



Safe Inside

Appendix A

State Corrections Workforce Profiles

Workforce Trends in State Departments
of Corrections



In partnership with
Correctional Leaders Association

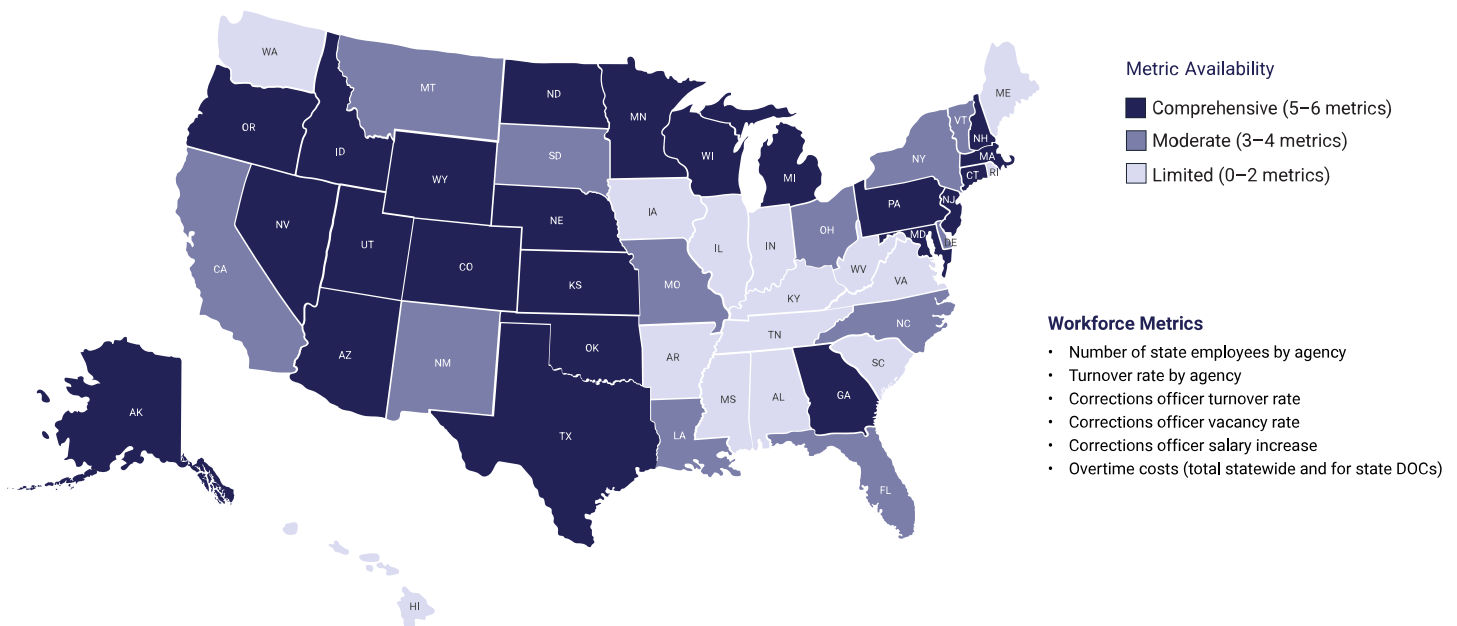
APPENDIX A

State Corrections Workforce Profiles

The following profiles illustrate workforce dynamics across 28 state corrections departments, using data from state sources. Together, they highlight both variations in state experiences and common themes identified in the analysis.

As detailed in Appendix C (Sources and Methods), compiling the six workforce metrics across states involved reviewing state human resources, financial, and corrections department websites, and submitting direct requests to multiple agencies. Data were assembled manually to create a consistent snapshot for each state; the 28 states were selected for having the most complete information after conducting an initial scan of all 50 states.

Availability of state corrections workforce metrics



States vary significantly in how they collect and report workforce data, including differences in definitions, formats, and reporting timelines. As a result, ***the information in this report should not be used to directly compare or rank states.*** Instead, each profile is intended to reflect a state's unique context, shaped by its specific reporting practices and available data.

The following chart summarizes the workforce metric availability by state. Full citations and methodological notes for each state profile are provided in Appendix C.

Availability of Key State Corrections Workforce Metrics

STATE	Workforce <small>Number of state employees by agency</small>	Turnover <small>Ratio of separations by agency</small>	Corrections Officer Vacancy Rate	Corrections Officer Turnover	Corrections Officer Salary Increase	Overtime	TOTAL
Alabama							0
Alaska	●	●	●	●	●	●	6
Arizona	●	●	●		●*	●	5
Arkansas							0
California	●			○*	○		3
Colorado	●	●	●	●*	●	●	6
Connecticut	●		●	●	●	●	5
Delaware	○		○	○		●	4
Florida	●	●	●*	●*	●	●*	6
Georgia	●	●	●	●	●	●*	6
Hawaii							0
Idaho	●	●	●	●	●	●	6
Illinois	○						1
Indiana	○						1
Iowa	●						1
Kansas	●	●	●	●	●	●*	6
Kentucky							0
Louisiana	●	●	●*	●*		●*	5
Maine	●						1
Maryland	●	●	●		●	●	5
Massachusetts	●	●	●	●*	●	●	6
Michigan	●	●	●	●*	●	●	6
Minnesota	●	●	●	●	●	●	6
Mississippi			○	○			2
Missouri			●	○	○		3
Montana			○	○	●		3

● Indicates a state with data publicly available online, and included in this report

○ Indicates a state with data publicly available online, but not included in this report

* Indicates partial or alternate data points

● Indicates a state with data available via information request, and included in this report

○ Indicates a state with data available via information request, but not included in this report

Availability of Key State Corrections Workforce Metrics

STATE	Workforce <small>Number of state employees by agency</small>	Turnover <small>Ratio of separations by agency</small>	Corrections Officer Vacancy Rate	Corrections Officer Turnover	Corrections Officer Salary Increase	Overtime	TOTAL
Nebraska	●	●	●	●	●	●*	6
Nevada	●	●	●	●	●	●	6
New Hampshire	●	●	●	●*	●	●	6
New Jersey	●	●	●	●*	●	●	6
New Mexico	●	●*	●		●	●*	5
New York	●	●*	●*	●	●	●	6
North Carolina			●	○	○		3
North Dakota	●	●	●*	●	●	●	6
Ohio	●		●	○	●	●*	5
Oklahoma	●	●*	●	●	●	●	6
Oregon	●	●	●	●	●	●	6
Pennsylvania	●	●	●	●	●	●	6
Rhode Island							0
South Carolina	○					○*	2
South Dakota			●	○	○		3
Tennessee							0
Texas	●	●	●	●	●	●	6
Utah	●	●	●	●	●	●	6
Vermont	●	●	●	●*	●*	●	6
Virginia	●						1
Washington	●	●					2
West Virginia							0
Wisconsin	●	●	●	●	●	●	6
Wyoming	●	●	●	●	●	●	6
TOTAL	38	28	35	33	33	31	

● Indicates a state with data publicly available online, and included in this report

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1,890

employees work for ADOC.

4,420

people are incarcerated by ADOC.

2nd

ADOC is the second largest state agency.

1. TRANSPORTATION AND PUBLIC FACILITIES
2. **CORRECTIONS**
3. FAMILY AND COMMUNITY SERVICES
4. HEALTH
5. FISH AND GAME

1/8

state agency employees work for ADOC.



STAFFING CHALLENGES

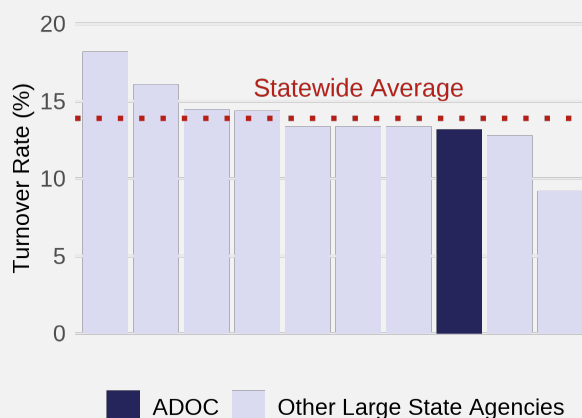
13% of ADOC staff left their jobs in 2024 – the eighth highest rate among large state agencies.

5%

of corrections officers left their jobs from July 2024 to March 2025 – or 56 people.

6%

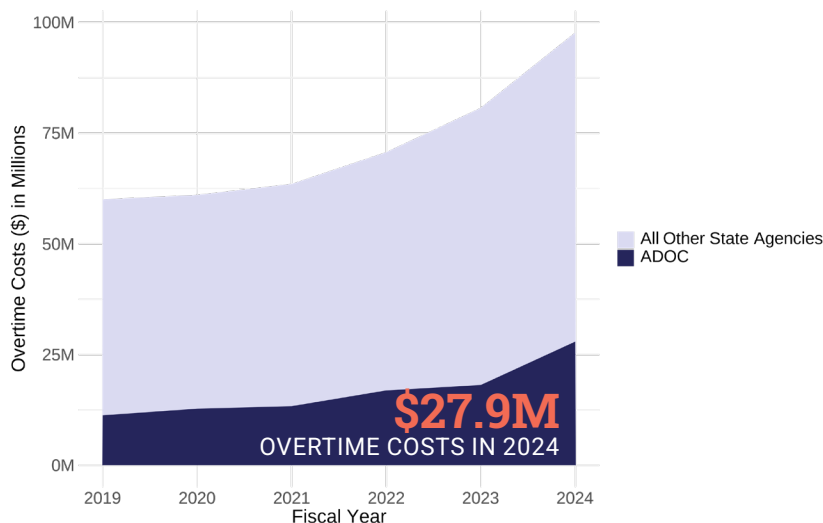
of corrections officer positions were vacant in April 2025 – or 63 unfilled positions.



Alaska raised corrections officer salaries 20% between 2019 and 2023.

BUDGET IMPACTS

ADOC made up 29% of all state overtime spending in 2024. Its annual overtime costs increased 148% from 2019 to 2024.



DATA SOURCES

Workforce and turnover (FY2024): Alaska Department of Administration
Incarcerated population (FY2024): Alaska Department of Corrections
Corrections officer vacancy and turnover (as of April 2025): Alaska Department of Corrections
Salary increase (FY2019–2023): Alaska Department of Corrections
Overtime (FY2019–2024): Alaska Department of Administration



ARIZONA

Arizona Department of Corrections,
Rehabilitation & Reentry (ADCRR)

8,170

employees work for
ADCRR.

35,150

people are incarcerated
by ADCRR.

2nd

ADCRR is the second
largest state agency.

1. ECONOMIC SECURITY
2. **CORRECTIONS, REHABILITATION & REENTRY**
3. ADMINISTRATION
4. TRANSPORTATION
5. CHILD SAFETY

1/4

state agency
employees work
for ADCRR.

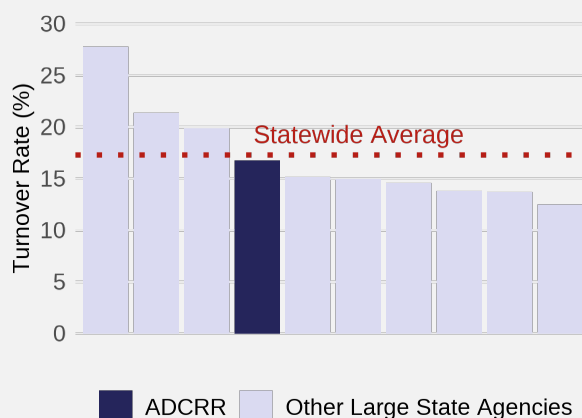


STAFFING CHALLENGES

17% of ADCRR staff left their jobs in 2024 – the fourth highest rate
among large state agencies.

18%

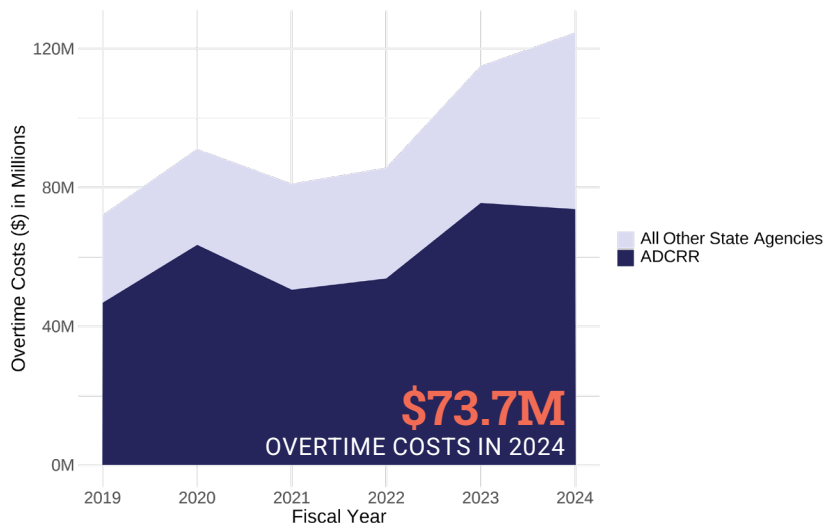
of corrections officer
positions were vacant
in September 2024 – or
1,000 unfilled positions.



Arizona raised all
ADCRR employee
salaries 20% in
July 2022.

BUDGET IMPACTS

ADCRR made up 60% of all
state overtime spending in
2024. Its annual overtime
costs increased 58% from
2019 to 2024.



DATA SOURCES

Workforce and turnover (FY2024): Arizona Department of Administration
Incarcerated population (FY2024): Arizona Department of Corrections, Rehabilitation & Reentry
Vacancy (as of September 2024): Arizona Department of Corrections, Rehabilitation & Reentry
Salary increase (2022): Arizona Joint Legislative Budget Committee
Overtime (FY2019–2024): Office of the Arizona State Treasurer

5,780

employees work for CDOC.

15,890

people are incarcerated by CDOC.

1st

CDOC is the largest state agency.

1. CORRECTIONS
2. HUMAN SERVICES
3. TRANSPORTATION
4. HIGHER EDUCATION
5. PUBLIC SAFETY

1/5

state agency employees work for CDOC.



STAFFING CHALLENGES

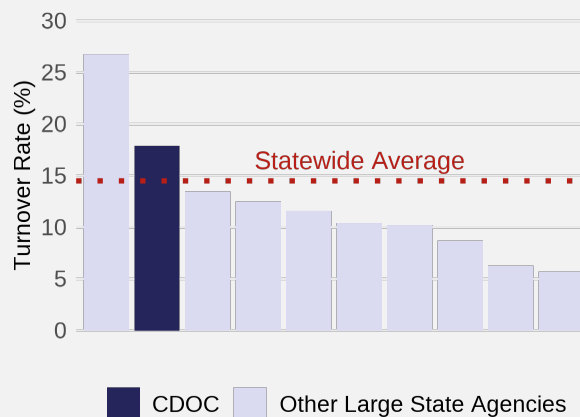
18% of CDOC staff left their jobs in 2024 — the second highest rate among large state agencies.

1,030

CDOC employees left their jobs in 2024.

10%

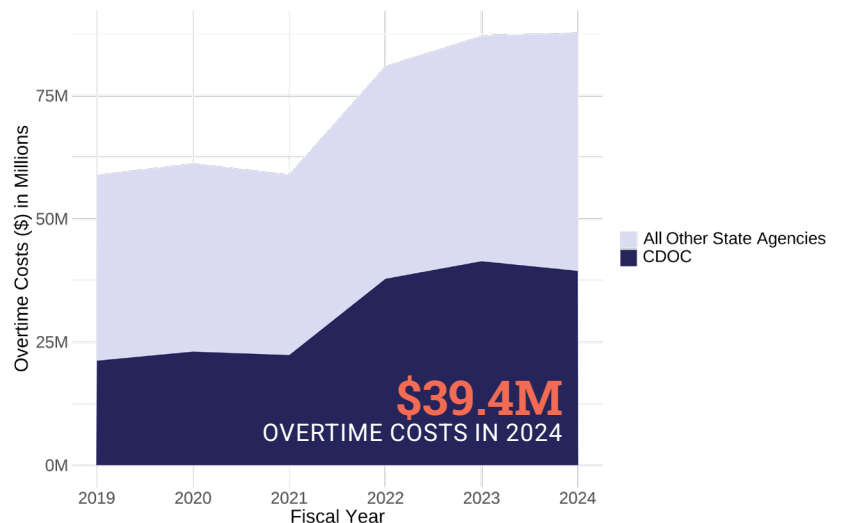
of corrections officer positions were vacant in June 2025.



Colorado raised starting salaries for entry-level corrections officers 12% between 2020 and 2025.

BUDGET IMPACTS

CDOC made up 45% of all state overtime spending in 2024. Its annual overtime costs increased 86% from 2019 to 2024.



DATA SOURCES

Workforce (as of June 2024) and turnover (FY2024): Colorado Department of Personnel & Administration
Incarcerated population (FY2024): Colorado Department of Corrections
Corrections officer vacancy (as of December 2024): Colorado Department of Corrections
Salary increase (FY2023–2025): Colorado Office of the State Auditor
Overtime (FY2019–2024): Colorado Department of Personnel & Administration



6,030

employees work for CDOC.

10,860

people are incarcerated by CDOC.

1st

CDOC is the largest state agency.

1. CORRECTIONS
2. MENTAL HEALTH & ADDICTION SERVICES
3. TRANSPORTATION
4. CHILDREN & FAMILIES
5. DEVELOPMENTAL SERVICES

1/5

state agency employees work for CDOC.

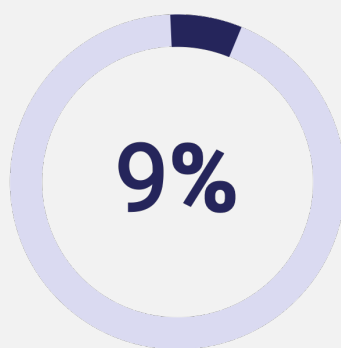


STAFFING CHALLENGES

5% of corrections officers left their jobs in 2024 — or 170 people.

9%

of corrections officer positions were vacant in May 2025 — or 313 unfilled positions.



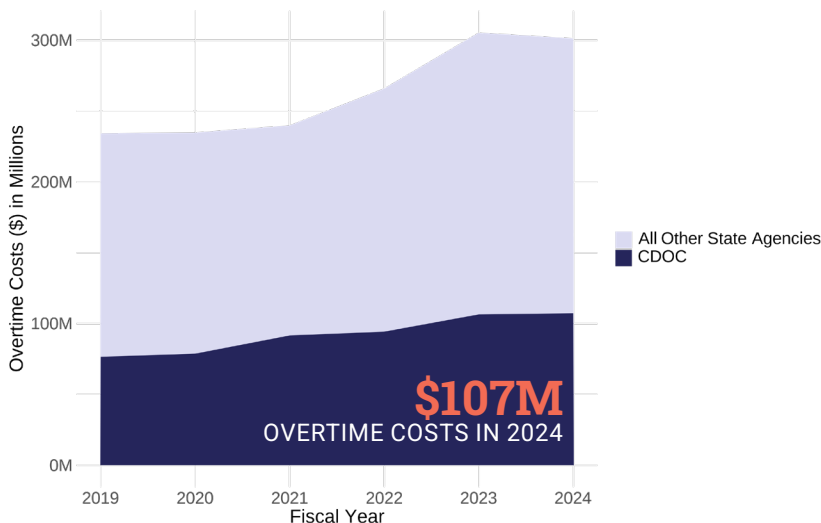
CDOC Vacancy Rate



Connecticut raised corrections officer salaries 7.5% between 2023 and 2025.

BUDGET IMPACTS

CDOC made up 36% of all state overtime spending in 2024. Its annual overtime costs increased 40% from 2019 to 2024.



DATA SOURCES

Workforce (FY2024): Connecticut Department of Administrative Services
Corrections officer vacancy (as of May 2025) and turnover (FY2024): Connecticut Department of Correction
Incarcerated population (as of May 2025): Connecticut Department of Correction
Salary increase (FY2023–2025): Connecticut Office of State Comptroller & Office of the Connecticut Governor
Overtime (FY2019–2024): Connecticut General Assembly's Office of Fiscal Analysis



21,560

employees work for FDC.

87,300

people are incarcerated by FDC.

1st

FDC is the largest state agency.

1. CORRECTIONS
2. CHILDREN & FAMILIES
3. HEALTH
4. JUSTICE ADMINISTRATIVE COMMISSION
5. TRANSPORTATION

1/5

state agency employees work for FDC.



STAFFING CHALLENGES

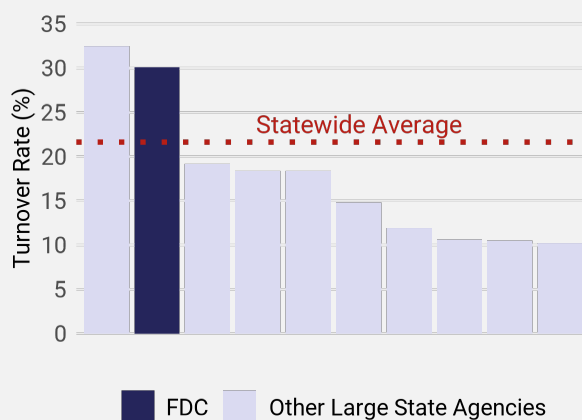
30% of FDC staff left their jobs in 2024 – the second highest rate among large state agencies.

6,020

FDC employees left their jobs in 2024.

9%

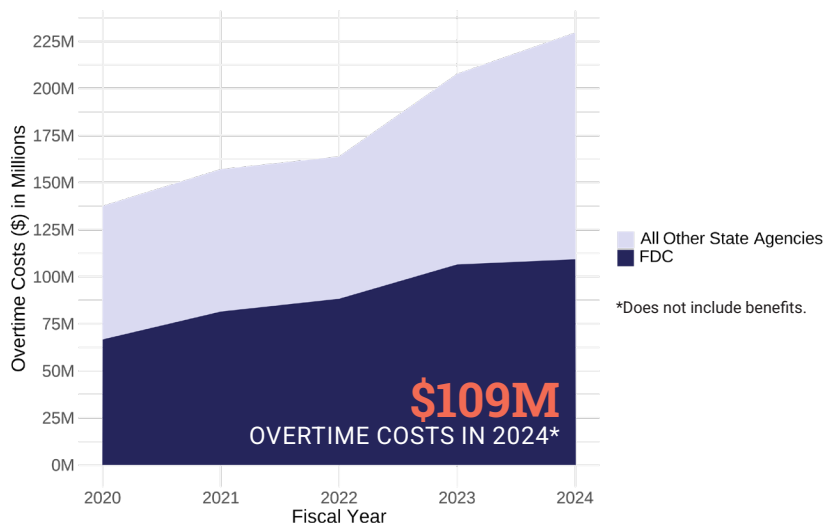
of FDC positions were vacant in July 2024 – or 2,120 unfilled positions.



Florida raised starting salaries for corrections officers 16% in 2022.

BUDGET IMPACTS

FDC made up 48% of all state overtime spending in 2024. Its annual overtime costs increased 64% from 2020 to 2024.



DATA SOURCES

Workforce (as of July 2024) and turnover (FY2024): Florida Department of Management Services
Corrections officer vacancy (as of July 2024): Florida Department of Management Services
Incarcerated population (FY2024): Florida Department of Corrections
Salary increase (2022): Office of the Florida Governor
Overtime (FY2020–2024): Florida Department of Management Services



6,540

employees work for GDC.

49,070

people are incarcerated by GDC.

2nd

GDC is the second largest state agency.

1. FAMILY AND CHILDREN SERVICES
2. **CORRECTIONS**
3. TRANSPORTATION
4. BEHAVIORAL HEALTH & DEV. DISABILITIES
5. JUVENILE JUSTICE

1/7

state agency employees work for GDC.



STAFFING CHALLENGES

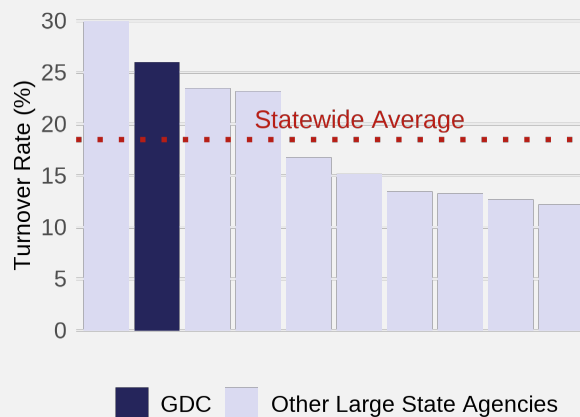
26% of GDC staff left their jobs in 2024 – the second highest rate among large state agencies.

31%

of corrections officers left their jobs in 2024.

51%

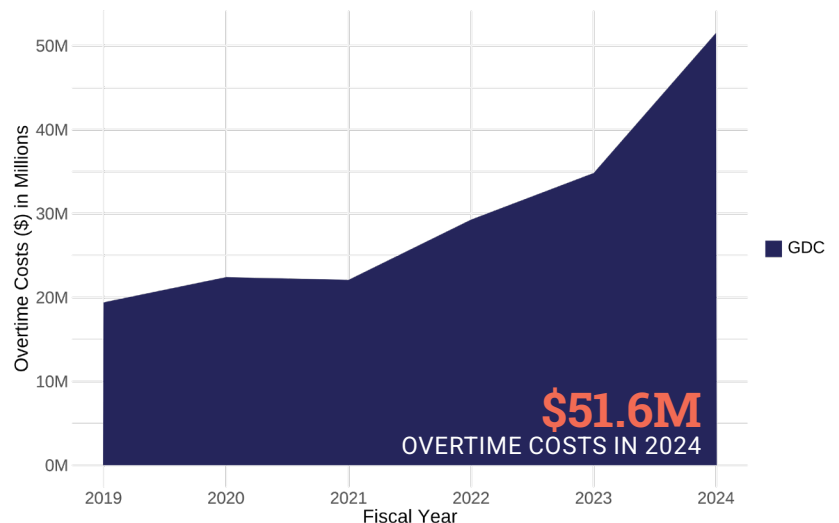
of corrections officer positions were vacant in 2024.



Georgia raised corrections officer salaries 58% between 2021 and 2025.

BUDGET IMPACTS

GDC spent over \$50 million in overtime in 2024. Its annual overtime costs increased 166% from 2019 to 2024.



DATA SOURCES

Workforce and turnover (FY2024): Georgia Department of Administrative Services
Corrections officer vacancy (FY2024) and turnover (FY2024): Georgia Department of Corrections
Incarcerated population (FY2024): Georgia Department of Corrections
Salary increase (2021–2025): Georgia House Budget and Research Office
Overtime (FY2019–2024): Georgia Department of Corrections



2,130

employees work for IDOC.

9,650

people are incarcerated by IDOC.

2nd

IDOC is the second largest state agency.

1. HEALTH AND WELFARE
2. CORRECTIONS
3. TRANSPORTATION
4. STATE POLICE
5. FISH AND GAME

1/7

state agency employees work for IDOC.



STAFFING CHALLENGES

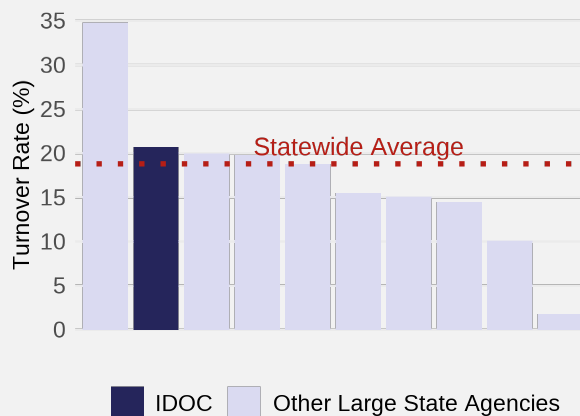
21% of IDOC staff left their jobs in 2024 – the second highest rate among large state agencies.

30%

of corrections officers left their jobs between July 2024 and May 2025.

2.6%

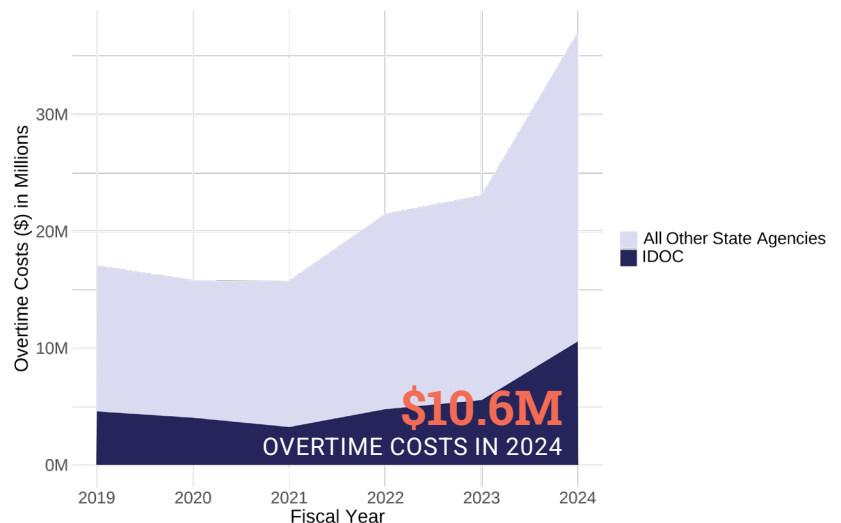
of corrections officer positions were vacant in July 2025 – or 103 unfilled positions.



Idaho raised starting salaries for corrections officers 45% between 2020 and 2025.

BUDGET IMPACTS

IDOC made up 29% of all state overtime spending in 2024. Its annual overtime costs increased 131% from 2019 to 2024.



DATA SOURCES

Workforce (as of January 2025) and turnover (FY2024): State of Idaho Controller's Office
Corrections officer vacancy (as of July 2025) and turnover (FY2025): Idaho Department of Correction
Incarcerated population (2024): Idaho Department of Correction
Salary increase (2020–2025): Idaho Department of Correction
Overtime (FY2019–2024): State of Idaho Controller's Office



2,850

employees work for KDOC.

8,920

people are incarcerated by KDOC.

1st

KDOC is the largest state agency.

1. CORRECTIONS
2. TRANSPORTATION
3. CHILDREN & FAMILIES
4. AGING & DISABILITY
5. HEALTH & ENVIRONMENT

1/7

state agency employees work for KDOC.



STAFFING CHALLENGES

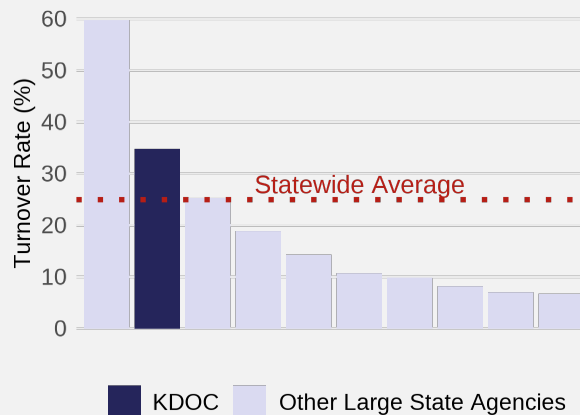
35% of KDOC staff left their jobs in 2024 – the second highest rate among large state agencies.

52%

of entry-level corrections officers left their jobs in 2024.

9%

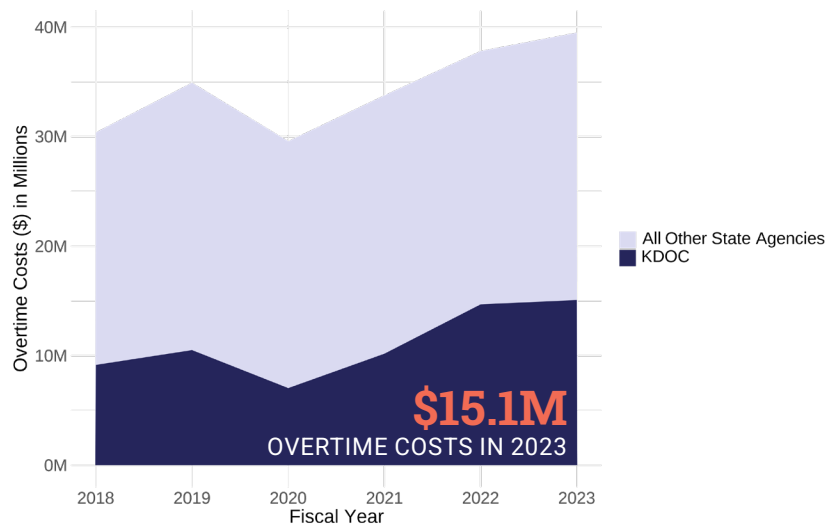
of uniformed positions were vacant in July 2024 – or 195 unfilled positions.



Kansas raised corrections officer salaries 36% between 2021 and 2024.

BUDGET IMPACTS

KDOC adult facilities made up 38% of all state overtime spending in 2023. Its annual overtime costs increased 65% from 2018 to 2023.



DATA SOURCES

Workforce and turnover (FY2024): Kansas Department of Administration
Corrections officer vacancy (as of July 2024) and turnover (FY2024): Kansas Department of Corrections
Incarcerated population (FY2024): Kansas Department of Corrections
Salary increase (2021–2024): Kansas Department of Corrections
Overtime (FY2018–2023): Kansas Department of Administration



4,450

employees work for DPSC-CS.

29,140

people are incarcerated by DPSC-CS.

2nd

DPSC-CS is the second largest state agency.

1. HEALTH
2. **PUBLIC SAFETY & CORRECTIONS**
3. TRANSPORTATION & DEVELOPMENT
4. CHILDREN & FAMILY SERVICES
5. EXECUTIVE

1/7

state agency employees work for DPSC-CS.



STAFFING CHALLENGES

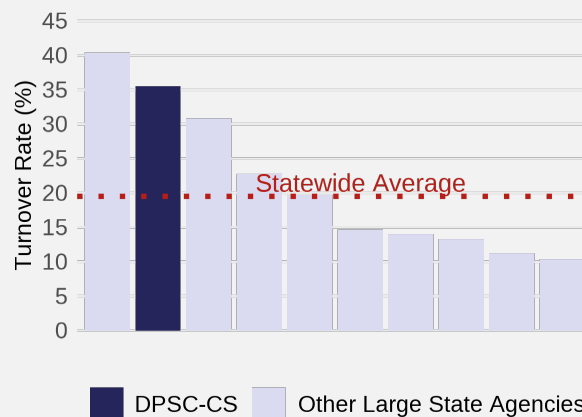
35% of DPSC-CS staff left their jobs in 2024 – the second highest rate among large state agencies.

1,579

DPSC-CS employees left their jobs in 2024.

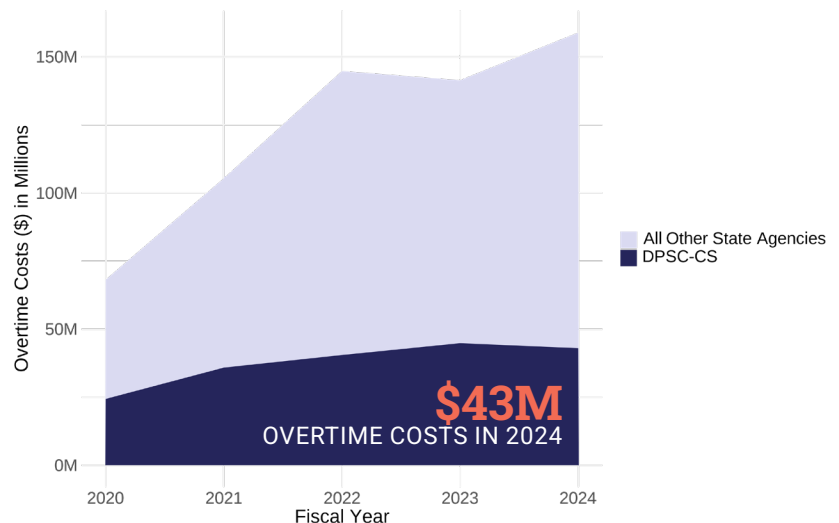
203%

of corrections cadet positions turned over in 2024 – meaning each training spot was filled twice that year.



BUDGET IMPACTS

DPSC-CS made up 27% of all state overtime spending in 2024. Its annual overtime costs increased 76% from 2020 to 2024.



DATA SOURCES

Workforce and turnover (FY2024): Louisiana State Civil Service Commission
Corrections officer turnover (FY2024): Louisiana State Civil Service Commission
Incarcerated population (2024): Louisiana Department of Public Safety & Corrections-Corrections Services
Overtime (FY2020–2024): Louisiana Division of Administration



9,220

employees work for DPSCS.

17,875

people are incarcerated by DPSCS.

3rd

DPSCS is the third largest state agency.

1. TRANSPORTATION
2. HEALTH
3. **PUBLIC SAFETY AND CORRECTIONAL SERVICES**
4. HUMAN SERVICES
5. JUDICIARY

1/7

state agency employees work for DPSCS.

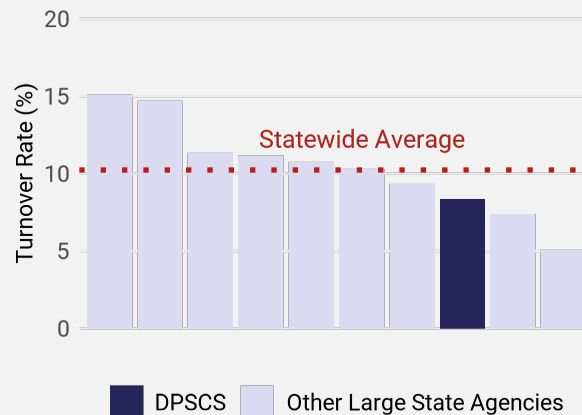


STAFFING CHALLENGES

8% of DPSCS staff left their jobs in 2024 – the eighth highest rate among large state agencies.

10%

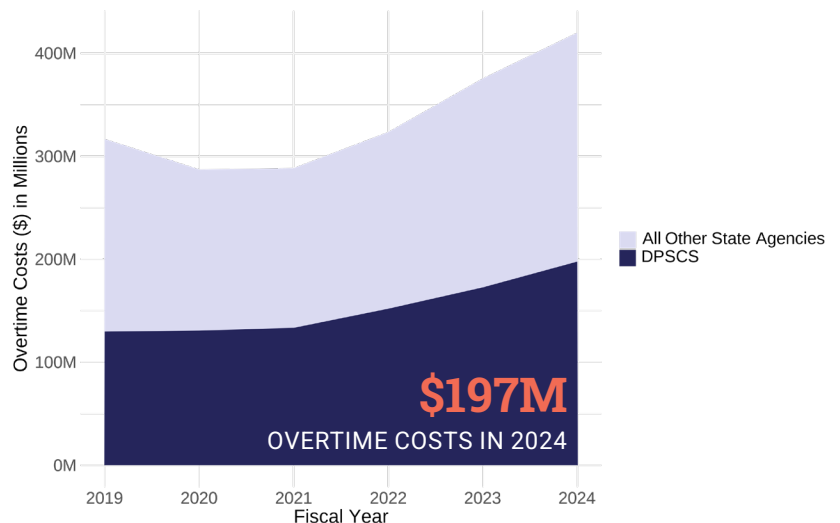
of corrections officer positions were vacant in June 2025 – or 491 unfilled positions.



Maryland raised starting salaries for corrections officers 26% between 2020 and 2025.

BUDGET IMPACTS

DPSCS made up 47% of all state overtime spending in 2024. Its annual overtime costs increased 52% from 2019 to 2024.



DATA SOURCES

Workforce and turnover (FY2024): Maryland Department of Budget and Management
Corrections officer vacancy (as of June 2025): Maryland Department of Public Safety and Correctional Services
Incarcerated population (FY2023): Maryland Department of Public Safety and Correctional Services
Salary increase (2020–2025): Maryland Department of Public Safety and Correctional Services
Overtime (FY2019–2024): Maryland Department of Budget and Management



4,070

state employees work
for MADOC.

6,170

people are incarcerated
by MADOC.

4th

MADOC is the fourth largest state
agency.

1. DEVELOPMENTAL SERVICES
2. CHILDREN AND FAMILIES
3. TRANSPORTATION
4. **CORRECTIONS**
5. MENTAL HEALTH

1/10

state agency
employees work
for MADOC.



STAFFING CHALLENGES

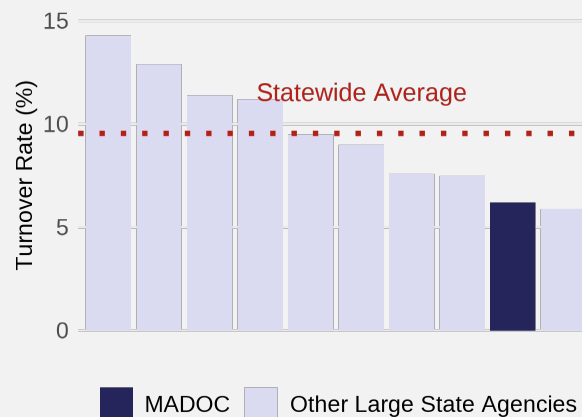
6% of MADOC staff left their jobs in 2024 – a
lower rate than most large state departments.

250

MADOC staff left their
jobs in 2024.

19%

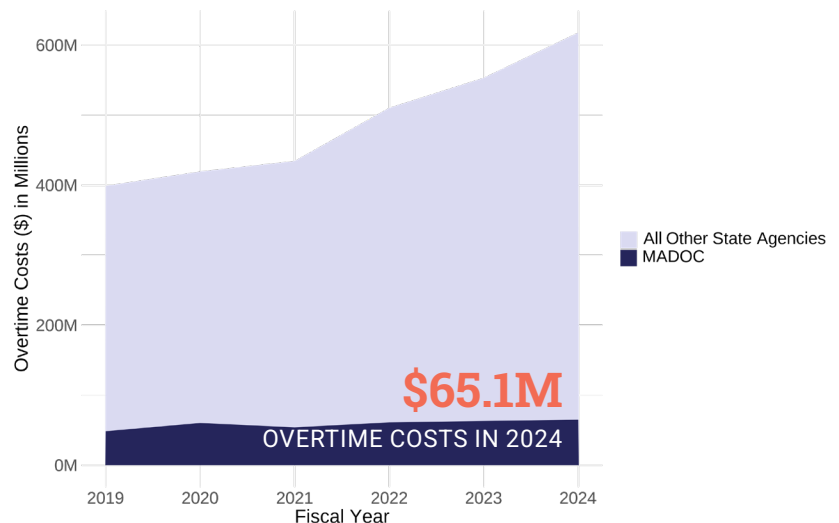
of corrections officer positions
were vacant in July 2025 – or
440 unfilled positions.



Massachusetts raised
starting salaries for
corrections officers 16%
between 2020 and 2025.

BUDGET IMPACTS

MADOC made up 11% of all
state overtime spending in
2024. Its annual overtime
costs increased 34% from
2019 to 2024.



DATA SOURCES

Workforce and turnover (FY2024): Massachusetts Human Resources Division
Corrections officer vacancy (as of July 2025): Massachusetts Department of Correction
Incarcerated population (2024): Massachusetts Department of Correction
Salary increase (2020–2025): Massachusetts Department of Correction
Overtime (FY2019–2024): Massachusetts Office of the Comptroller



10,320

state employees work for MDOC.

32,790

people are incarcerated by MDOC.

2nd

MDOC is the second largest state agency.

1. HUMAN SERVICES
2. **CORRECTIONS**
3. COMMUNITY HEALTH
4. STATE POLICE
5. TECHNOLOGY, MANAGEMENT & BUDGET

1/5

state agency employees work for MDOC.



STAFFING CHALLENGES

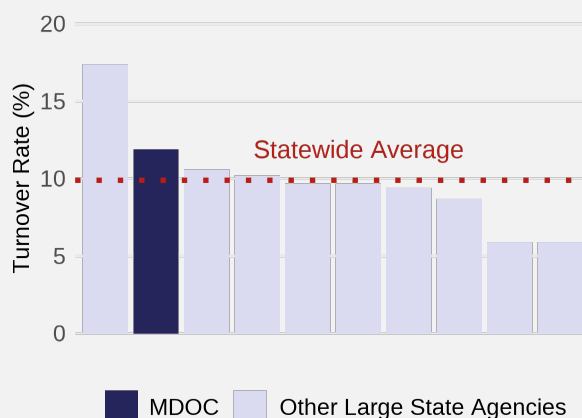
12% of MDOC staff left their jobs in 2024 – the second highest rate among large state agencies.

1,200

MDOC staff left their jobs in 2024.

17%

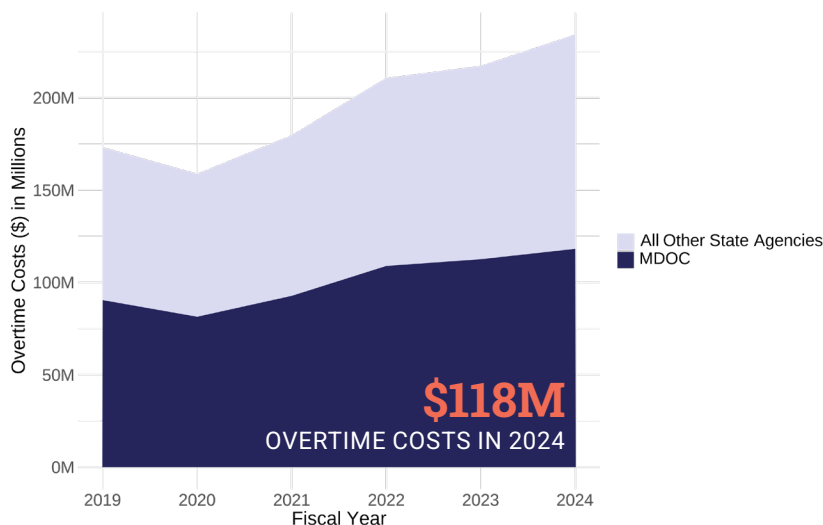
of corrections officer positions were vacant in February 2025 – or 956 unfilled positions.



Michigan has raised corrections officer pay over 18% from 2019 to 2025.

BUDGET IMPACTS

MDOC made up 50% of all state overtime spending in 2024. Its annual overtime costs increased 31% from 2019 to 2024.



DATA SOURCES

Workforce and turnover (FY2024): Michigan Civil Service Commission
Corrections officer vacancy (as of February 2025): Michigan Department of Corrections
Incarcerated population (2024): Michigan Department of Corrections
Salary increase (2019–2025): Michigan Department of Corrections
Overtime (FY2019–2025): Michigan State Budget Office



4,250

employees work for MNDOC.

8,070

people are incarcerated by MNDOC.

3rd

MNDOC is the third largest state agency.

1. HUMAN SERVICES
2. TRANSPORTATION
3. **CORRECTIONS**
4. NATURAL RESOURCES
5. IT SERVICES

1/9

state agency employees work for MNDOC.



STAFFING CHALLENGES

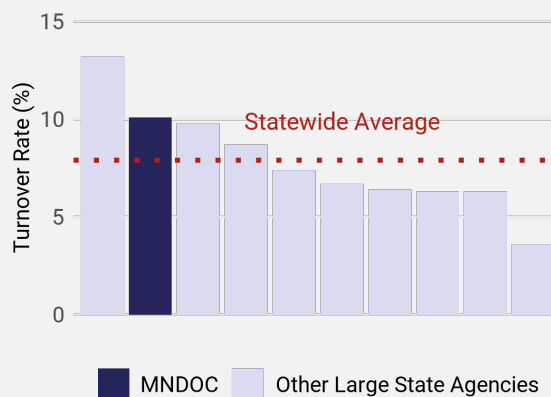
10% of MNDOC staff left their jobs in 2024 – the second highest rate among large state agencies.

25%

of entry-level corrections officers voluntarily left their jobs in 2023 – or 91 people.

13%

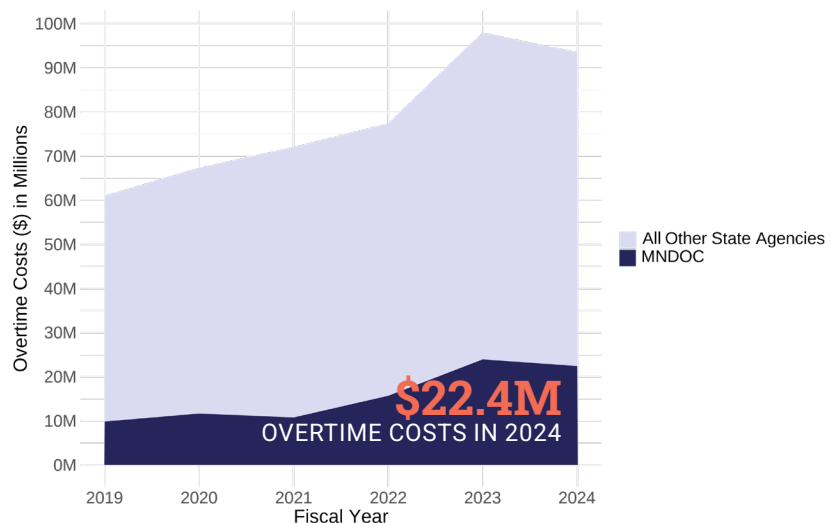
of corrections officer positions were vacant as of March 2024.



Minnesota raised corrections officer pay more than 10% between 2023 and 2024.

BUDGET IMPACTS

MNDOC made up 24% of all state overtime spending in 2024. Its annual overtime costs increased 127% from 2019 to 2024.



DATA SOURCES

Workforce (FY2024) and turnover (FY2024): Minnesota Management and Budget
Corrections officer vacancy (as of March 2024): Minnesota Department of Corrections
Incarcerated population (FY2024): Minnesota Department of Corrections
Salary increase (2023–2024) and corrections officer turnover (FY2024): Minnesota Management and Budget
Overtime (FY2019–2024): Minnesota Management and Budget



2,250

state employees work for NDCS.

5,870

people are incarcerated by NDCS.

2nd

NDCS is the second largest state agency.

1. HEALTH & HUMAN SERVICES
2. **CORRECTIONS**
3. TRANSPORTATION
4. GAME AND PARKS
5. VETERANS AFFAIRS

1/8

state agency employees work for NDCS.



STAFFING CHALLENGES

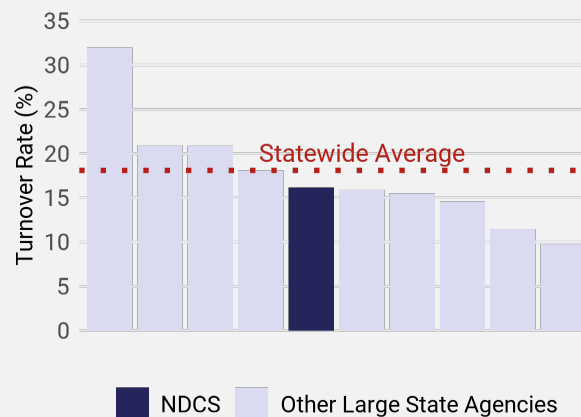
16% of NDCS staff left their jobs in 2023 – the fourth highest rate among large state agencies.

21%

of entry-level corrections officers left their jobs in 2023 – or 214 people.

13%

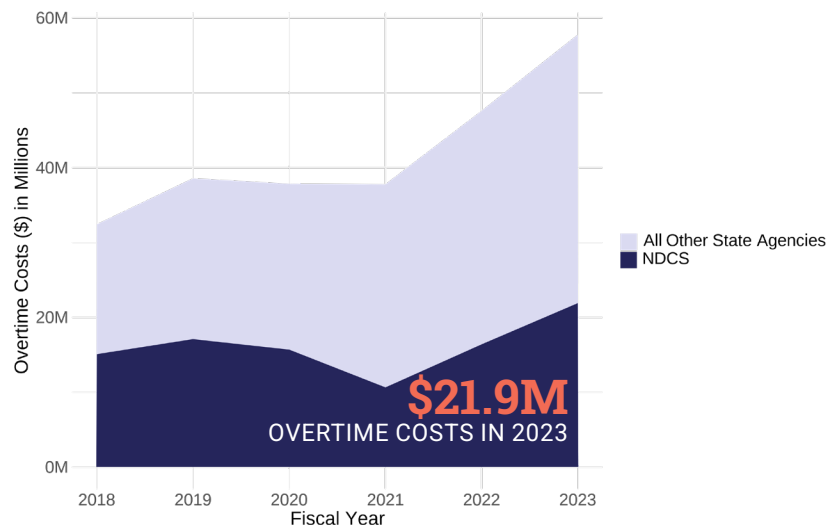
of corrections officer positions were vacant in June 2024 – or 188 unfilled positions.



Nebraska raised starting salaries for corrections officers 40% in 2021.

BUDGET IMPACTS

NDCS made up 38% of all state overtime spending in 2023. Its annual overtime costs increased 45% from 2018 to 2023.



DATA SOURCES

Workforce and turnover (FY2023) and corrections officer turnover (FY2024): Nebraska Department of Administrative Services
Corrections officer vacancy (as of June 2024): Office of the Inspector General of the Nebraska Correctional System
Incarcerated population (FY2024): Nebraska Department of Correctional Services
Salary increase (2021): Nebraska Governor's Office
Overtime (FY2018–2023): Nebraska Department of Administrative Services



2,340

employees work for NDOC.

10,540

people are incarcerated by NDOC.

2nd

NDOC is the second largest state agency.

1. HEALTH & HUMAN SERVICES
2. **CORRECTIONS**
3. TRANSPORTATION
4. PUBLIC SAFETY
5. MOTOR VEHICLES

1/7

state agency employees work for NDOC.



STAFFING CHALLENGES

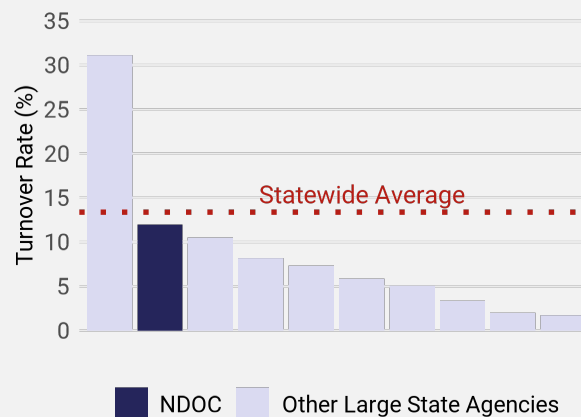
12% of NDOC staff left their jobs in 2024 – the second highest rate among large state agencies.

8%

of entry-level corrections officers voluntarily left their jobs in fiscal year 2025 – or 110 people.

19%

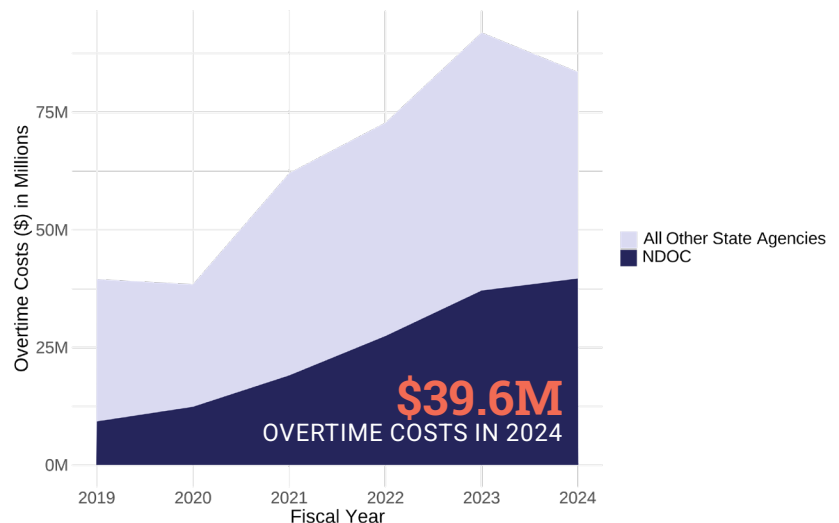
of corrections officer positions were vacant in July 2025 – or 328 unfilled positions.



Nevada raised corrections officer pay 32% between 2021 and 2026.

BUDGET IMPACTS

NDOC made up 47% of all state overtime spending in 2024. Its annual overtime costs increased 327% from 2019 to 2024.



DATA SOURCES

Workforce and turnover (FY2024): Nevada Department of Administration
Corrections officer vacancy and turnover (FY2025–2026): Nevada Department of Corrections
Incarcerated population (2024): Nevada Department of Corrections
Salary increase (FY2021–2026): Nevada Department of Corrections
Overtime (FY2019–2024): Nevada Department of Administration



730

employees work for NHDOC.

1,850

people are incarcerated by NHDOC.

4th

NHDOC is the fourth largest state agency.

1. HEALTH & HUMAN SERVICES
2. TRANSPORTATION
3. SAFETY
4. CORRECTIONS
5. ENVIRONMENTAL SERVICES

1/13

state agency employees work for NHDOC.



STAFFING CHALLENGES

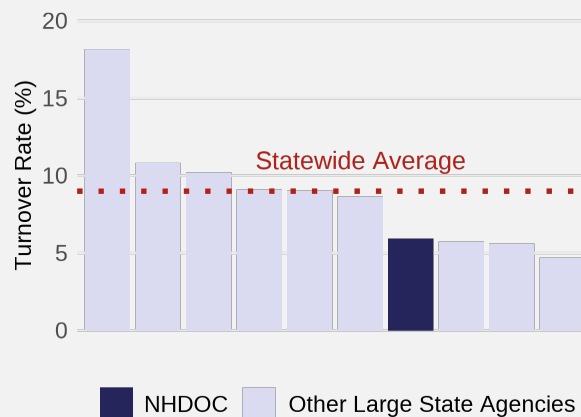
6% of NHDOC staff left their jobs in 2024 – the seventh highest rate among large state agencies.

39

sworn staff left NHDOC in 2024; as a result, the agency only netted 16 new staff out of 55 hires that year.

43%

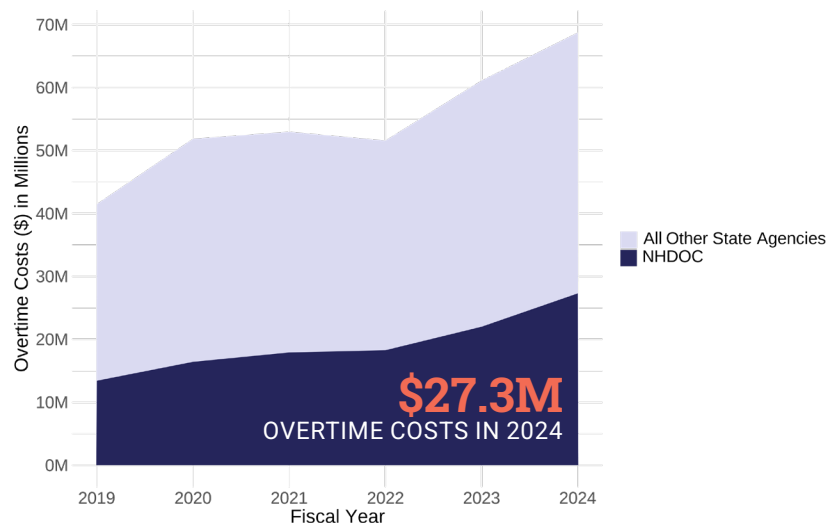
of corrections officer positions were vacant in June 2025.



New Hampshire raised corrections officer salaries 12% between 2023 and 2024, and authorized double overtime pay beginning in 2024.

BUDGET IMPACTS

NHDOC made up 40% of all state overtime spending in 2024. Its annual overtime costs increased 103% from 2019 to 2024.



DATA SOURCES

Workforce and turnover (FY2024): New Hampshire Department of Personnel
Corrections officer vacancy (as of June 2025) and turnover (FY2024): New Hampshire Department of Corrections
Incarcerated population (FY2023): New Hampshire Department of Corrections
Salary increases (2023–2024): New Hampshire Dept. of Admin. Services and New Hampshire Dept. of Corrections
Overtime (2019–2024): New Hampshire Department of Administrative Services



NEW JERSEY

New Jersey Department of
Corrections (NJDOC)

5,890

state employees work
for NJDOC.

11,670

people are incarcerated
by NJDOC.

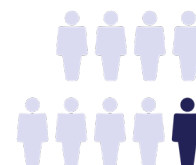
4th

NJDOC is the fourth largest state
agency.

1. LAW & PUBLIC SAFETY
2. CHILDREN & FAMILIES
3. HUMAN SERVICES
4. **CORRECTIONS**
5. TRANSPORTATION

1/9

state agency
employees work
for NJDOC.



STAFFING CHALLENGES

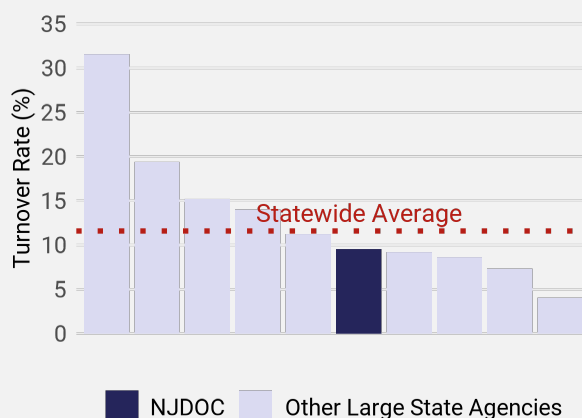
10% of NJDOC staff left their jobs in 2024 – the
sixth highest rate among large state agencies.

286

corrections officers left their
jobs in 2024, down from a
peak of 611 in 2022.

17%

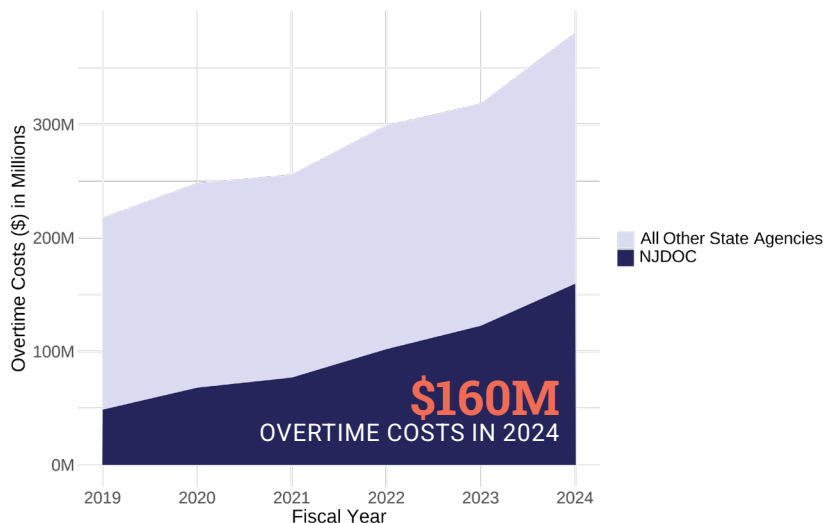
of corrections officer positions
were vacant in May 2025 – or
726 unfilled positions.



New Jersey will raise
corrections officer
salaries a total of 14%
between 2023 and
2027.

BUDGET IMPACTS

NJDOC made up 42% of all
state overtime spending in
2024. Its annual overtime
costs increased 227% from
2019 to 2024.



DATA SOURCES

Workforce (FY2024) and overtime (FY2019–2024): New Jersey Office of Management and Budget
Turnover (FY2024): New Jersey Department of the Treasury
Corrections officer vacancy (as of May 2025) and turnover (FY2024): New Jersey Department of Corrections
Incarcerated population (2024): New Jersey Department of Corrections
Salary increase (2023–2027): New Jersey Office of the Governor



1,750

employees work for NMCD.

5,860

people are incarcerated by NMCD.

4th

NMCD is the fourth largest state agency.

1. HEALTH
2. TRANSPORTATION
3. HEALTH CARE AUTHORITY
4. **CORRECTIONS**
5. CHILDREN, YOUTH & FAMILIES

1/10

state agency employees work for NMCD.

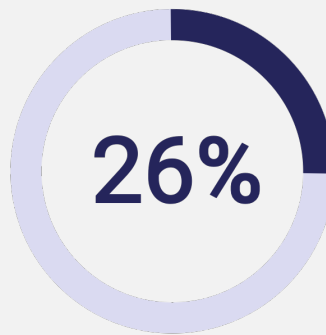


STAFFING CHALLENGES

15% of corrections officers left their jobs in 2024 – less than the 17% rate for all state employees.

26%

of corrections officer positions were vacant in June 2025 – or 811 unfilled positions.



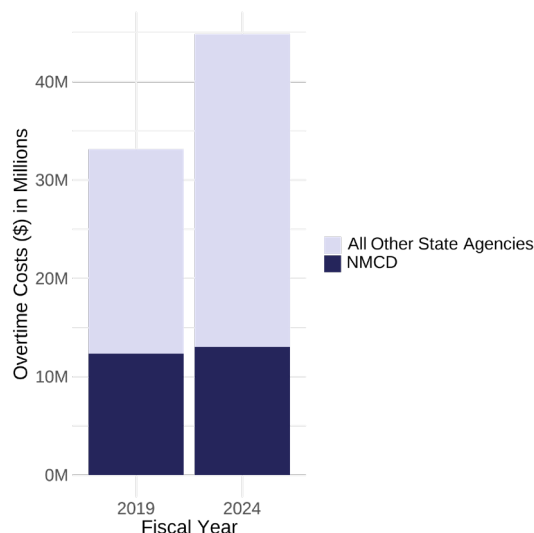
Vacancy Rate



New Mexico raised corrections officer salaries 40% between 2020 and 2025.

BUDGET IMPACTS

NMCD made up 29% of all state overtime spending in 2024. Its annual overtime costs increased 5% from 2019 to 2024.



DATA SOURCES

Workforce (as of September 2025) and turnover (FY2024): New Mexico State Personnel Office
Corrections officer vacancy and turnover (FY2024): New Mexico Legislative Finance Committee
Incarcerated population (FY2024): New Mexico Sentencing Commission
Salary increase (2020–2025): New Mexico Legislative Finance Committee
Overtime (FY2019–2024): New Mexico State Personnel Office



NEW YORK

New York Department of Corrections & Community Supervision (DOCCS)

23,230

state employees work for DOCCS.

33,680

people are incarcerated by DOCCS.

1st

DOCCS is the largest state agency.

1. CORRECTIONS & COMMUNITY SUPERVISION
2. DEVELOPMENTAL DISABILITIES
3. MENTAL HEALTH
4. TRANSPORTATION
5. STATE POLICE

1/5

state agency employees work for DOCCS.

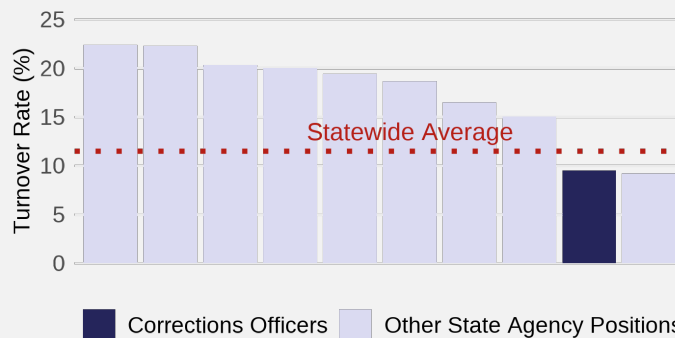


STAFFING CHALLENGES

10% of corrections officers left their jobs in 2023 – among the 10 highest exit rates in New York state government.

1,000

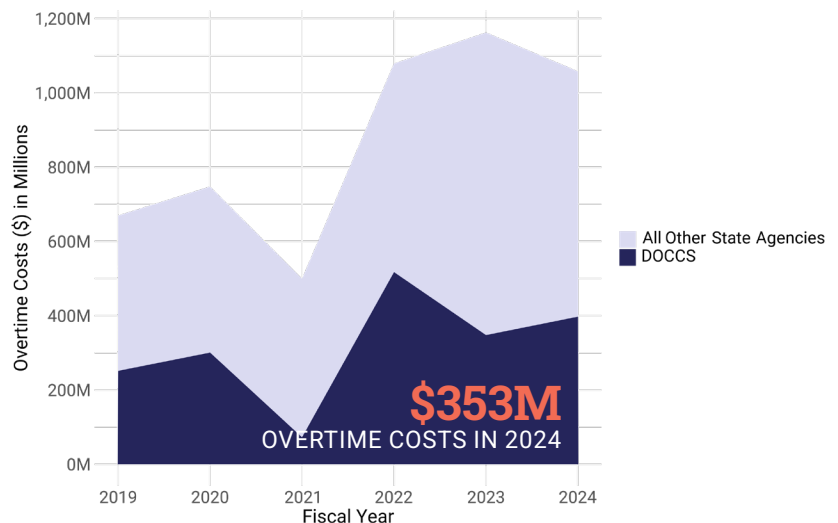
fewer corrections officer positions were filled at DOCCS in 2024 than in 2023.



New York raised corrections officer salaries 9% between 2023 and 2025.

BUDGET IMPACTS

DOCCS made up 38% of all state overtime spending in 2024. Its annual overtime costs increased 58% from 2019 to 2024.



DATA SOURCES

Workforce (FY2024), turnover (2023), and corrections officer turnover (FY2024): New York State Dept. of Civil Service
Corrections officer vacancy (2023–2024): New York Department of Corrections and Community Supervision
Incarcerated population (2024): New York Department of Corrections and Community Supervision
Salary increase (2023–2025): New York State Office of Employee Relations
Overtime (FY2019–2024): New York Office of the State Comptroller



880

employees work for DOCR.

2,040

people are incarcerated by DOCR.

3rd

DOCR is the third largest state agency.

1. HEALTH & HUMAN SERVICES
2. TRANSPORTATION
3. **CORRECTIONS & REHABILITATION**
4. INFORMATION TECHNOLOGY
5. WORKFORCE SAFETY & INSURANCE

1/10

state agency employees work for DOCR.



STAFFING CHALLENGES

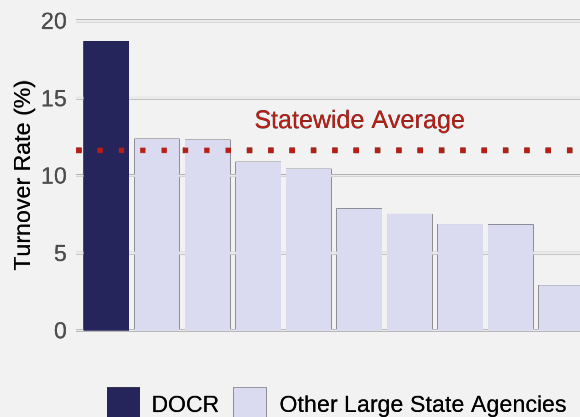
19% of DOCR staff left their jobs in 2024 – the highest rate among large state agencies.

42%

of corrections officers left their jobs in 2024.

5%

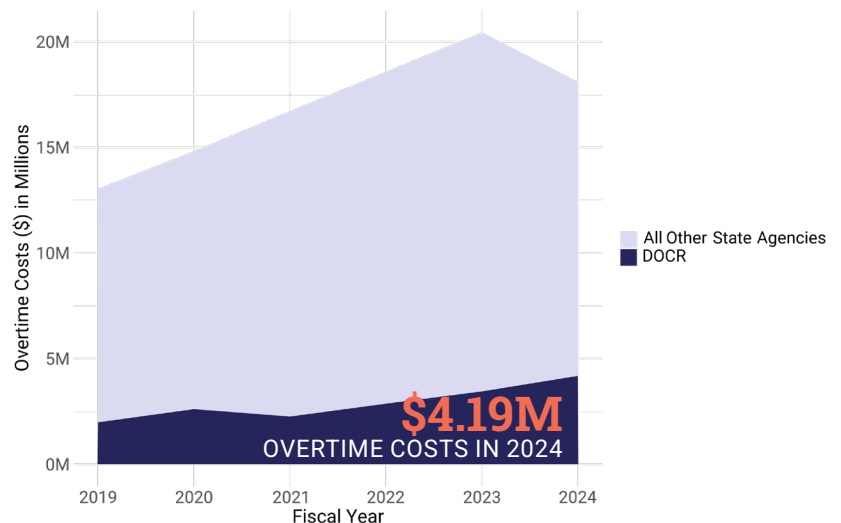
of DOCR positions were vacant in 2024.



North Dakota raised all DOCR employee salaries 10% between 2023 and 2024.

BUDGET IMPACTS

DOCR made up over 23% of all state overtime spending in 2024. Its annual overtime costs increased 111% from 2019 to 2024.



DATA SOURCES

Workforce, turnover, and corrections officer vacancy (FY2024): North Dakota Office of Management and Budget
Corrections officer turnover (FY2024): North Dakota House Appropriations Committee
Incarcerated population (2024): North Dakota Department of Corrections and Rehabilitation
Salary increase (2023–2024): North Dakota Senate Appropriations Committee
Overtime (FY2019–2024): North Dakota Office of Management and Budget



4,350

employees work for
ODOC.

22,690

people are incarcerated
by ODOC.

2nd

ODOC is the second
largest state agency.

1. HUMAN SERVICES
2. **CORRECTIONS**
3. TRANSPORTATION
4. HEALTH
5. MENTAL HEALTH & SUBSTANCE ABUSE

1/7

state agency
employees work
for ODOC.



STAFFING CHALLENGES

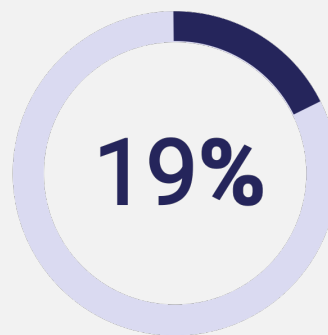
24% of corrections officers left their jobs in 2024, slightly
higher than the rate for all state employees.

258

corrections officers left
their jobs in 2024.

19%

of corrections officer
positions were vacant
in June 2025 — or 294
unfilled positions.



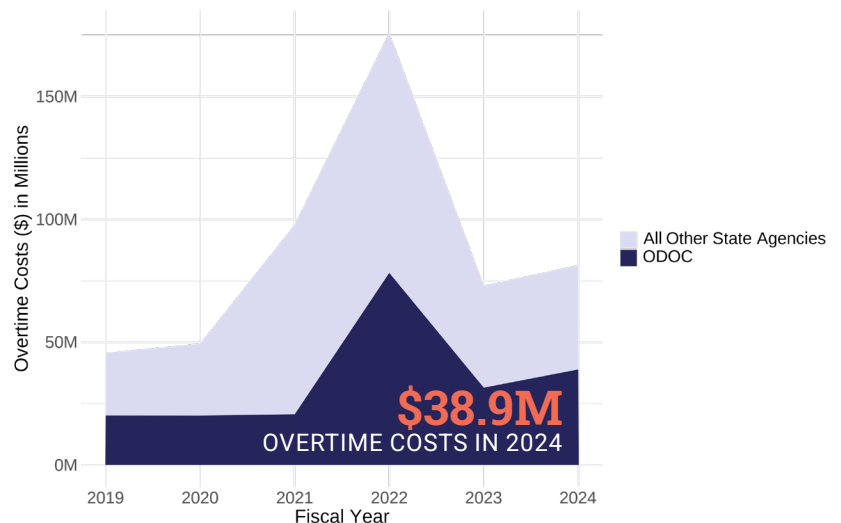
Vacancy Rate



Oklahoma raised
corrections officer
salaries 30% in
2022.

BUDGET IMPACTS

ODOC made up 48% of all state
overtime spending in 2024. Its
annual overtime costs increased
93% from 2019 to 2024.



DATA SOURCES

Workforce and turnover (FY2024): Oklahoma Office of Management and Enterprise Services
Corrections officer vacancy (as of June 2025) and turnover (FY2024): Oklahoma Department of Corrections
Incarcerated population (2024): Oklahoma Department of Corrections
Salary increase (2022): Oklahoma Department of Corrections
Overtime (FY2019–2024): Oklahoma Office of Management and Enterprise Services



4,720

employees work for ODOC.

12,020

people are incarcerated by ODOC.

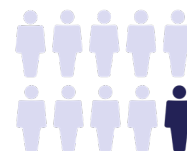
4th

ODOC is the fourth largest state agency.

1. HUMAN SERVICES
2. HEALTH AUTHORITY
3. TRANSPORTATION
4. CORRECTIONS
5. EMPLOYMENT

1/10

state agency employees work for ODOC.



STAFFING CHALLENGES

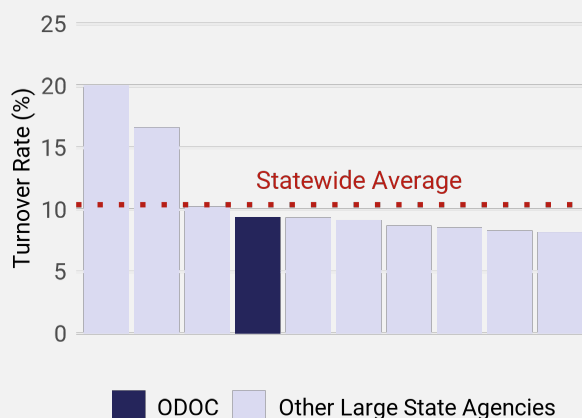
9% of ODOC staff left their jobs in 2024 – the fourth highest rate among large state agencies.

9%

of corrections officers left their jobs in 2024 – or 208 people.

9%

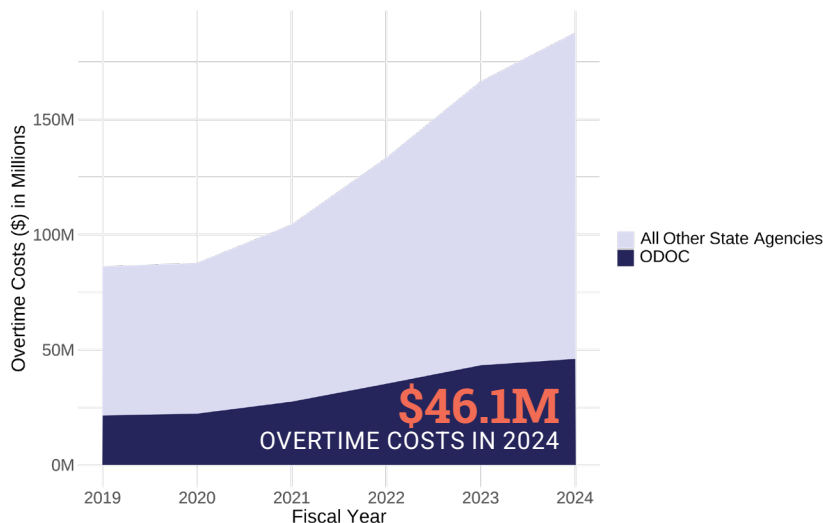
of corrections officer positions were vacant in June 2025 – or 183 unfilled positions.



Oregon raised starting salaries for entry-level corrections officers 54% between 2020 and 2025.

BUDGET IMPACTS

ODOC made up 24% of all state overtime spending in 2024. Its annual overtime costs increased 114% from 2019 to 2024.



DATA SOURCES

Workforce (FY2025) and turnover (2024): Oregon Department of Administrative Services
Corrections officer vacancy (as of June 2025) and turnover (2024): Oregon Department of Corrections
Incarcerated population (2024): Oregon Department of Corrections
Salary increase (2020–2025): Oregon Department of Corrections
Overtime (2019–2024): Oregon Department of Administrative Services



14,380

employees work for
PADOC.

38,260

people are incarcerated
by PADOC.

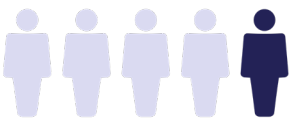
1st

PADOC is the largest
state agency.

1. CORRECTIONS
2. HUMAN SERVICES
3. TRANSPORTATION
4. STATE POLICE
5. LABOR AND INDUSTRY

1/5

state agency
employees work
for PADOC.



STAFFING
CHALLENGES

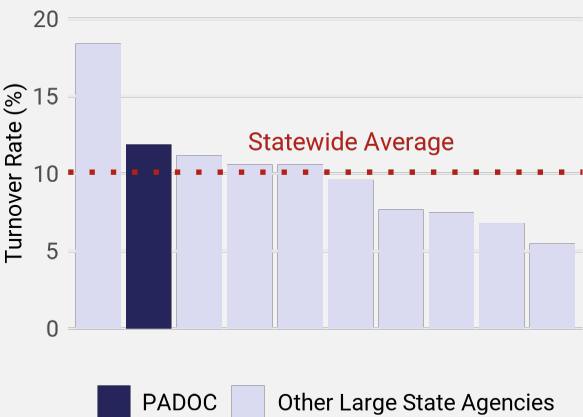
12% of PADOC staff left their jobs in 2024 – the
second highest rate among large state agencies.

12%

of corrections officers left
their jobs in 2024 – or
1,249 people.

5%

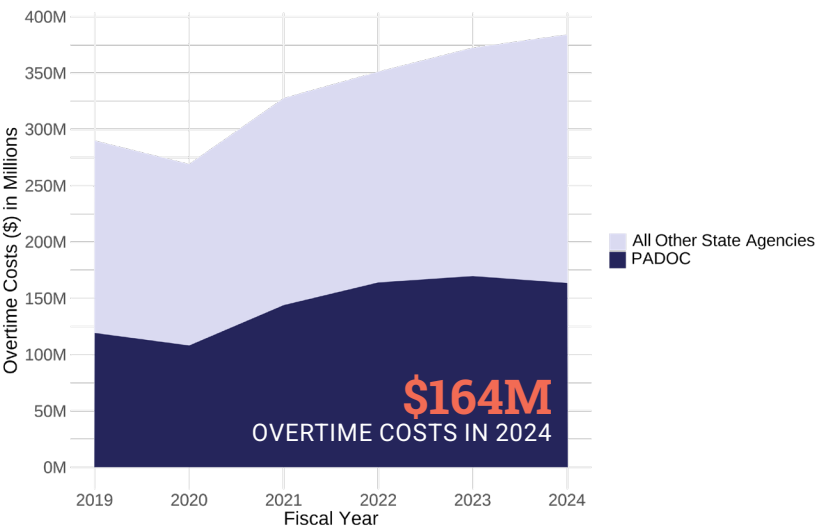
of corrections officer
positions were vacant in
January 2025 – or about
400 unfilled positions.



Pennsylvania will
raise corrections
officer salaries
11% between
2023 and 2026.

BUDGET IMPACTS

PADOC made up 43% of all
state overtime spending in
2024. Its annual overtime
costs increased 37% from
2019 to 2024.



DATA
SOURCES

Workforce, turnover, and corrections officer turnover (FY2024): Pennsylvania Office of Administration
Corrections officer vacancy (as of January 2025): Pennsylvania Department of Corrections
Incarcerated population (2024): Pennsylvania Department of Corrections
Salary increase (2023–2026): Pennsylvania Office of Administration
Overtime (FY2019–2024): Pennsylvania Office of Administration



34,220

state employees work
for TDCJ.

134,330

people are incarcerated
by TDCJ.

2nd

TDCJ is the second largest state
agency.

1. HEALTH & HUMAN SERVICES
2. **CRIMINAL JUSTICE**
3. TRANSPORTATION
4. FAMILY & PROTECTIVE SERVICES
5. PUBLIC SAFETY

1/4

state agency
employees work
for TDCJ.



STAFFING CHALLENGES

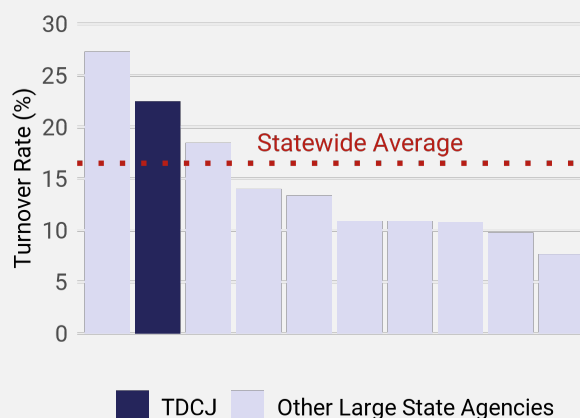
23% of TDCJ staff left their jobs in 2024 – the
second highest rate among large state agencies.

35%

of corrections officers
left their jobs in 2024 –
or 6,353 people.

21%

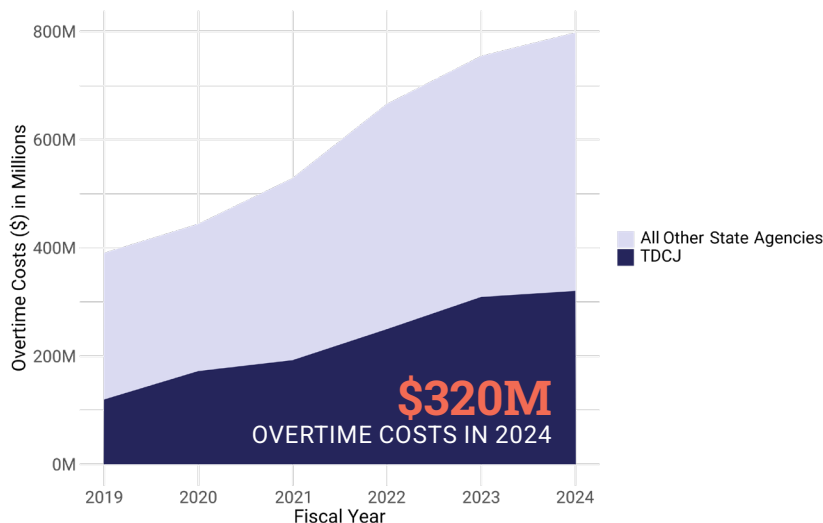
of corrections officer jobs
were vacant in April 2025 –
or 5,155 unfilled positions.



Texas raised
corrections officer
salaries 39%
between 2020
and 2025.

BUDGET IMPACTS

TDCJ made up 40% of all
state overtime costs in 2024.
Its annual overtime spending
increased 168% from 2019 to
2024.



DATA SOURCES

Workforce and turnover (FY2024): Texas State Auditor's Office
Corrections officer vacancy (as of April 2025) and turnover (FY2024): Texas Department of Criminal Justice
Incarcerated population (FY2024): Texas Legislative Budget Board
Salary increase (2020–2025): Texas Department of Criminal Justice
Overtime (FY2019–2024): Texas Comptroller of Public Accounts



2,390

state employees work for UDC.

4,510

people are incarcerated by UDC.

3rd

UDC is the third largest state agency.

1. HEALTH AND HUMAN SERVICES
2. NATURAL RESOURCES
3. **CORRECTIONS**
4. WORKFORCE SERVICES
5. TRANSPORTATION

1/10

state agency employees work for UDC.



STAFFING CHALLENGES

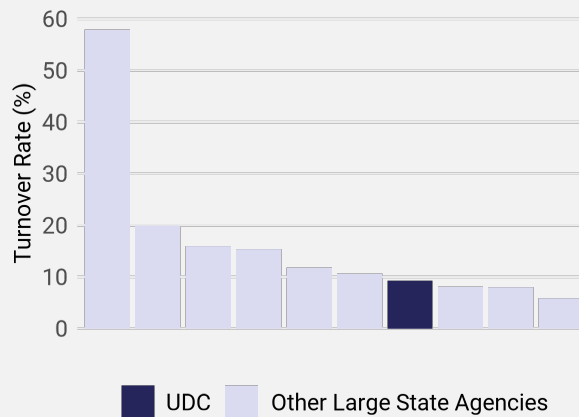
9% of UDC staff left their jobs in 2024 – the seventh highest rate among large state agencies.

9%

of corrections officers left their jobs in 2024 – or 69 people.

10%

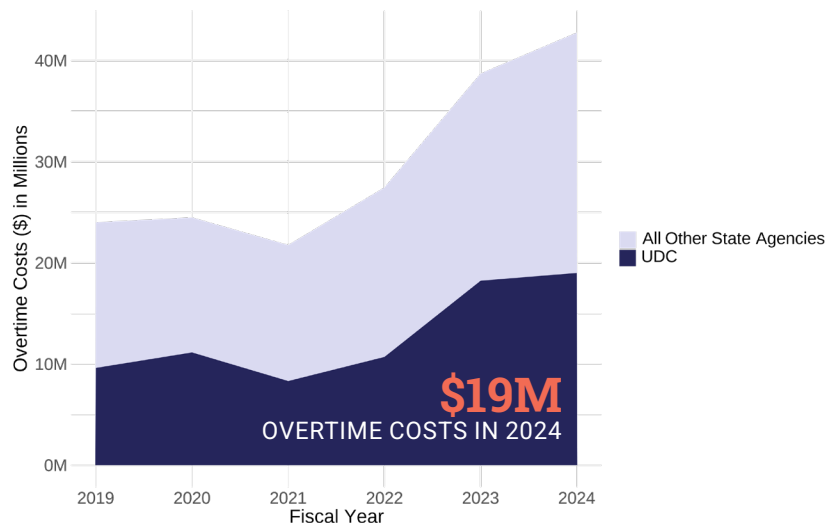
of corrections officer positions were vacant in June 2025 – or 117 unfilled positions.



Utah raised entry-level corrections officer pay 52% between 2020 and 2025.

BUDGET IMPACTS

UDC made up 44% of all state overtime costs in 2024. Its annual overtime spending increased 98% from 2019 to 2024.



DATA SOURCES

Workforce and turnover (FY2024): Utah Division of Human Resource Management
Corrections officer vacancy (as of June 2025) and turnover (2024): Utah Department of Corrections
Incarcerated population (2023): Utah Department of Corrections
Salary increase (FY2020–2025): Utah Department of Corrections
Overtime (FY2019–2024): Utah Division of Human Resource Management



940

state employees work for VDOC.

1,370

people are incarcerated by VDOC.

2nd

VDOC is tied for second largest state agency.

1. TRANSPORTATION
2. **CORRECTIONS**
2. CHILDREN & FAMILIES
3. HEALTH
4. PUBLIC SAFETY

1/9

state agency employees work for VDOC.



STAFFING CHALLENGES

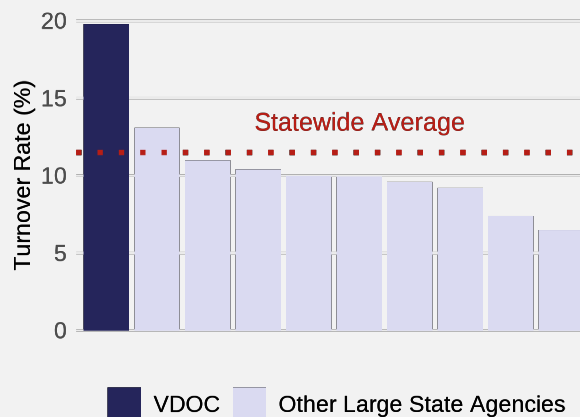
20% of VDOC staff left their jobs in 2024 – the highest rate among large state agencies.

200

VDOC employees left their jobs in 2024.

11%

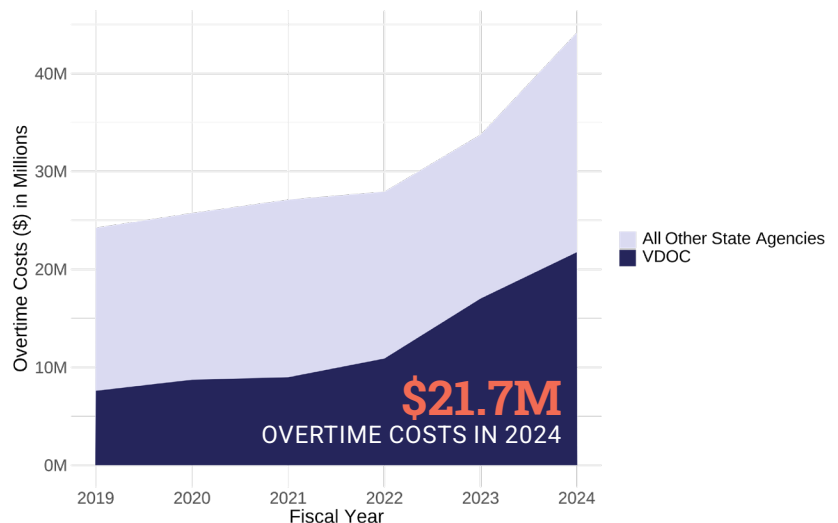
of corrections officer jobs were vacant in 2024 – or 350 unfilled positions.



In 2022, VDOC launched its “Stability & Sustainability Plan,” including targeted pay raises and retention bonuses for corrections officers continuing through 2026.

BUDGET IMPACTS

VDOC made up 49% of all state overtime spending in 2024. Its annual overtime costs increased 186% from 2019 to 2024.



DATA SOURCES

Workforce and turnover (FY2024): Vermont Department of Human Resources
Corrections officer vacancy (FY2024): Vermont Department of Human Resources
Incarcerated population (FY2024) and corrections officer turnover (2024): Vermont Department of Corrections
Salary increase (2022): Vermont Legislature
Overtime (FY2019–2024): Vermont Department of Human Resources



8,930

employees work for WIDOC.

23,380

people are incarcerated by WIDOC.

1st

WIDOC is the largest state agency.

1. CORRECTIONS
2. HEALTH SERVICES
3. TRANSPORTATION
4. NATURAL RESOURCES
5. WORKFORCE DEVELOPMENT

1/3

state agency employees work for WIDOC.



STAFFING CHALLENGES

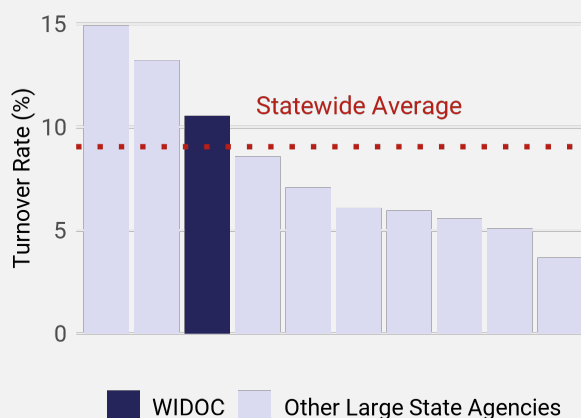
11% of WIDOC staff left their jobs in 2024 – the third highest rate among large state agencies.

9%

of corrections officers left their jobs in 2024.

16%

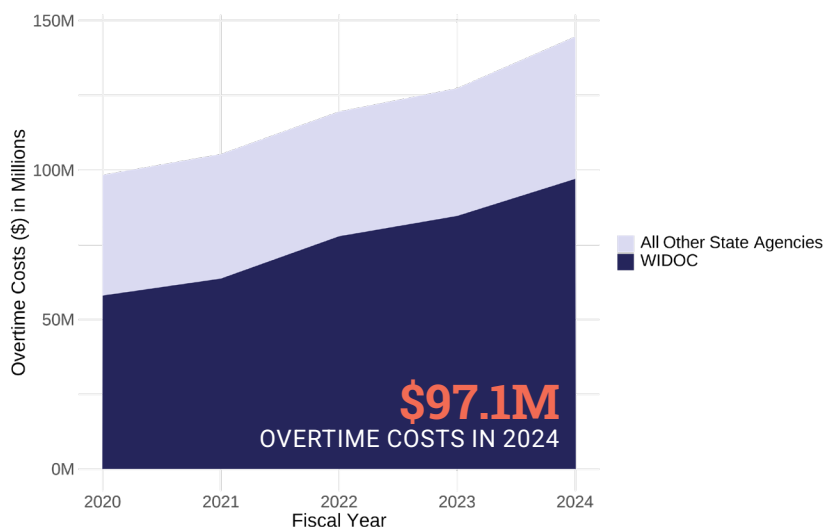
of corrections officer positions were vacant in May 2025 – or 481 unfilled positions.



Wisconsin raised corrections officer salaries 46% between 2020 and 2024.

BUDGET IMPACTS

WIDOC made up 67% of all state overtime spending in 2024. Its annual overtime costs increased 84% from 2020 to 2024.



DATA SOURCES

Workforce (as of December 2024) and turnover (FY2024): Wisconsin Department of Administration
Corrections officer vacancy (as of May 2025) and turnover (2024): Wisconsin Department of Corrections
Incarcerated population (2024): Wisconsin Department of Corrections
Salary increase (2020–2024): Wisconsin Department of Corrections
Overtime (2019–2024): Wisconsin Department of Administration

840

state employees work for WDOC.

2,420

people are incarcerated by WDOC.

3rd

WDOC is the third largest state agency.

1. TRANSPORTATION
2. HEALTH
3. **CORRECTIONS**
4. FAMILY SERVICES
5. WORKFORCE SERVICES

1/10

state agency employees work for WDOC.



STAFFING CHALLENGES

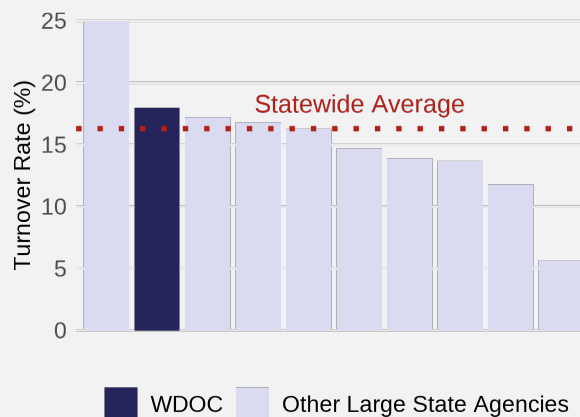
18% of WDOC staff left their jobs in 2024 – the second highest rate among large state agencies.

20%

of entry-level corrections officers voluntarily left their jobs in 2024 – or 51 people.

20%

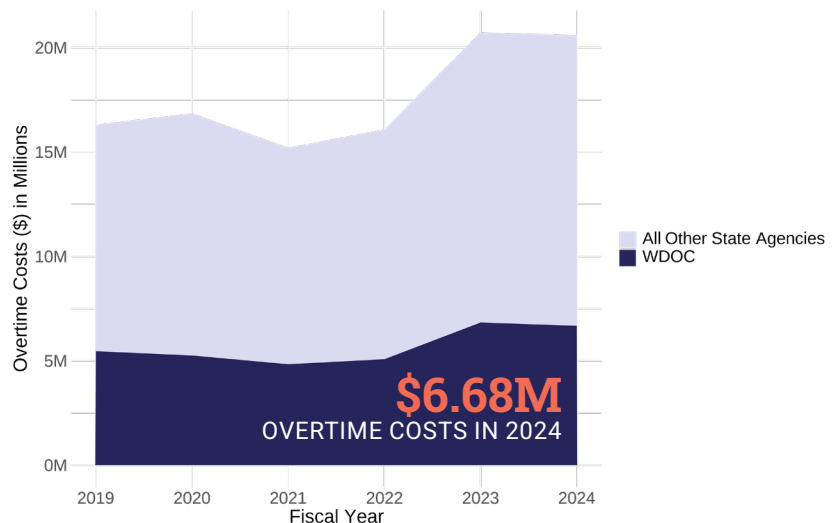
of corrections officer jobs were vacant in May 2025 – or 107 unfilled positions.



Wyoming raised corrections officer pay 19% between 2020 and 2024.

BUDGET IMPACTS

WDOC made up 32% of all state overtime spending in 2024. Its annual overtime costs increased 22% from 2019 to 2024.



DATA SOURCES

Workforce and turnover (FY2024): Wyoming Department of Administration & Information
 Corrections officer vacancy and turnover (as of May 2025): Wyoming Department of Administration & Information
 Incarcerated population (2024): Wyoming Department of Corrections
 Salary increase (2020–2025): Wyoming Department of Administration & Information
 Overtime (FY2019–2024): Wyoming State Auditor's Office