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AUDITOR GENERAL

STATE OF ARIZONA  
OFFICE OF THE  
**AUDITOR GENERAL**

WILLIAM THOMSON  
DEPUTY AUDITOR GENERAL

June 10, 2003

The Honorable Robert Blendu, Chair  
Joint Legislative Audit Committee

The Honorable John Huppenthal, Vice Chair  
Joint Legislative Audit Committee

Dear Senator Blendu and Representative Huppenthal:

Our Office has recently completed a 24-month followup of the Arizona Department of Corrections—Human Resources Management regarding the implementation status of the 8 audit recommendations (including sub-parts of the recommendations) presented in the performance audit report released in March 2001 (Auditor General Report No. 01-04). As the attached grid indicates:

- 8 of the 8 recommendations have been implemented.

Since all of the audit recommendations have been implemented, and unless otherwise directed by the Joint Legislative Audit Committee, this report concludes our follow-up work on the Department of Corrections—Human Resources Management.

Sincerely,

Debbie Davenport  
Auditor General

Attachment

cc: Mr. Charles L. Ryan, Acting Director  
Department of Corrections

**ARIZONA DEPARTMENT OF CORRECTIONS**  
**Human Resources Management**  
**24-Month Follow-Up Report To**  
**Auditor General Report No. 01-04**

**FINDING I: Correctional Officer Vacancies Create Problems for the Department**

<b>Recommendation</b>	<b>Status of Implementing Recommendation</b>	<b>Explanation for Recommendations That Have Not Been Implemented</b>
This finding does not contain recommendations.		

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**FINDING II: Department Has Made Progress in Recruiting Although Results Still Fall Short**

<b>Recommendation</b>	<b>Status of Implementing Recommendation</b>	<b>Explanation for Recommendations That Have Not Been Implemented</b>
1. The Department should redesign its Internet home page to more easily attract potential recruits and candidates, and inform them of job opportunities. The Department should add a direct link from its home page to the Recruitment Unit for Selection and Hiring (RUSH) and add a more detailed job description and links to benefits information in the position description.	<b>Implemented at 6 months</b>	
2. The Department should expand the current 2-for-1 Recruitment Drive program to include other department employees in addition to correctional officers, and modify the incentives offered to encourage referrals from other employees.	<b>Implemented at 18 months</b>	
3. The Department should conduct regular research into the reasons people resign from or fail the Correctional Officer Training Academy, and determine whether anything can be done to improve graduation rates.	<b>Implemented at 24 months</b>	

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**FINDING III: Faced with Low Salaries, the Department Has Made Several Attempts To Address Turnover**

<b>Recommendation</b>	<b>Status of Implementing Recommendation</b>	<b>Explanation for Recommendations That Have Not Been Implemented</b>
1. The Department should examine its current pre-screening practices to ensure that all applicants possess a realistic understanding of the nature of correctional officer work.	<b>Implemented at 24 months</b>	
2. The Department should continue to research how state correctional officer salaries compare to salaries in other correctional and law enforcement agencies to ensure that the state salaries are competitive with the marketplace.	<b>Implemented at 6 months</b>	
3. The Department should continue its efforts to improve benefits for correctional officers so that officers will have greater incentive to remain with the Department.	<b>Implemented at 6 months</b>	
4. The Department should examine current exit interview instruments to ensure it is collecting the information it needs most to identify problems and reduce turnover, and produce an annual report based on exit survey results.	<b>Implemented at 18 months</b>	

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**FINDING III: Faced with Low Salaries, the Department Has Made Several Attempts to Address Turnover (Concl'd)**

<b>Recommendation</b>	<b>Status of Implementing Recommendation</b>	<b>Explanation for Recommendations That Have Not Been Implemented</b>
5. The Department should continue its efforts to follow up on findings regarding high levels of employee dissatisfaction at specific prison complexes, such as Perryville, Florence, and Eyman, that were identified in the 2000 Quality-of-Worklife Study. In particular, department management should continue their efforts to reach out and listen to staff, and show tangible evidence of their concern for department employees.	<b>Implemented at 18 months</b>	