



**U.S. Department of Justice**

**Federal Bureau of Prisons**

Office of the Director

Washington, DC 20534

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MEMORANDUM FOR ALL CHIEF EXECUTIVE OFFICERS

*Thomas R. Kane*

FROM: Thomas R. Kane, Acting Director

SUBJECT: Augmentation

As a result of the funding levels provided to the Bureau of Prisons in the FY 2016 budget, some of you are confronted with staffing challenges. At some locations we are fortunate to have a high percent of custody positions filled, resulting in the availability of correctional officers to cover all mandatory roster positions without need for overtime or reassignment of staff except in rare circumstances. At other locations, staffing levels make it impossible to fill mandatory posts on a regular basis without relying on these alternate means.

It has long been the position of this agency that while all institution staff are "correctional workers first," non-custody staff should not be asked to fill correctional officer posts on a routine basis. This practice which has come to be known as "augmentation" was originally intended to be used only for mandatory training and emergency situations. But, as the agency has faced tight budgets and relative reductions in staffing over the past many years, increasingly wardens have had to rely on augmentation along with overtime to fill critical custody posts. The reality is, augmenting custody staff with non-custody staff interferes with reentry and other important work these staff perform; they are unable to complete their regularly assigned duties when they are working correctional officer posts.

As we approach the final quarter of Fiscal Year 2016, some institutions are facing shortfalls of funding available to pay overtime, and they are relying on augmentation to fill mandatory posts. Please ensure that augmentation is used only as a last

resort and in consideration of the workloads of non-custody staff. Staff in the regional and central offices are available to assist in hiring additional staff (where funding permits), roster management, and any other areas where assistance may be needed.

The Executive Staff and the Council of Prison Locals Executive Board have identified augmentation as one of the critical issues facing the agency, and we are committed through our partnership relationship to explore long term solutions to avoid relying on augmentation other than during mandatory training, limited periods of custody staff shortages, or institution emergencies.