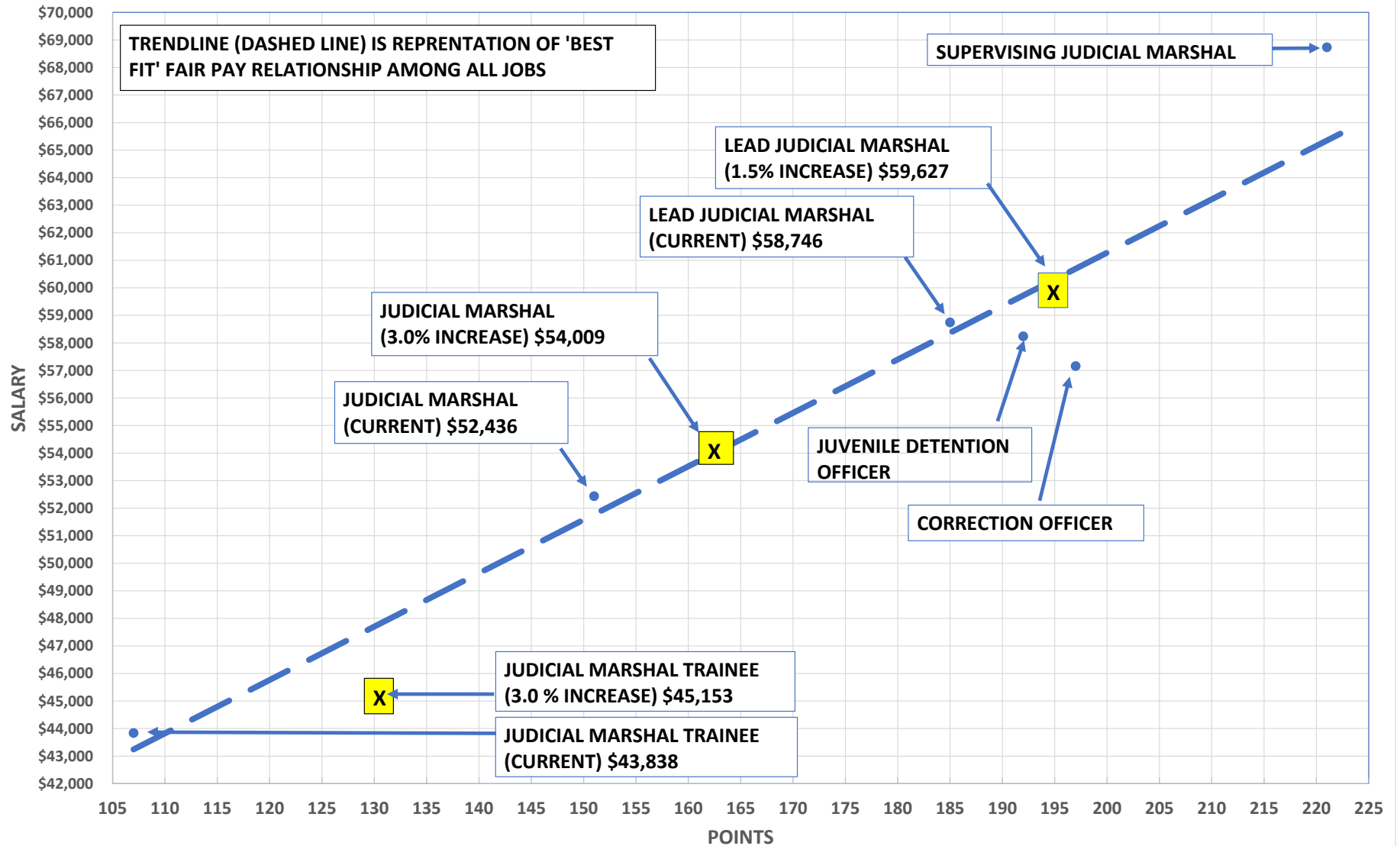
SUMMARY OF PAY PLANS, SALARIES AND QUALIFICATIONS - LEAD JUDICIAL MARSHAL & COMPARATORS

CT LEAD JUDICIAL MARSHAL, MA COURT OFFICER III, MA ASSISTANT CHIEF COURT OFFICER

RHODE ISLAND DEPUTY SHERIFF-SERGEANT, NEW YORK STATE COURT OFFICER-SERGEANT

CT LEAD JUDICIAL MARSHAL	IBPO eff 6/19/20. 40 hr/wk	\$55,014	\$58,746	\$66,210
MA COURT OFFICER III	NAGE SEIU Local 5000 eff July 2019. Begins at Step 6 of Plan, only 3 Steps for CO III. 37.5 hr/wk	\$79,739	\$83,082	\$85,011
MA ASSISTANT CHIEF COURT OFFICER	NAGE SEIU Local 5000 eff July 2019. (\$2000 added to steps 1-7 in July 2019 as per agreement.) 37.5 hr/wk	\$74,214	\$80,491	\$89,909
RI- DEPUTY SHERIFF - SERGEANT	AFSCME Pay Schedule 600 eff 12/22/19 Grade 626A. 40 hr/wk	\$56,507	\$63,039	\$68,292
NYS COURT OFFICER - SERGEANT	AFSCME Local 1000 Salary Schedule eff 4/1/20. Grade JG 20. 35 hr/wk, overtime paid after 40 hrs.	\$63,508	\$73,024	\$85,712
JOB TRAINING/QUALIFICATIONS				
CT LEAD JUDICIAL MARSHAL	3 years as Judicial Marshal. 6 month probationary period.			
MA COURT OFFICER III	Total of 7 years experience as Court Officer, at least 3 of which must be as a Court Officer II. Associate's degree with minimum 60 credit hours. Employees with qualifying, honorable U.S. Military service receive either educational or tenure credit towards promotion to CO III.			
MA ASSISTANT CHIEF COURT OFFICER	Bachelor's degree and 3 years as Court Officer with prior law enforcement or corrections experience; OR Associate's degree and 5 years experience as a Court Officer; OR High School and 7 years experience as a Court Officer.			
RI DEPUTY SHERIFF - SERGEANT	Education: Associate's degree or higher in criminal justice, law enforcement, or other related field. Experience: Such as may have been gained through consistent and satisfactory employment within the Division of Sheriffs for a minimum of 10 consecutive and completed years of service and significant experience with all aspects of Division operations or the operations of a related law enforcement/military organization; OR Any combination of education and experience that shall be substantially equivalent to the above education and experience. Special Requirements: must have been evaluated and tested by a certified psychologist; must have valid Operator's License and may be required to obtain a Commercial Driver's license; must have State of Rhode Island qualification to carry weapons in the performance of duty; must have successfully completed the Deputy Sheriff Training Program prior to appointment.			
NYS COURT OFFICER - SERGEANT	1 year of permanent, competitive class service in the New York State Court Officer title. Must be qualified to carry firearms. Must pass competitive exams and be selected for appointment by an in-house canvassing process. One year probationary period after appointment.			

APPENDIX CHART 1 CONNECTICUT INTERNAL COMPARISONS



ADDENDUM TO

STATE OF CONNECTICUT JUDICIAL BRANCH

And

INTERNATIONAL BROTHERHOOD OF POLICE OFFICERS, LOCAL 731

In agreement with

J. POTTIER, LLC

**JUDICIAL MARSHAL TRAINEE, JUDICIAL MARSHAL, AND LEAD JUDICIAL MARSHAL
EVALUATION AND RECOMMENDED SALARY RANGES**

PROJECT REPORT, DECEMBER 2020

February, 2021

The addendum provides additional information underlying the Appendix, Chart 1, on page 22 of the original report. The focus of the report submitted in December, 2020 was on comparison of the Judicial Marshal positions with comparable positions in the three adjacent states of New York, Massachusetts, and Rhode Island.

A similar comprehensive comparison analysis was performed on the Judicial Marshal positions within the state of Connecticut with comparable classified state positions. The results are summarized in the Appendix, Chart 1, page 22. The addendum provides the underlying data and analysis for clarification.

COMPARISON OF JUDICIAL MARSHAL TRAINEE, JUDICIAL MARSHAL, AND LEAD JUDICIAL MARSHAL POSITIONS WITH SIMILAR CLASS POSITIONS WITHIN THE STATE OF CONNECTICUT

The consultants were able to obtain evaluations conducted in the past for some of the Connecticut comparator positions, some of which were evaluated by union-management committees, and are considered official. There is no disagreement with these existing evaluations. As with the inter-state study comparators, the consultants do not provide evaluations for comparator positions that do not already have job evaluation scores. However, rationales are provided for how evaluations would differ from the Judicial Marshal positions in various elements of the Willis evaluation process.

JUDICIAL MARSHAL TRAINEE COMPARATORS

Table 1, page 6, indicates the comparators used for the Judicial Marshal Trainee position. They include:

1. Juvenile Detention Officer Trainee
2. Correction Officer Cadet
3. Protective Services Trainee (State Police Officer Trainee)
4. State Police Trooper Trainee

These positions are short in duration since incumbents move to another Pay Group after the training and probationary period, usually after one year. The hiring rates were found to be sound in practice and similar in pay. The exception appears to be a lower hiring rate for the Juvenile Detention Officer Trainee, which requires two years of experience in adolescent correctional work. However, there is rapid progression to higher Pay Grades at the Juvenile Detention Officer position which offsets this discrepancy in the lower hiring rate.

The Judicial Marshal Trainee is hired at a rate very close to that of the Correction Officer. The recommended increase would place the position at a higher recruitment rate than the other comparator positions.

The State Police positions are not good comparators for the Judicial Marshal jobs. While they have titles similar in nature to peace officers, they are designated and certified law enforcement officer positions with significantly different duties, responsibilities and work environment. The positions were examined for consistency in hiring pay practice, however, and are included in this addendum for information purposes. The resulting pay rates are considered appropriate in the overall Connecticut pay policy and practice structure. The Police Officer position is excluded from the Appendix, Chart 1 on page 22 of the original report since the underlying chart data consists only of comparable positions.

JUDICIAL MARSHAL COMPARATORS

Table 2, pages 7 and 8, indicates the comparators used for the Judicial Marshal position. They include:

1. Juvenile Detention Officer
2. Juvenile Detention Transportation Officer
3. Correction Officer
4. State Police Officer, examined but not a good comparator
5. State Police Trooper, examined but not a good comparator

Of the several positions that were examined, the Juvenile Detention Officer and the Correction Officer are the two positions considered comparable due to some similarities in duties.

The Juvenile Detention Officer, with a job evaluation score of 192, has a higher rating in Knowledge & Skills due to the interpersonal skill requirement of the position. The incumbent monitors and supervises juveniles in an attempt to prevent or handle and control existing delinquency. The level of personal interaction requires persuasion and influence and can relate to delicate issues that are private in nature. The Responsibility factor is evaluated at a higher score since the incumbent must acknowledge and determine proper action for different levels of delinquent behavior, from simple reprimand to stronger measures and possibly restraint. The Working Conditions are scored higher due to a work environment with constant exposure to potentially volatile situations and more disagreeableness than that observed in the Judicial Marshal position.

The Juvenile Detention Transportation Officer was examined but not evaluated since it is not a good comparator for the Judicial Marshal position. The Judicial Marshal performs the duties of this position in addition to many other duties. A lower evaluation would be expected for the Transportation Officer, and accordingly, a lower pay rate, which was confirmed. The Judicial Marshal position begins at Step 2 (\$49,570), while the Transportation Officer begins at Step 1 (\$46,853). The difference would be larger at the higher recommended salary rate (\$51,057). The Judicial Marshal position salary remains higher at all steps of the pay plan.

The Correction Officer scores the highest in Working Conditions, which elevates the overall score. The position faces constant exposure to potentially threatening situations from inmates in a confined space which consists of a prison population. The work environment is disagreeable most of the time. Security and inmate control require constant and intense vigilance. The shorter work hours (36.25 hours/week) reflect a persistent level of stress in the position.

In comparing the salaries of the Judicial Marshal and the Correction Officer, the hourly rate is shown since the weekly hours are different (beginning with \$24.55 at Step 2 for the Judicial

Marshal, \$25.70 at Step 1 for the Correction Officer). The higher hourly salary rate for the Correction Officer is in agreement with the overall higher evaluation score of 197. Nevertheless, the Judicial Marshal begins the career stream at Step 2 of the pay plan (\$49,570). At the higher rate recommended in the report, the Judicial Marshal, at Step 2 (\$51,057) would be paid higher than the actual Correction Officer salary for a 36.25 hr/wk, Step 1 (\$48,630), and would remain higher at every step. When the salaries are converted to 40 hr/wk for direct comparison, the Correction Officer salary is higher, which agrees with a higher evaluation score.

The State Police Officer and State Police Trooper evaluations are rated higher than other positions and accordingly have higher salaries. Although they are poor position comparators, the structure of lower scores/salaries to higher scores/salaries is verified and conforms to a fair pay practice across this job classification in the State of Connecticut.

LEAD JUDICIAL MARSHAL COMPARATORS

Table 3, pages 9 and 10, indicates the comparators used for the Lead Judicial Marshal position. They include:

1. Lead Juvenile Detention Officer
2. Juvenile Detention Shift Manager
3. Correctional Lieutenant
4. Supervising Judicial Marshal
5. Deputy Chief Judicial Marshal
6. Correctional Captain
7. State Police Sergeant

The Lead Juvenile Detention Officer requires 4 years of experience in the correctional and juvenile field of work. The specialized area results in a higher Knowledge & Skills score than the Lead Judicial Marshal. Although duties and accountability are similar to that of the Lead Judicial Marshal, the Working Conditions result in a higher score for the same reasons stated for the Juvenile Detention Officer comparison. The supervisor interacts with detainees in a similar manner and faces volatile and threatening situations, with a fair level of discomfort most of the time.

The Lead Juvenile Detention Officer salary (\$58,966 - \$76,042) is not significantly higher than that of the Lead Judicial Marshal (\$55,014 - \$66,210) at the lower steps in the salary range. The difference in the salary rates would be narrower under the recommended salary range (\$55,839 - \$67,203). The salaries differ more widely at the higher range of the pay scales. The higher pay rates agree with a higher evaluation score.

The Juvenile Detention Shift Manager requires 6 years of experience in correctional work and has a stronger administrative function than that of the Lead Juvenile Detention Officer. Accordingly, the salary schedule is at a higher level.

The Correctional Lieutenant has similar Knowledge & Skills requirements as the Juvenile Detention Shift Manager but supervises a larger complement of staff with a larger variety of duties, assisting the Captain and replacing them in their absence. The position sits between the Correctional Officer and the Correctional Captain. It has a larger variety of duties than the Lead Judicial Marshal, some of them more complex, including: conducting security investigations within the correctional facility and State correctional system; developing and conducting training activities; acting as liaison with outside agencies on matters of policies and procedures; and may assist on budget preparation.

The salary is appropriately above that of the Juvenile Detention Shift Manager, with only two Steps in the pay schedule.

The Supervising Judicial Marshal requires 4 years of experience as Judicial Marshal while the Correctional Lieutenant requires 4 years of experience in correctional work. As primarily administrative positions, they compare closely. At Step 1, the Correctional Lieutenant rate (\$63,397) is slightly lower than that of the Supervising Judicial Marshal (\$64,151). At the top of the pay range, the Correctional Lieutenant rate at Step 2 is slightly lower (\$90,366) than that of the Supervising Judicial Marshal at Step 12 (\$90,958).

The evaluation for the Correctional Lieutenant would score higher in the Working Conditions based on similar rationale to that of the Correction Officer. However, the administrative nature of the work in the Correctional Lieutenant and Supervising Judicial Marshal positions is similar and the close salary rates are justified.

The Deputy Chief Judicial Marshal is not a good comparator for the Lead Judicial Marshal position but was examined for fair pay practice and was found to conform to appropriate positioning within the Connecticut salary structure.

The Correctional Captain, while not a good comparator for the Lead Judicial Marshal, follows the progression of higher salary with more years of experience and more responsibilities. The positioning is appropriate in the progression of job responsibility and pay range. The Supervising Judicial Marshal is appropriately positioned between the Correctional Lieutenant and Correctional Captain in the order of administrative positions.

While not evaluated, the Chief Judicial Marshal position was examined for pay practice consistency and found to conform to the fair pay progression structure.

As noted, the State Police Sergeant is not a good comparator for the Lead Judicial Marshal. The higher salary follows the logic of the different law enforcement career stream in this class of positions.

SUMMARY AND CONCLUSIONS:

The placement of the Judicial Marshal Trainee, Judicial Marshal, and Lead Judicial Marshal positions in the pay structure of the State of Connecticut are considered to be appropriate.

The existing evaluation scores were used to produce the Appendix, Chart 1, page 22 of the original report, which represents the pay structure as a whole, for the representative and comparable jobs in this class. The Chart demonstrates a consistent progression from lower score/salary to higher score/salary, which is what is expected in a fair pay practice system. The table of underlying scores and salaries is as follows:

CT INTERNAL COMPARATORS - CHART1 IN FINAL REPORT	POINTS	PAY PLAN STEP	SALARY
CT JM Trainee	107	1	\$ 43,838
CT Judicial Marshal	151	4	\$ 52,436
CT Lead Judicial Marshal	185	3	\$ 58,746
CT Juvenile Detention Officer	192	Grp 16, Step 2	\$ 58,241
CT Correction Officer (converted to 40 hr/wk)	197	3	\$ 57,158
CT Supervising Judicial Marshal	221	3	\$ 68,729

For accurate comparison, the salaries are based on the third year of an incumbent in each position, using existing salary information and not the recommended increases. The comparison at the 'full proficiency level of practice', or 'journeyman level', is appropriate since incumbents are performing all the duties of the positions in a fully satisfactory manner. The recommended Judicial Marshal salaries are indicated by the yellow X in Chart 1 of the original report.

Note that the Juvenile Detention Officer third year comparison salary is Step 2 of Pay Grade 16. The position enters at Step 1 of Grade 14 in the second year, and Step 2 of Pay Grade 16 in the third year. The third year of the Judicial Marshal salary is Step 4, since the position begins at Step 2.

In Chart 1, each data point represents an evaluation score and a salary (e.g. 107, \$43,838), with the job evaluation Points along the horizontal axis and the Salary represented along the vertical axis. The Chart depicts the progression of these data points from lower score/salary to higher score/salary, as would be expected in a fair pay structure. The straight line through the data points represents a statistical 'best fit' line which is commonly used in classification studies to assess the fairness of pay structures within an organization. Some data points may fall above or below this 'best fit' line, which is acceptable.

The Chart provides a sound method of demonstrating the fair pay structure in the State of Connecticut within this job classification. The recommended increases in the Judicial Marshal positions does not adversely affect this structure. No further recommendations are made to the existing classification structure.

TABLE 1

SUMMARY OF PAY PLANS, HIRING RATES AND QUALIFICATIONS - TRAINEE POSITIONS

POSITION	PAY PLAN	COMMENTS	POINTS	Hiring Rate								
JUDICIAL MARSHAL TRAINEE	IBPO Local 731 Eff 6/19/20 40 hr/wk	After training, enters at Step 2	107	\$ 43,838								
Recommended			131	\$ 45,153								
1. JUVENILE DETENTION OFFICER TRAINEE	JUDICIAL BRANCH & AFSCME Local 749 Eff 6/19/20	After 1 year as Trainee, enters GRP 14, Step 1		\$ 37,370								
2. CORRECTION OFFICER CADET	NP-4, Eff 7/1/20 Plan CC GRP 1	Hiring rate is 10% below Step 1 of CO 07. Move to Step 1 of CO 07 after 10th week of probationary period.		\$ 43,767								
3. PROTECTIVE SERVICES TRAINEE (POLICE OFFICER TRAINEE)	PROTECT SERV NP-5 Eff 6/19/20	Hired at PS 5, Step 1. Move to PS 6 Step 1 after completion of academy training.		\$ 43,092								
4. STATE POLICE TROOPER TRAINEE	PROTECT SERV NP-1 Eff 6/19/20	SP1		\$ 50,000								
TRAINEE POSITION QUALIFICATIONS & JOB INFO												
JUDICIAL MARSHAL TRAINEE (IBPO)	High School or GED and 4.5 months Academy training + 1 month training under Field Training Officer. Commercial Driver's License. Judicial Marshal pre-service courses include 565 hours over a 17 week period. Upon graduation from the academy, Judicial Marshal Trainees receive a minimum of 160 hours and up to 240 hours to successfully complete the Field Training and Evaluation Program (FTEP). Course Outline includes: Special Operations; Defensive Training; Behavioral Health; Health and Public Safety; Legal courses; Professional Development Courses.											
1. JUVENILE DETENTION OFFICER TRAINEE (JB & AFSCME, Local 749)	2 years of experience in performing correctional work or institutional supervision of adolescents, juveniles or young adults or comparable areas of prevention of juvenile delinquency. May substitute with College training in closely related field of at least 15 semester hours equaling one-half year of experience. 5 week pre-service training followed by a course of shadowing in detention center. CT Driver's License. Care, custody, safety and security of juveniles. Training includes: supervision of daily activities of detainees; overseeing and documenting detainee behavior; instructing detainees on matters of personal hygiene; taking action to intervene and control physically threatening behavior; restraint techniques.											
2. CT CORRECTION OFFICER - CADET (NP-4 CC GRP 1)	High School, ten weeks (2.5 months) DOC Training Academy course and probationary period.											
3. PROTECTIVE SERVICES TRAINEE (POLICE OFFICER TRAINEE) (NP-5 PS 5)	High School. Training position for basic police work involving investigative and inspection techniques and procedures. Expected to lead to Police Officer position. 22 week (5.5 months) Police Academy Basic Training program. Additional field and departmental training program consisting of minimum of 400 hours.											
4 . STATE POLICE TROOPER TRAINEE (NP-1 SP1)	High School, CT Driver's License. Formal academic and on-the-job training course of one year's duration before being assigned as State Police Trooper. Course material includes: laws, techniques and mechanics of arrest, criminal law, search and seizure; detention and transportation of accused; rules of evidence; interviewing and interrogation principles; techniques of patrol; use and care of firearms and equipment; courtroom procedure in testifying; investigative methods and techniques including fingerprinting, ballistics, photography, handwriting and related scientific elements; civil disorder and riot control techniques; accident investigation; first aid; physical training and self-defense tactics; public speaking and public and community relations; police ethics. Upon successful completion of academic training, assigned to a troop to receive on-the-job training. Assigned to State Trooper Position after one year probation.											

TABLE 2
SUMMARY OF PAY PLANS, SALARIES AND QUALIFICATIONS - JUDICIAL MARSHAL COMPARATOR POSITIONS

POSITION	PAY PLAN	COMMENTS	POINTS	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
JUDICIAL MARSHAL	IBPO Local 731 Eff 6/19/20 40 hr/wk	After 1 year as Trainee, enters Step 2	151	\$43,838	\$49,570	\$51,003	\$52,436	\$53,869	\$55,302	\$56,735				
Recommended			163	\$45,153	\$51,057	\$52,533	\$54,009	\$55,485	\$56,961	\$58,437				
		HRLY		\$21.71	\$24.55	\$25.26	\$25.97	\$26.68	\$27.39	\$28.09				
1. JUVENILE DETENTION OFFICER	JB & AFSCME Eff 6/19/20 40 hr/wk	After 1 year as Trainee, enters GRP 14, Step 1	192	\$51,513	\$53,357	\$55,201	\$57,045	\$58,889	\$60,733	\$62,577	\$64,097	\$66,902		
		After 1 year, enters GRP 16, Step 1		\$56,266	\$58,241	\$60,216	\$62,191	\$64,166	\$66,141	\$68,116	\$69,775	\$72,835		
2. JUVENILE DETENTION TRANSPORTATION OFFICER	JB & AFSCME Eff 6/19/20. 40 hr/wk	GRP 12		\$46,853	\$48,270	\$49,687	\$51,104	\$52,521	\$53,938	\$55,355	\$56,695	\$59,167		
3. CORRECTION OFFICER	NP-4, Eff 7/1/20 Salary 36.25 hr/wk	GRP CO 07	197	\$48,630	\$50,303	\$51,982	\$53,649	\$55,319	\$56,997	\$58,669	\$60,137	\$61,714	\$64,064	
		HRLY		\$25.70	\$26.59	\$27.48	\$28.36	\$29.24	\$30.13	\$31.01	\$31.79	\$32.62	\$33.86	
		Converted to 40 hr/wk for comparison		\$53,456	\$55,307	\$57,158	\$58,988	\$60,819	\$62,670	\$64,501	\$66,123	\$67,850	\$70,428	
4. STATE POLICE OFFICER	NP-5 Eff 6/19/20	40 hr/wk. Grp PS 11		\$57,354	\$59,259	\$61,167	\$63,074	\$64,977	\$66,880	\$68,785	\$70,677	\$72,562	\$74,015	\$75,468
5. STATE POLICE TROOPER	NP-1 Eff 6/19/20	40 hr/wk. SP Grp 1	264	\$63,653	\$65,768	\$67,889	\$70,009	\$72,710	\$74,787	\$76,897	\$82,581	\$92,622	\$105,454	

TABLE 2 JUDICIAL MARSHAL COMPARATORS - POSITION QUALIFICATIONS & JOB INFO	
JUDICIAL MARSHAL (IBPO)	1 year as Judicial Marshal Trainee. Maintains safety and security of staff, visitors and prisoners in court building; maintains custody and control of prisoners in cellblock areas; controls movement of prisoners in and out of lock up areas to court and transports prisoners in assigned vehicles; maintains prisoner logs; assures proper intake and security procedures; performs prisoner searches as needed; complies with established procedures for special needs of prisoners such as suicide risks, segregation requirements, juvenile requirements; assists transportation staff in securing prisoners and documentation for transport; reports incidents of prisoner misconduct to supervisor; performs security services as assigned; may quell disturbances and physically restrain persons. In-Service Training Course include: Defensive Training; Behavioral Health; Health and Public Safety; Legal; Professional Development.
1. JUVENILE DETENTION OFFICER (JB & AFSCME GRP 16)	3 years experience in correctional work or institutional supervision of adolescents, juveniles or young adults or comparable areas of juvenile delinquency prevention. May substitute College training in closely related field (at least 15 semester hours equaling one-half year of experience to a maximum of two years). 1 year of experience as Juvenile Detention Officer Trainee may be substituted for experience. Care, custody, safety and security of juveniles. Duties include: overseeing and documenting behavior; supervising and instructing detainees in matters of personal hygiene; taking action to intervene and control detainee behavior which is physically threatening; approved control of restraining methods; maintaining order and discipline; applying handcuffs and leg restraints when being transported.
2. JUVENILE DETENTION TRANSPORTATION OFFICER (JB & AFSCME GRP 12)	1 year of experience in ability to transport passengers. College training may be substituted on the basis of fifteen semester hours equaling one-half year of experience. Duties include: Operates motor vehicles in accordance with detention policy to transport detainees from detention centers to court locations and other appointments; conducts searches of detainees and places them in mechanical restraints; supervises detainees throughout the transportation process; explains transportation procedures to juveniles; works in conjunction with probation, marshals, medical and detention personnel to maintain the care and custody of detainees; takes action to control physically threatening behavior; records and reports misconduct, abuse or potentially criminal conduct; dispenses medication as directed by medical personnel; maintains vehicles in accordance with detention policies.
3. CORRECTION OFFICER (NP-4 CO 07)	High School and 10 weeks probationary period as Correction Officer Cadet. Must have completed DOC Training Academy course work.
4. STATE POLICE OFFICER (NP-5 PS 11)	Certified law enforcement officer in the State of Connecticut, following 22 week Police Academy training period. Security: crowd control; prevention of theft, trespass, vandalism or violation of state rules and laws. Protection: Traffic and crowd control; threat and risk assessment; safety of persons and property; biological and physical threats safety. Enforcement: enforces regulations; investigates violations and suspicious activity; query witnesses; arrest individuals. Administration: serves and processes warrants; arranges bond payments; provides court testimony; process arrested individuals.
5. STATE POLICE TROOPER (NP-1 SP 1)	1 year training program as State Police Trooper Trainee. Automatic appointment to State Police Trooper First Class after 7 years as State Police Officer with 6 months continuous service. Patrols highways; supervises accident scene; secures evidence; maintains firearms. Resident Trooper may establish and administer budget.

TABLE 3

SUMMARY OF PAY PLANS, SALARIES AND QUALIFICATIONS - LEAD JUDICIAL MARSHAL COMPARATOR POSITIONS

POSITION	PAY PLAN	COMMENTS	POINTS	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
LEAD JUDICIAL MARSHAL	IBPO Local 731 Eff 6/19/20 40 hr/wk	40 hr/wk	185	\$55,014	\$56,880	\$58,746	\$60,612	\$62,478	\$64,344	\$66,210		
Recommended			195	\$55,839	\$57,733	\$59,627	\$61,521	\$63,415	\$65,309	\$67,203		
1. LEAD JUVENILE DETENTION OFFICER	JB & AFSCME Local 749 Eff 6/19/20	Grp 17		\$58,966	\$60,990	\$63,014	\$65,038	\$67,062	\$69,086	\$71,110	\$72,844	\$76,042
2. JUVENILE DETENTION SHIFT MANAGER	JB & AFSCME Local 749 Eff 6/19/20	Grp 18		\$61,843	\$63,923	\$66,003	\$68,083	\$70,163	\$72,243	\$74,323	\$76,137	\$79,484
3. CORRECTIONAL LIEUTENANT	NP-8, Eff 7/1/20 Correctional Supervisors	Grp SC LT. 2 Steps		\$63,397	\$90,366							
4. SUPERVISING JUDICIAL MARSHAL	CSEA SEIU Local 2001 Eff 6/19/20	12 Steps	221	\$64,151	\$66,440	\$68,729	\$71,018	\$73,307	\$75,596	\$77,885	\$80,174	\$82,463
										Step 10	Step 11	Step 12
										\$84,752	\$87,041	\$90,958
5. DEPUTY CHIEF JUDICIAL MARSHAL	Eff 6/21/20	Grp 25. 12 Steps		\$67,514	\$70,340	\$73,166	\$75,992	\$78,818	\$81,644	\$84,470	\$87,296	\$90,122
										Step 10	Step 11	Step 12
										\$92,948	\$95,272	\$99,559
6. CORRECTIONAL CAPTAIN	NP-8, Eff 7/1/20 Correctional Supervisors	Grp SC CC. 2 Steps		\$83,142	\$109,849							
7. STATE POLICE SERGEANT	NP-1 Eff 6/19/20	SP 03. 4 Steps		\$95,110	\$97,903	\$102,707	\$116,564					

TABLE 3 LEAD JUDICIAL MARSHAL COMPARATORS - POSITION QUALIFICATIONS & JOB INFO	
LEAD JUDICIAL MARSHAL (SERGEANT) (IBPO, Local 731)	3 years as Judicial Marshal. 6 month probationary period. Schedules, assigns, oversees and reviews work of Marshals engaged in security operations or prisoner transport/control; plans workflow; establishes procedures; provides staff training; conducts appraisals; prepares reports and correspondence; may supervise an assigned shift; may respond to critical incidents.
1. LEAD JUVENILE DETENTION OFFICER (JB & AFSCME Local 749 GRP 17)	4 years of experience in performing correctional work or institutional supervision of adolescents, juveniles or young adults, or comparable areas of prevention of juvenile delinquency. College training in a closely related field may be substituted on the basis of fifteen semester hours equaling one-half year of experience. Duties include: Supervises daily activities of detainees; maintains security; admits and releases detainees; explains detention procedures to juveniles, parents, legal counsel, police, social workers and others; oversees and documents juvenile detainees' behavior; supervises and participates in recreational activities with detainees; supervises and instructs detainees on personal hygiene matters; takes action to intervene and control detainees' threatening behavior; assists in dispensing authorized medications; assists teachers in maintaining order and discipline; assists with transportation of detainees including attaching handcuffs and leg restraints and supervising detainees during their preparation and transportation; prepares, serves and supervises meals in absence of service staff.
2. JUVENILE DETENTION SHIFT MANAGER (JB & AFSCME Local 749 GRP 18)	6 years of experience performing correctional work, institutional supervision of adolescents, juveniles or young adults, or comparable areas related to juvenile delinquency prevention. College training in a closely related field may be substituted on the basis of fifteen semester hours equaling one-half year of experience to a maximum of four years for a Bachelor's degree. A Master's degree in a related field may be substituted for one additional year of experience. Duties include: Manages facility staff and operations during shifts; in absence of Superintendent, assumes responsibility for all center operations; manages scheduled shift activities and workflow; inspects operations and observes staff interactions with detainees and provides coaching and counseling to staff to increase performance and resolve problems; ensures policies and procedures are followed; conducts staff performance evaluations; manages incidents and follow-up; oversees staff attendance records and logs; manages specific programs such as detainee transportation, as assigned; physically participates in detainee restraints; takes action to quell disturbances and problem detainee behavior.
3. CORRECTIONAL LIEUTENANT (NP-8 GRP SC LT)	4 years experience in correctional work. College training in corrections, behavioral sciences or criminal justice may be substituted on the basis of 15 semester hours equaling one half year of experience to a maximum of one year. Assists Captain in supervising large complement of officers responsible for custody and security of inmates, buildings and grounds; assigns personnel to posts and evaluates performance of officers; effective enforcement of rules and regulations; oversees staff in performing investigation and/or tactical operations; responds to crisis situations in a supervisory capacity; conducts training sessions; reviews and acts on reports submitted by officers; may transport and guard inmates away from premises; counsel inmates and staff.
4. SUPERVISING JUDICIAL MARSHAL (CSEA SEIU)	4 years as Judicial Marshal or equivalent. One year in Lead responsibilities. Responsible for detention and control of prisoners in custody, transportation and security functions within a Judicial District; schedules, assigns, oversees and reviews staff work; supervises prisoner counts; evaluates employee performance; enforces rules and regulations; assists with inspections of equipment and facilities; inspects twenty-four judicial detention facilities; coordinates, plans and manages staff training activities; makes recommendations on policies and standards; conducts performance appraisals; investigates client and staff complaint; may respond to critical incidents.
5. DEPUTY CHIEF JUDICIAL MARSHAL (JB & AFSCME GRP 25)	Poor comparator
6. CORRECTIONAL CAPTAIN (NP-8 GRP SC CC)	5 years experience in correctional work responsible for custodial security or inmate treatment. 1 year must have been as Correctional Lieutenant. May substitute College training in behavioral sciences, criminal justice or related field on the basis of 15 semester hours equaling one half year of experience to a maximum of one year. Duties include: Assumes responsibility for custody and security of assigned inmates, buildings, grounds and operations; coordinates, plans and manages staff and training activities; develops and makes recommendations on policies and procedures; performs security investigations throughout State correctional system; supervises major facility group activities; may physically restrain inmates, quell disturbances.
7. STATE POLICE SERGEANT (NP-1 SP 3)	4 years of experience as a CT State Police Trooper above the level of State Trooper Trainee. Supervises, schedules and reviews work of personnel; interprets laws, rules and regulations to subordinates and general public; supervises continual training and development of personnel; maintains liaison with other agencies, news media or public; may investigate employee misconduct and initiate disciplinary action. TROOPER Duties: acts as shift supervisor for troopers; supervises collection and preservation of evidence; assists in coordination of troop activities; assists in reviewing operational plans for major crimes or natural disasters and recommends necessary revisions; may perform patrol duties.