Indiana Workload Evaluation: A Multi-Methods Investigation of Probation Supervision[1]

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Acknowledgments

Executive Summary

Virtually everyone agrees that probation has grown as a sanction over the past few decades. When considering this growth in the probation sanction, it is common for commentators to discuss the number of probationers or the size of probation officer caseloads. Less frequently, however, is attention given to the actual workload of probation officers and the way these workloads have changed over time. Indeed, it is not enough to say that probation officer caseloads have grown. Instead, it is necessary to focus on the changes in workload that have accompanied this increased reliance on the probation sanction.

In this project, the research team used a variety of techniques to examine issues related to workload in probation agencies across Indiana. Methods utilized included interviews with probation chiefs, conversations with members of the advisory board, and a sophisticated time study. The majority of data for this evaluation come from a time and motion study completed by 338 officers across 24 probation departments from October 1, 2012 through November 14, 2012.

The researchers gathered data about sixty-nine different types of tasks. In total, the data provided information about more than two million minutes of workload performed by the officers over the five week time period. Officers recorded 74,239 tasks, with 80 percent (n = 59,746) supervision activities, 10 percent (n = 7,649) reporting activities, 4.4 percent (n = 3,299) non-case related, 1.3 percent (n = 989) juvenile intake activities, .5 percent (n = 390) equipment management activities, and 3 percent (n = 2,256) administration activities.

Key findings from this study included the following:
- The average time per task was 28.22 minutes.
- Of the activities in which an officer spent time with an offender, about 23 percent of the time the offender was high or very high risk.
- On average, adult probation officers spent about 23 minutes per task, adult pre-trial spent about 30 minutes, juvenile probation officers spent about 24 minutes, and alcohol and drug officers spent about 23 minutes per activity.
- The two most frequent activities were face-to-face meetings with offenders and generating and responding to emails, phone calls, or letters.
- Non-case and administrative time accounted for nearly 8 percent of all tasks recorded.
- Face-to-face meetings with offenders are slightly longer (26.9 minutes) than are meetings with others (20.9 minutes).
- It is estimated that juvenile intake averaged about 4.5 hours to complete.
- On average, officers spent more than seven hours on each pre-sentence investigation.
- Officers spent just over two hours per offender dealing with equipment issues related to electronic monitoring and global position satellite systems over the five week period.
- Comparisons between sex offenders, domestic violence offenders, and other offenders revealed that the amount of time spent on activities was similar for the different offender groups.
- Supervision activities are the most frequent type (n = 59,730, 80 percent) of activities that officers completed during the data collection period and while they took less time to complete than many other activities (averaging 23 minutes), they still accounted for nearly two-thirds of all the time officers spent working during the five week time period.

- Higher risk levels are associated with longer average mean times spent on tasks.
- The researchers also examined the amount of time it took to complete different types of reports and investigations. Key findings include:
    - The interview process for IRAS/IYAS takes approximately one hour.
    - Completing pre-sentence instruments is the most time consuming part of probation officers' jobs.
    - Preliminary inquiries ranged from 3.5 to 5.5 hours, based on the offender's risk level.

Attention also focused on non-case specific activities. During the five weeks of data collection, officers recorded 71,983 minutes attending training (1,199 hours), 15,145 minutes (252 hours) with program facilitation, 5,163 minutes (86 hours) training other staff, 4,229 minutes (70 hours) engaging community resources, 3,130 minutes (52 hours) transporting clients, and 2,885 minutes (48 hours) were spent operating the drug screening call system.

Based on these findings, the authors made a number of recommendations for ensuring that workload is guided by evidence-based principles. These recommendations include the following:
- Ensure that officers are prepared for the numerous types of work they are expected to perform.
- Variation in risk level must be reliably determined and re-assessed over time.
- Importance of administrative probation must be stressed.
- Determine the overlap between workload and caseload.
- Educate policy makers and researchers about the need to examine workloads as well as caseloads.
- Never evaluate officers without giving at least some attention to workload.
- Create time sheets to be used in training new officers about various tasks.
- Explore strategies to effectively use technology in supervision.
- Balance supervision roles with rehabilitation roles.
- Activities seem to take longer than they did in the past, so attention must be given to why this is the case.
- Study the relationship between officer attitudes, time for tasks, and offending.
- Evidence-based practices should guide efforts to understand workload.
- Develop standards based on the findings uncovered in this project.

The authors have noted elsewhere that time studies should be viewed as tools and processes, not events. Time studies are tools that can be used to enhance the ability of probation agencies to work towards their goals. Such studies are not a panacea, but they are certainly worthwhile in generating information that can be used to promote evidence-based practices. As well, time studies are processes that do not end with a report from the authors; instead, time studies are fluid projects that are effective only when they actually promote better practices and guidance for officers in the field.

Introduction

The community corrections field is an ever-changing organizational field. The dynamic nature of probation requires regular scientific study to determine the most effective ways for officers to spend their time. From a national perspective, there has been a lot of discussion about the incarceration boom that started during the mid-1970s, but there has been little said about the concomitant rise in probation populations. The figures below provide a visual depiction of how incarceration and probation populations have increased over the past thirty years. The simultaneous growth of these populations has placed more high risk and high need offenders on probation, which requires probation agencies to be more effective at supervision.

The U.S. incarceration rate has grown tremendously, not only across the nation, but within Indiana as well. Figure 1 depicts a nearly fivefold increase from well below 100 per 100,000, in 1977, to over 430 per 100,000, in 2010.

Figure 1: Indiana Incarceration Rates, 1977 - 2010
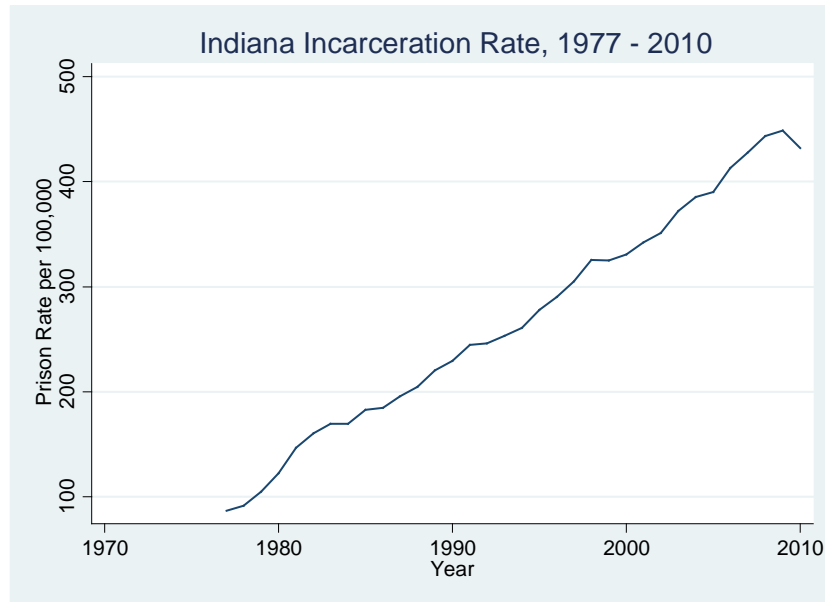
Indiana experienced similar incarceration population growth as the nation as a whole. But, what is especially important for this report is the change in probation populations. Figure 2 depicts the changes in adult probation populations, in which there were 1,118,097 adults on probation, in 1980, and nearly 4 million adults on probation, in 2011 (Maruschak and Parks, 2012).

Figure 2: National Probation Rates, 1980 - 2010
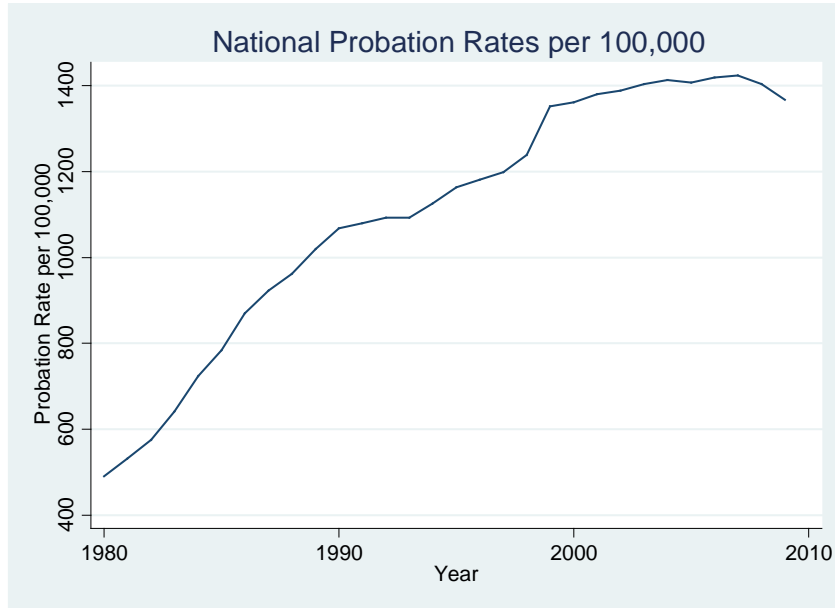
There has been rather consistent growth across the nation in incarceration and probation rates. No doubt, evidence-based practices and recidivism reduction strategies have helped to turn the tide on this growth, and improve probation outcomes. Nevertheless, the past 30 years have demonstrated a steady increase in criminal justice populations. And, just as Indiana reflects similar incarceration rate growth patterns, this state also has undergone similar probation growth.

Figure 3: Indiana Probation Rate, 1977 - 2010
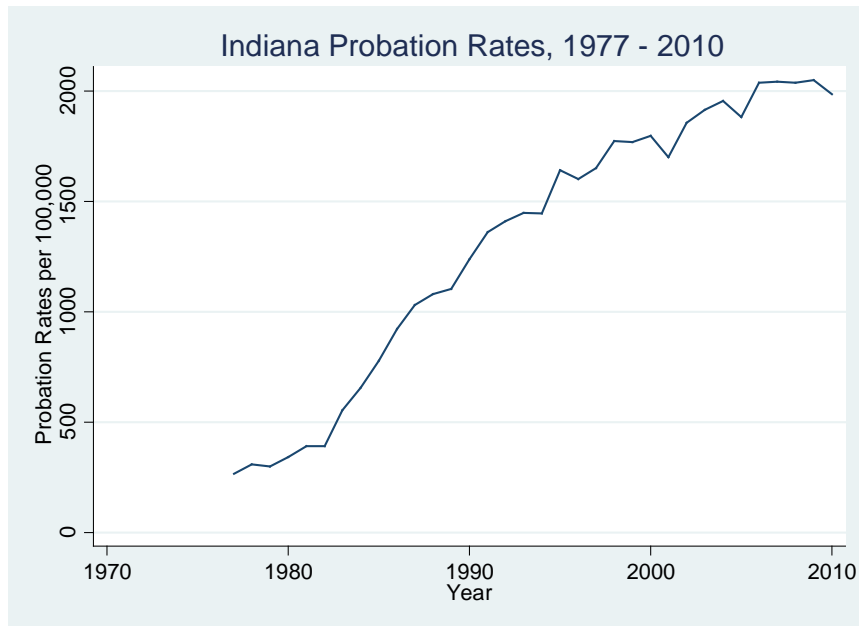
In the late 1970s, there were about 230 adults on probation for every 100,000 in the population, and, by 2010, this number had grown to nearly 2,000 per 100,000.[2] This is a nearly tenfold increase. Such growth – unless appropriate budget increases occur – has the potential to stretch resources thin, foster staff burnout, and diminish the effectiveness of probation. Unfortunately, probation growth has not been followed by increased probation budgets. Many probation departments are unable to replace employees that leave or to create new "innovative" positions as the need occurs. Instead, probation administrators are trying to identify more effective uses for staff, but before this can be done, administrators need to have a clear assessment of what staff do and how long it takes staff to do such tasks.

There is a concerted effort across many jurisdictions to incorporate research (and researchers) to measure the impact of specific community supervision sanctions and strategies. These approaches, for the most part, are referred to as evidence-based or data-driven practices, and suggest that through rigorous research design and scrutiny of agency data that we are able to make policy and practice suggestions. These approaches are intended to maintain public safety, not increase costs (hopefully even decrease costs), and foster overall agency effectiveness. A central concern that is often overlooked by researchers for evidence-based practices is the issue of officer (and agency) workload.

Probation administrators, nearly since its inception, have discussed the issue of caseload size. Specifically, what is the "right" caseload size? Caseload refers to the number of offenders supervised by an officer. But, more recently, probation experts have shifted away from the number of offenders an officer supervises to focus on the type of offenders and the nature of the tasks that officers need to complete to adequately supervise each offender. Therefore, researchers and administrators focus on workload to recognize the differences in supervising different sorts of offenders. For instance, we would not expect an officer to spend the same amount of time or conduct the same sort of tasks with a low risk, first time offender as a high risk sex offender with a long criminal history. Supervision practices vary according to the risks and needs of offenders. Workload estimates need to differentiate among offender types and risk levels to reflect what actually occurs when supervising offenders.

The large and growing numbers of probationers require careful consideration about how to organize county level probation supervision. In this report, we detail the justification, methods, analysis, findings, and implications of a workload evaluation carried out in 22 of Indiana's counties.[3] The workload study is requested by the Indiana Judicial Center, with grant funding from the Indiana Criminal Justice Institute, in order to update workload standards for county level probation departments. The study builds on prior research by the authors (DeMichele, 2007; DeMichele and Payne, 2011), and consisted of a two-stage sampling method that relied on convenience for participation. The breadth of the departments added some complexity to the project, but, in the end, we believe this diversity increases our confidence in generalizing the findings from this evaluation to the entire state of Indiana.

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[2] Indiana has the 9th largest overall probation population across the 50 states.
[3] The evaluation included 24 departments, but there were two counties that included separate juvenile and adult departments.

The purpose of this study is to provide Indiana probation departments with direction to develop workload standards. The central research objective is to know how many minutes officers within specific groups (e.g., juvenile intake, supervision) spend with offenders according to case type (i.e., domestic violence, sex offender, other) within specific supervision types (e.g., specialty court, probation) by risk level. For example, we will show how long an officer spent conducting supervision for a domestic violence client sentenced to adult probation at the low/moderate risk level. This is meant only as an example of the time estimates included in this report. We show the average amount of time spent across each of these categories per offender (see Appendix for description of the data collection tools).

The data for this evaluation come from a time and motion study completed by 338 officers across 24 probation departments from October 1, 2012 through November 14, 2012.[4] The research methods incorporate survey and phone interview data with probation chiefs and officers, as well as in-depth time records of officer activities for Indiana Probation Departments.

The findings provide much needed information regarding task frequency and time officers spend on tasks. Officers recorded 74,239 tasks, with 80 percent (n = 59,746) supervision activities, 10 percent (n = 7,649) reporting activities, 4.4 percent (n = 3,299) non-case related, 1.3 percent (n = 989) juvenile intake activities, .5 percent (n = 390) equipment management activities, and 3 percent (n = 2,256) administration activities. Of the activities in which an officer spent time with an offender, about 23 percent of the time the offender was high or very high risk. On average, adult probation officers spent about 23 minutes per task, adult pre-trial spent about 30 minutes, juvenile probation officers spent about 24 minutes, and alcohol and drug officers spent about 23 minutes per activity. The two most frequent activities were face-to-face meetings with offenders and generating and responding to emails, phone calls, or letters. Much more is said about the findings in the report.

The report is organized in the following manner. First, we provide a review of the workload studies literature to demonstrate the differences between workload and caseload and to provide support for our design strategy. Next, we detail the methods used for data collection. Third, we present the time estimates across different positions for the entire sample and for each county. Fourth, we offer recommendations to Indiana for making adjustments to their current workload standards.

The Caseload and Workload Debate

Probation supervision is a fundamental element of the criminal justice system. Probation allows convicted individuals to benefit from remaining in the community under the supervision of a probation officer. Officers are tasked with a complicated mission in which they are to help offenders receive the treatment, therapy, and direction they need to live in the community. And, officers are to monitor, enforce, and sanction offenders for violating conditions of supervision (which includes the commission of new criminal behavior). To accomplish these objectives, officers complete a variety of tasks each day. There is little known about the frequency of activities or how long it takes officers to complete daily tasks. And, this poses a problem for

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[4] The data was cleaned to eliminate outliers related to some difficulty correctly entering data the first week of collection, so the results are reported for a period of five weeks. Additional (n = 32) time entries were deleted if they exceeded realistic time possibilities, which we capped at 10 hours.

administrators trying to make case assignment decisions and to determine funding needs. Further, previous workload evaluations ignore or, at best, provide estimates of, administrative and non-case specific time, whereas, we collect this time directly. This information is important because non-case and administrative time is important, and reflected nearly 8 percent of all tasks recorded.

There are few issues more important for probation supervision than establishing how officers are to spend their time with offenders. Most everyone working in or around probation has heard (or even asked) the question: "what is the right caseload size?" What is the correct number of offenders that a probation officer can supervise and still meet jurisdiction requirements? Theoretically speaking, there is a precise number of offenders (of various types) that can effectively be supervised by any given officer. Practically speaking, however, locating this number is much more difficult, and must consider agency resources, offender makeup, and overall officer workload.

First, when making caseload projections one must consider the types and amount of resources at an agency's disposal. Can they hire new staff if needed? What sorts of tasks are contracted versus completed internally? Second, offenders' needs and risks are highly variable. For instance, some offenders have substance abuse problems, others have trouble locating and remaining employed, and others have various mental health conditions, while some offenders may not have these problems. The compilation of these characteristics along with other criminal history factors come together to shape an offender's *relative risk* of reoffending in the future. Third, and the focus of this report, is overall agency and officer workload. This gets to the debate between caseloads and workload in which caseload applies a specified number of individual offenders that an officer is to supervise, whereas workload recognizes that officers have limited time to complete tasks.

In the 1980's, the National Institute of Corrections (NIC) utilized the Model Case Management Systems Project to move the country in the direction of a workload model (see Clear, 2005).[5] The NIC model was never fully embraced and is considered rarely today. The American Probation and Parole Association addressed the workload/caseload issue, in 1990, in which total caseload was seen as a function of case priority (high, medium, or low) and hours each month devoted to each of these types of cases (ranging from 4 hours, 2 hours, or 1 hour, respectively).

Table 1: Supervision Caseload Approach (APPA, 1990)

Case Priority	Hours Per Month	Total Caseload
High	4 hours	30 cases
Medium	2 hours	60 cases
Low	1 hour	120 cases*

This is based on a 120 work hours per officer each month. Table adapted from DeMichele, 2007: 13.

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[5] The caseload question is indeed an ongoing one as Hurst (2002) cites that as far back as 1917 probation administrators agreed that 50 offenders per officer was the correct caseload size. This figure remained until the President's Commission on Law Enforcement and Administration (1967) lowered the figure to 35 per officer.

A workload model recognizes that offender and jurisdictional differences can result in more or less officer time spent per offender. The APPA model above suggested that "high" level offenders need twice the amount of time to supervise (according to agency requirements) than a "medium" level offender, and four times the time required to supervise a "low" level offender. This is an overly simplistic formula for determining officer caseloads standards. This model did suggest that probation agencies should move away from an approach that only counts cases, and adopt one that recognizes task complexities within such cases to manage better officer workload (DeMichele, 2007). Innovative probation and parole agencies have been conducting these more complex workload studies since the 1970's, and the workload approach described in this paper adheres to "best practices" in community corrections.

There is little empirical research definitively answering whether smaller classes correlate with better academic gains, there is also little support for arguing that smaller caseloads alone reduce re-offending (Petersilia and Turner, 1991; Worrall, Schram, Hays, and Newman, 2004). Caseload size is not enough to improve probation outcomes. This makes sense when one thinks about the differences between necessary and sufficient causes. Necessary causes are those that (when present) interact with other factor(s) to produce a particular phenomenon or outcome, whereas sufficient causes can operate alone to bring about a desired effect. Having realistic caseload sizes is a necessary precondition, but it is not sufficient alone to improve agency functioning. One could even think of this as a starting point for developing effective interventions as overly large caseloads with unrealistic workload points can foster ineffective officers and agencies.

DeMichele, Payne, and Matz (2011: 6) describe some of the differences between the caseload and workload approaches. These authors point out that a workload model shifts emphasis from offender characteristics alone to matching offender characteristics – as best as possible – with officer expertise (e.g., training, skills, competencies).

Table 2: Caseload versus Workload Models

	Caseload	Workload
Focus	Number of offenders to officers	Amount of effort for different tasks
Cases Assigned	Based on offender characteristics	Matching offender needs to officer expertise
Resources Assigned	Based on number of offenders	Based on types of tasks and amount of effort
Workload distribution	Based on assumption that all offenders receive same effort	Recognizes need to distribute tasks based on offender needs
Goals	Supervision/discourage rehabilitation	Supervision and rehabilitation in efficient manner
Innovative Thinking	Discouraged	Promoted
Accountability	For supervising offenders – blame assigned to offender	For completing tasks efficiently – intrinsic rewards assigned to officer
Evidence-based study	Focuses on the officer	Focuses on the strategies (or the case)

The answer, then, to the "right caseload number" question has to be "it depends." No doubt, such a vague answer will frustrate some readers. But, probation work is too complex, nuanced, and varied to provide a simple numerical answer. It depends on the characteristics of the offenders, of the agency, and of the officers. As the findings demonstrate within this report, probation departments have a high degree of variability – even within the same state. So, providing a single number is too simplistic.

Probation was initially created as a punishment to keep minor offenders out of prison or jail. Probation's creation story starts with a 19th century Bostonian shoemaker, John Augustus, that, through his own charitable giving, would pledge to the court that he would watch over vagabonds, drunks, and other petty criminals (Diana, 1960). He would steer them away from alcohol, deviant friends, and encourage them to work. Although there are no statistics to determine Augustus' level of success, his approach to minor criminality does harken a sense of nostalgia.

Interestingly, recent research finds similar characteristics and lifestyle choices related to criminality (e.g., Andrews and Bonta, 2004; MacKenzie, 2006). Some of these characteristics can be changed – e.g., substance abuse, criminal thinking – and are known as criminogenic needs. Others, are unchangeable, and characterize static features of offenders – e.g., criminal history, age – and are referred to as static risk factors. Probation officers consider both of these types of characteristics when making decisions about how to supervise clients, with a particular emphasis placed on changing the criminogenic needs of offenders. Simply, we cannot change static characteristics such as one's criminal history, but probation can – much as Augustus suggested – facilitate changing an offender's substance abuse problems or assist them with employment and education deficiencies.

Probation supervision, therefore, was designed to provide an environment in which offenders are given the tools needed to avoid criminality. Although we say more about the role of evidence-based practices in the end, it is useful to introduce the underlying philosophy to evidence-based practices as a movement to foster pro-social behavioral change in offenders. How are evidence-based practices related to a workload study? Simply, we assert that to staff a department effectively and safely requires measuring officer and department workload. Only through close measurement of what officers do, how often they do such tasks, and the amount of time they spend on various tasks with different types of offenders can administrators guide officers toward effective use of their time. For instance, research tells us that officers need to focus on the "big four" characteristics of offenders: antisocial values, criminal peers, anti-social personality disorders, and low self-control. MacKenzie (2006) found that effective therapeutic processes focused on altering how inmates make decisions – how they think – regularly shows substantially beneficial changes in recidivism reduction and other negative behaviors.

Given that research continually finds that probation should focus on altering offender thinking styles, we need to shape organizational structures in ways that facilitate such processes. However, growing incarceration rates and the related prison and jail overcrowding, have resulted in probation departments supervising more serious offenders. Further, tightening budgetary constraints have many departments understaffed such that officers do not get to spend as much time confronting the criminal beliefs, anti-social attitudes, and criminal behaviors of offenders.

We argue that a necessary first step to improving probation supervision is to measure how officers spend their time. Time and motion studies are not new, but they have been used only sporadically within probation departments, and it was in 1992 when Indiana conducted their last time and motion study. In the next section, we provide the rationale behind our approach before detailing the methods and findings.

Time and Motions Studies: Focusing on Tasks

Measuring officer workload, a necessity for determining officer staffing levels, is a difficult task. Workload studies have been going on in probation for at least the past 40 years. In fact, Miles (1969) pointed out that time and motion studies were becoming prevalent in probation and parole. He expected to see a greater emphasis placed on workload measurement. Strangely, however, such evaluations have been sporadic at best. In this section of the report, we briefly mention how workload studies have developed over time. Next, we report on the more prominent workload studies in the probation and parole field. Third, we briefly mention some different approaches to workload measurement before presenting our decision and rationale for using a task-oriented method.

Time and motion studies originated with Frederick Taylor's philosophy of "Scientific Management." Frederick Taylor was an early twentieth-century engineer interested in finding the most effective strategies for workers.[6] Taylor wanted to improve the balance between rest and work in order to increase manufacturer efficiency. In one of his famous studies, Taylor worked with a manufacturer wanting workers to move about 47 ½ tons of iron each day. And, recall that this was in the late 19th century that predates the existence of large machinery to do the job.

Taylor developed the time and motion method by timing workers using different types of shovels and different load amounts on their shovels. The intention was to find the correct tool and approach to accomplish the job that prevented worker exhaustion. Ironically, Taylor found a similar answer to the shoveling problem as we proposed for the right caseload size: it depends. In some cases, larger shovels were needed, in other cases, smaller narrow shovels were more efficient, and, in still other situations, flat tipped shovels proved more efficient. Taylor actually observed and timed workers using different shovels, and he found that workers using small shovels could move much faster than workers using large shovels. But, this strategy was not as efficient as a mid-sized shovel to balance work productivity with rest to achieve the desired results. Taylor identified four principles of scientific management:

1. Replace "rule-of-thumb" work methods with methods based on the scientific study of work-related tasks.
2. Scientifically select, train, and develop each worker rather than allowing them to train themselves.
3. Cooperate with workers to ensure that the scientifically developed methods are being followed.
4. Divide work nearly equally between managers and workers, so that the managers use scientific management principles to plan work and ensure that workers complete tasks accordingly.

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[6] Taylor's prominent research was conducted in 1881 at the Midvale Steel Company of Philadelphia.

Taylor's principles of scientific management continue to have a place in understanding workplace efficiency. His research methods serve as the underpinning of probation and parole workload studies (Miles, 1969). We believe that Taylor's task-oriented approach is the most accurate approach to estimate the amount of time it takes for an appropriately trained probation officer to complete work tasks.[7] As a side note, Taylor's scientific management has received negative press as many found his approach to reduce workers to automatons or robot-like beings. We understand how such an impression could manifest, but our intentions are the opposite. We see workload evaluations and time and motions studies as an essential tool to demonstrate the variety, complexity, and time required for tasks that probation officers complete.

There are some known ways to measure officer workload, but there is little academic attention to this topic. In fact, many departments simply rotate offender assignment by taking turns receiving offenders as they are assigned to the department.

Time and motions studies can be used to answer to the following questions:
1. How many officers are required to handle the number of cases?
2. What are the costs of administering specific services in an agency with many functions?
3. How much time do officers spend in direct services to clients?
4. How much time do officers spend doing indirect tasks – e.g., traveling, case recording, and office work?
5. What is the type of work required for an officer?
6. What is the amount of time needed to complete this work?
7. What is the volume of work an agent is required to do?

Miles (1962) reported that several probation and parole agencies were using time and motion studies to gain better knowledge of staff and budget requirements. Ramsey County, Minnesota and Contra Costa County, California were two of the early adopters of task analysis. DeMichele et al. (2011: 14) review numerous time studies of probation and parole. They summarized the estimates from these time studies to develop overall average times for different tasks and demonstrated how agency priorities have changed over time. Some of their key findings include:

1. A workload study found that 35,800 of 37,338 activities "were for times of five minutes or less" (Oregon Case Management Study, 1990).
2. A study of 25,148 officer/client contacts found that the average contact was for 18 minutes (Bercovitz et al., 1993).
3. Officers may spend over 7 hours a month on administrative tasks (Wagner et al., 2009).
4. The average phone contact between officers and clients lasts four minutes (Bercovitz et al., 1993).
5. Officers work an average of 122 hours a month (after removing time for leave).

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[7] Further, several other organizations have followed a Taylor-like approach to measuring workload. We follow research conducted by nursing scholars (Twigg and Duffield, 2008). The nature of nursing and probation work have several commonalities such as working with people on broken sequenced tasks, waiting on others to complete tasks, and processing clients with very different needs and characteristics.

The nature of the data collection is similar to what has been used in other workload studies of judges in Indiana and other states, and is referred to as an event-based method. This design allows for capturing a monthly snapshot of how officers spend their time. The data will provide a picture of the types of tasks that officers across the state do each month on case and non-case specific tasks and how much time these tasks require across the supervision types and risk categories. Obviously, the time study cannot provide time estimates for everything officers do throughout the entire year. Rather, we can provide estimates based upon the monthly averages across jurisdictions.

Methods

In this section, we discuss the methods used to conduct this workload evaluation. Indiana probation departments are autonomous county level agencies, and participation was completely voluntary for each department. Participating departments represent a broad geographic distribution of Indiana, including small and large departments, and different levels of specialization. Interestingly, probation was administered under the executive branch of government, until 1979, before this responsibility shifted to the judicial branch. Now, the Judicial Conference of Indiana, through the Indiana Judicial Center, is responsible for training, certification, and technical assistance to probation departments across Indiana. The Center is a strong proponent of evidence-based practices, and they have worked with the counties to implement several innovations to make probation more effective (e.g., development and adoption of new risk assessment tools).

The nature of county-level probation administration made recruitment of participating agencies more challenging. Our first steps were to develop an initial web-based survey administered by the Judicial Center (see Appendix A). The survey was to determine which agencies were interested to participate in the evaluation, and to ensure that these departments met the requirements for the evaluation. The survey netted 27 departments interested to participate, and after consultation with departments, two departments dropped out, and, as the evaluation was to start, one department experienced a natural disaster that prevented their participation. The total sample ended at 24 departments across 22 counties. In two counties both adult and juvenile departments participated, but they are separate departments, and the departments include misdemeanant and felony probationers.

The second step in identifying the sample and establishing protocols for the evaluation was to talk directly with administrators in each department. One of the research team members conducted semi-structured interviews with the chief and/or assistant chief from each department. The interviews were designed to find out specific features of the department, inform the chiefs about the protocols for the research, and design the officer sample for the evaluation and survey administration. Simply, the calls allow us to tell the chiefs what to expect to ensure their compliance and complete understanding of the rigors of the data collection. Additionally, the calls allow the researchers to better understand the type of tasks that each department completed, and to identify officers to participate in the research. Our sampling design is a two-stage process in which we, first, selected the department, and, second, we selected the officers to participate. From the phone interviews, we identified the minimum officers to participate in the study. Given that several of the departments are rather small – having fewer than 20 officers – some of these

departments dedicated their entire supervision staff to participate in the data collection. However, six departments had more than two dozen officers, which required more care to selecting officers to participate in the study. The departments, on average, had 22 officers. The second sampling stage sought to minimize role duplication. That is, if a department had multiple officers that were in charge of intake or completing reports, it was not necessary to include all of these people because our research design focused on the tasks completed by positions. It was determined early-on that all participants had to be a probation officer. This resulted in leaving out some administrative support staff that complete needed tasks.

Officers received instructions explaining how to complete the time task forms. In this section, we only briefly review the task time-form instructions, but readers interested in the complete instructions are encouraged to review Appendix B for the complete instructions. We described two primary ways for officers to complete the time-forms: 1. Office-based and 2. Remote approach. With the office-based approach, officers were encouraged to keep the URL to the time-forms open throughout the day and complete time-forms as they completed tasks.[8] The remote approach was suggested to reflect the nature of much of probation work taking place out of the office, so officers were encouraged to print several time-forms and take them along when they were out of the office. Ideally, officers would complete these as they finished tasks away from the office and enter the data quickly into the online system.[9] Also, officers could complete the forms remotely by using a smart phone or tablet. The system was not formatted for such use, but the layout was only slightly different from the normal view. Our main point here was to notify the officers that relying on recall was not an ideal way to enter data, but, rather, we wanted to the data recorded as close to the time the task was completed.

Another issue was the amount of time to record. Originally, the research team proposed collecting larger chunks of time – in 15 minute increments – but this was deemed too long by the advisory team. Then, we suggested collecting tasks that take at least five minutes, but, after the project was started, several chiefs/assistant chiefs felt that this time threshold was too long. Therefore, officers were instructed to record all activities regardless of the amount of time (see Appendix C for FAQs).

A numerically coded list of tasks was provided to officers (see Appendix D). This list was distributed for review to all chiefs, members of Indiana's Judicial Center, and others selected by the chiefs or the Center's members. We sent an original task list for review that had over 200 individual tasks. Our intentions were to disaggregate probation functions to as small a level as possible and collapse them into broader categories for the analysis. For instance, it was originally thought that collecting the time that it takes to complete different elements of a PSI or PDR. However, the advisory board did not find this necessary, and the tasks were reduced to 69 items. After a short time of data collection, opinions changed, and additional tasks were added to refine the collection of report time (see items 70 - 104 within the Reports/Court Documents section of Appendix D).

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[8] We learned during the course of the data collection that if the URL was left inactive for 30 minutes, officers would need to refresh the page. We responded to questions – through the email "hotline" – regarding this problem.
[9] We did realize that several officers did not keep up with entering time immediately into the online system, as several officers had to transfer information after the end date.

A couple of methodological weaknesses are worth mentioning here. First, the nature of probation work requires officers to conduct several tasks at the same time. Such multi-tasking is a natural part of the workday, but our data collection strategy is not sophisticated enough to record such tasks. Second, and, somewhat related, is that officers routinely conduct tasks for multiple offenders simultaneously. For instance, officers conducting court duty will complete tasks for numerous offenders. We asked that tasks were recorded for each offender, but this is a difficult request, and we are unsure of how well officers were able to do this.

Findings

The time task forms were developed to measure how long, on average, it takes to supervise offenders within specific groups by case and supervision type, and risk level. Officers recorded nearly 2.1 million minutes or 34,957 hours over the course of five weeks of data collection, with an overall mean time per task of 28.22 minutes. We start the analysis by reporting the task analysis to capture average times per task by risk level before disaggregating the data to more complicated cross-tabulations.

Task Analysis

In this section, we report the average minutes spent on each task by risk level. The risk levels identified by the Indiana advisory board match the Indiana risk assessment instrument categories for adults and juveniles. In tables 3-8, the total average across all risk levels is provided in column 1 (total), in column 2, the average minutes for those entering supervision – pre-risk (P-R) - but have yet to be assigned a risk level are provided, and in column 3, we report the average minutes for individuals on administrative supervision. In columns 4 – 6, we report the average minutes per task for those in the low and low-moderate (L-M), moderate and moderate-high (M-H), and the high to very high (H-VH) risk categories. We collapsed the six specific risk levels for ease of reporting and because there were several tasks that had low cell counts without collapsing. Further, we believe that these categories capture similar risk levels (i.e., similar propensities to recidivate).

Table 3: Task Analysis - Average Minutes per Supervision Task by Risk

	Columns					
	1	2	3	4	5	6
	Total	P-R	Admin.	L-M	M-H	H-VH
1. Complete Assessment	52.9	67.1	44.8	51.5	51.8	56.1
2. Face-to-Face Defen.	26.7	28.6	-	25.0	26.7	26.2
3. Face-to-Face other party	20.9	16.0	-	25.0	22.2	16.7
4. Prepare Case/transition	35.6	32.2	43.0*	36.9	31.4	38.7
5. Complete referral	18.6	14.9	11.2	16.6	16.5	17.0
6. Address Vio/Complian	34.5	20.4*	37.7	35.2	28.9	29.0
7. Inter/intra-state paper.	27.7	25.0	20.8	24.3	24.7	27.1
8. Child Protective Ser.	20.1	19.0*	-	34.6*	21.6*	9.0*
9. Collect payments	15.0	5.0*	8.5*	11.3	6.7	7.2
10. Urine drug screen	11.3	10.7	10.5	11.2	10.4	10.9
11. Breath test	12.8	--	--	6.7*	6.7	9.6
12. Court Duty	43.3	34.0	36.6	33.5	33.3	35.2

13. Search home/car	82.7	--	--	90.6	77.6	67.4
14. Field visit	25.7	--	--	18.6	23.0	30.1
15. Progress report	18.0	13.8	8.3	10.7	16.9	21.2
16. Research/verify info.	21.5	13.4	14.3	16.0	17.1	21.1
17. Complete non-court doc.	24.3	22.8	23.8	18.1	14.9	20.4
18. Data entry	14.9	9.8	16.4	10.5	10.0	9.4
19. Generate/respond comm.	12.9	9.8	12.3	10.2	10.0	11.3
20. Transfer case	18.1	19.2	10.2	19.0	21.9	16.9
21. Office arrest	21.6	--	--	17.3	21.2	21.6
22. Serve warrant field	69.4	--	76.5	48.2	67.8	49.6
23. Permanency table	51.3*	--	--	15.0*	22.0*	--
24. Prepare viol/pet. Modify	30.4	23.1	36.7	25.4	29.7	34.0
25. Prep. Discharge report	25.7	15.0	13.8	20.0	34.7	41.0
26. Prep. Civil judgment	23.4	19.5*	--	9.3	10.5	9.3
27. Prep. Court memo	20.7	14.1	14.2	18.9	20.9	21.5
28. Prep other crt. Doc.	24.4	16.5	14.6	23.2	22.4	21.8
29. Other supervision	29.9	15.3	20.5	16.5	17.4	25.8

*=<10 cases
**<5 cases

The task analysis reports the average times for 104 specific tasks across the five risk areas and the overall average. This produces 624 risk by task categories (6 risk levels x 104 tasks), which rules out summarizing each of these areas. However, we will briefly mention some of the highlights of this analysis before turning to the cross-tabulations. A central aspect of probation supervision is interacting with offenders and others involved in the case. And, we see with tasks 2 and 3 that officers spend nearly a half of an hour ($\bar{x} = 26.7$, n = 15, 380) in face-to-face meetings with offenders and about one third of an hour ($\bar{x} = 20.9$, n = 1,633) with others related to the case. Although supervision is heavily dependent on human interaction, another aspect of supervision is processing violations and non-compliance, which took, on average 34.5 minutes (n = 355). Strangely, administrative cases took the longest to process ($\bar{x} = 37.7$), the L-M category was the next longest ($\bar{x} = 35.2$), with the higher risk categories taking, on average, just under a half-hour ($\bar{x} = 28.9$, $\bar{x} = 29.0$, respectively). Field work is an important element of supervision, but it is time-consuming, with car and home searches having the highest mean time ($\bar{x} = 82.7$, n = 117). Field visits that did not include a search of the home or car took considerably less time, with an overall average time of 25.7 minutes (n = 2,365).[10]

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[10] Field searches and contacts are difficult to summarize across all the counties due to several counties not including them as a normal part of supervision. Several of the chiefs indicated that field contacts were rarely used in their jurisdiction for several reasons, but, namely, resource restrictions.

Task Analysis: Adult and Juvenile Supervision

Table 3 provides overall times by task for probationers, but we wanted to provide a bit more understanding of task times for adults and juveniles separately. Tables 3a and 3breports task times for adults and juveniles, respectively.

Table 3a: Task Analysis - Average Minutes per Adult Supervision Task by Risk

	1	2	3	4	5	6
	Total	P-R	Admin.	L-M	M-H	H-VH
1. Complete Assessment	58.2	74.5	48.0	54.7	58.7	60.0
	(806)	(34)	(4)	(381)	(183)	(176)
2. Face-to-Face Defen.	25.2	30.9	46.8	24.3	24.6	25.5
	(12,196)	(258)	(81)	(5,158)	(3,589)	(2,905)
3. Face-to-Face other party	15.9	16.8	13.3	15.4	18.2	13.8
	(609)	(12)	(15)	(63)	(129)	(287)
4. Prepare Case/transition	36.6	30.5	43.0	39.4	34.1	37.2
	(127)	(6)	(4)	(36)	(47)	(32)
5. Complete referral	20.6	15.0	4.5	20.1	16.2	15.8
	(198)	(2)	(12)	(48)	(45)	(59)
6. Address Vio/Complian	34.5	27.7	55.1	35.7	24.4	28.4
	(251)	(4)	(19)	(70)	(83)	(36)
7. Inter/intra-state paper.	24.9	25.0	21.5	23.6	23.5	27.2
	(549)	(30)	(54)	(221)	(112)	(88)
8. Child Protective Ser.	15.0	-	-	23.0	-	11.0
	(3)			(1)		(2)
9. Collect payments	9.8	-	5.0	11.4	5.2	7.5
	(38)		(1)	(15)	(5)	(8)
10. Urine drug screen	10.6	10.2	10.5	11.0	10.0	10.6
	(1,188)	(42)	(24)	(370)	(282)	(362)
11. Breath test	12.1	--	--	7.4	7.0	9.3
	(56)			(9)	(16)	(18)
12. Court Duty	39.6	30.2	32.2	31.6	31.2	32.8
	(1,945)	(41)	(134)	(350)	(484)	(607)
13. Search home/car	74.6	--	120.0	81.3	69.8	65.6
	(101)		(4)	(13)	(37)	(43)
14. Field visit	30.4	39.0	--	16.1	27.4	33.9
	(914)	(5)		(158)	(212)	(529)
15. Progress report	12.9	6.6	8.8	9.3	9.7	12.2
	(532)	(8)	(26)	(236)	(111)	(74)

Frequencies reported in ()

Table 3a (continued):Task Analysis-Average Minutes per Adult Supervision Task by Risk

	1	2	3	4	5	6
16. Research/verify info.	20.6	21.4	14.3	16.9	19.2	21.0
	(716)	(78)	(55)	(204)	(109)	(126)
17. Complete non-court doc.	20.7	39.8	25.2	18.3	14.6	17.4
	(898)	(35)	(59)	(261)	(200)	(155)
18. Data entry	12.0	15.1	18.9	10.2	9.4	8.5
	(4,701)	(108)	(212)	(1,206)	(1,442)	(1,166)
19. Generate/respond comm.	11.6	12.2	12.2	9.4	9.7	11.6
	(5,487)	(212)	(407)	(1,889)	(1,328)	(958)
20. Transfer case	18.0	19.7	9.9	19.1	22.7	17.1
	(366)	(19)	(72)	(159)	(30)	(48)
21. Office arrest	22.4	--	--	15.6	20.5	26.6
	(46)			(8)	(14)	(19)
22. Serve warrant field	70.5	--	75.7	41.3	72.4	48.4
	(211)		(161)	(9)	(14)	(27)
23. Permanency table	25.0	--	--	15.0	-	--
	(2)			(1)		
24. Prepare viol/pet. Modify	30.6	25.7	36.7	26.5	29.6	34.6
	(1,063)	(29)	(48)	(297)	(306)	(281)
25. Prep. Discharge report	23.7	18.5	22.0	17.7	26.0	38.6
	(575)	(9)	(53)	(264)	(124)	(94)
26. Prep. Civil judgment	11.7	19.5	--	8.0	9.3	9.3
	(73)	(2)		(23)	(16)	(28)
27. Prep. Court memo	20.9	17.2	15.6	21.9	16.9	18.7
	(193)	(5)	(18)	(67)	(37)	(36)
28. Prep other crt. Doc.	22.1	27.8	15.2	20.3	21.0	19.4
	(446)	(28)	(25)	(111)	(75)	(147)
29. Other supervision	23.1	19.4	13.9	17.3	16.1	26.4
	(1,042)	(51)	(71)	(231)	(223)	(202)

Frequencies reported in ()

Table 3b: Task Analysis - Average Minutes per Juvenile Supervision Task by Risk

	1 Total	2 P-R	3 Admin.	4 L-M	5 M-H	6 H-VH
1. Complete Assessment	17.7 (107)	5.0 (4)	-	19.8 (33)	15.1 (34)	24.2 (21)
2. Face-to-Face Defen.	33.2 (3,048)	27.0 (183)	39.6 (43)	30.1 (966)	33.2 (1,246)	32.1 (425)
3. Face-to-Face other party	24.0 (785)	15.6 (121)	13.8 (7)	28.7 (185)	25.9 (254)	22.1 (148)
4. Prepare Case/transition	32.2 (106)	50.0 (1)	-	32.1 (36)	27.7 (33)	40.4 (28)
5. Complete referral	17.0 (300)	14.9 (19)	38.3 (3)	13.8 (60)	17.0 (137)	18.0 (59)
6. Address Vio/Complian	30.6 (78)	14.6 (5)	21.2 (30)	37.0 (10)	42.2 (24)	36.6 (6)
7. Inter/intra-state paper.	34.1 (24)	31.6 (3)	-	35.5 (10)	47.6 (6)	13.0 (3)
8. Child Protective Ser.	21.3 (13)	19.0 (4)	-	40.5 (2)	21.6 (3)	5.0 (1)
9. Collect payments	22.4 (30)	5.0 (4)	12.0 (1)	11.2 (4)	6.8 (7)	5.0 (2)
10. Urine drug screen	16.5 (132)	30.0 (1)	-	15.9 (31)	13.3 (43)	14.6 (27)
11. Breath test	3.0 (1)	--	--	-	3.0 (1)	-
12. Court Duty	40.2 (1,996)	34.6 (234)	71.8 (18)	35.1 (357)	33.1 (566)	40.3 (330)
13. Search home/car	123.4 (13)	--	-	140.0 (4)	119.2 (7)	105.0 (2)
14. Field visit	18.2 (1,401)	21.9 (34)	22.03 (45)	20.6 (215)	20.6 (491)	20.6 (327)
15. Progress report	20.2 (587)	15.1 (37)	7.4 (16)	12.4 (180)	21.2 (181)	27.2 (111)

Frequencies reported in ()

Table3b(cont.):Task Analysis-Average Minutes per Juvenile Supervision Task by Risk

	1	2	3	4	5	6
16. Research/verify info.	13.9	6.4	14.2	11.8	14.1	21.5
	(355)	(91)	(7)	(52)	(72)	(37)
17. Complete non-court doc.	21.4	12.7	12.2	17.4	14.8	19.6
	(567)	(58)	(30)	(111)	(129)	(89)
18. Data entry	13.3	7.2	6.2	11.8	11.2	11.9
	(2,302)	(219)	(88)	(585)	(761)	(309)
19. Generate/respond comm.	11.2	9.0	8.4	11.3	10.2	10.2
	(5,318)	(669)	(161)	(1,327)	(1,639)	(862)
20. Transfer case	14.0	11.5	-	15.5	13.8	15.0
	(15)	(2)		(7)	(5)	(1)
21. Office arrest	20.2	--	--	20.7	24.0	-
	(17)			(4)	(4)	
22. Serve warrant field	66.2	--	83.9	63.7	62.5	59.8
	(45)		(19)	(4)	(12)	(6)
23. Permanency table	101.0	--	--	-	22.0	--
	(2)				(1)	
24. Prepare viol/pet. Modify	25.9	13.8	-	18.3	29.8	31.0
	(166)	(8)		(44)	(72)	(34)
25. Prep. Discharge report	30.3	13.1	8.0	34.6	52.7	52.5
	(221)	(17)	(78)	(44)	(58)	(20)
26. Prep. Civil judgment	14.5	-	--	14.0	14.8	-
	(12)			(5)	(7)	
27. Prep. Court memo	18.7	14.1	9.7	15.0	22.8	24.3
	(240)	(66	(4)	(49)	(69)	(36)
28. Prep other crt. Doc.	25.0	16.4	9.0	25.5	26.0	25.8
	(536)	(81)	(3)	(149)	(167)	(88)
29. Other supervision	23.8	9.6	7.7	14.8	19.4	23.9
	(630)	(40)	(7)	(116)	(163)	(119)

Frequencies reported in ()

Reports: IRAS/IYAS

Probation supervision has changed significantly over time as agents spend less time in the field and more time utilizing risk and needs instruments and completing pre-sentence instruments. Indiana recently switched to a new risk assessment instrument for adult and youths, in 2010, and a central aspect of the workload study is to determine the amount of time spent on risk assessments and pre-sentence instruments. The risk assessment instruments were dissected into five essential elements: interview, screener, scoring, modification, and data entry. More is said about the risk assessment and pre-sentence instruments later in the findings section, but here we report the average times for each element as well as the overall average minutes spent by risk level. Initially, we expected that higher risk offenders would take longer to complete risk assessments as they would have higher criminogenic needs that might require officers to spend more time to understand how best to supervise these individuals. The data only partially support this assumption.

Table 4a: Task Analysis - Average Minutes per Reports Task by Risk: IYAS

	Columns					
	1	2	3	4	5	6
	Total	P-R	Admin.	L-M	M-H	H-VH
IRAS/IYAS						
70. IRAS/IYAS – Inter.	62.6	70.0	50.5'	50.6	50.5	65.4
71. IRAS/IYAS – Screen.	4.4	12.0**	25.0**	4.4	4.2	4.0**
72. IRAS/IYAS – Score	11.6	12.8	11.2**	11.5	9.8	14.4
73. IRAS/IYAS – Mod.	10.0**	--	--	10'	10'	10'
74. IRAS/IYAS – Data	18.9	13.2**	13.2'	20.6	16.5	18.3
Total IRAS/IYAS	22.0	41.9	11.1**	17.9	14.8	23.2
Total Minutes	*129.5*	*149.9*	*111.0*	*115.0*	*105.8*	*135.3*

*=<10 cases
**<5 cases
'= some figures are estimated within cell or calculation

Table 4b: Task Analysis - Average Minutes per Reports Task by Risk: IRAS

	Columns					
	1	2	3	4	5	6
	Total	P-R	Admin.	L-M	M-H	H-VH
IRAS/IYAS						
70. IRAS/IYAS – Inter.	47.7	51.3	42.8'	42.8	49.5	53.0
71. IRAS/IYAS – Screen.	18.3	12.0**	25.0**	15.2**	10.0**	14.4*
72. IRAS/IYAS – Score	18.3	16.2	11.2**	15.4	22.0	18.3
73. IRAS/IYAS – Mod.	30.0**	--	--	30'	30'	30'
74. IRAS/IYAS – Data	49.0	54.3**	17.9'	17.9	75.9	53.8
Total IRAS/IYAS	31.4	34.6	25.0**	25.2	37.2	29.7
Total Minutes	*194.7*	*168.4*	*121.9*	*146.5*	*224.6*	*199.2*

*=<10 cases
**<5 cases
'= some figures are estimated within cell or calculation

Reports: PSI/PDR

A central concern for the Indiana workload study is to understand the amount of time officers spend on pre-sentence instruments. During the phone interviews with chiefs, it was continually stressed the amount of time and attention invested in completed pre-sentence instruments. These instruments were also divided into their constituent elements to understand how long parts of the instruments require, and these elements are summed and reported similar to the risk assessments above.

Table 4ba and 4bb provide the separate times for the PDR and PSI, respectively. In general, more time is spent on the adult reports, with this due mostly to the length of time spent on criminal history and the face-sheet.

Table 4c: Task Analysis - Average Minutes per Reports Task by Risk: Juvenile PDR

	Columns					
	1	**2**	**3**	**4**	**5**	**6**
	Total	P-R	Admin.	L-M	M-H	H-VH
PSI/PDR						
78. PSI/PDR – interv.	52.4	51.3	--	39.3	40.7	75.2
	(86)	(28)		(8)	(33)	(15)
79. PSI/PDR – history	32.3	26.0	--	35.5	36.3	52.0
	(16)	(9)		(2)	(3)	(2)
80. PSI/PDR – research	39.3	35.1	--	17.1	43.5	55.3
	(42)	(15)		(6)	(12)	(9)
81. PSI/PDR – face	16.5	8.0	--	--	--	25.0
	(2)	(1)				(1)
82. PSI/PDR- type	54.2	45.3	--	54.3	53.3	61.1
	(353)	(75)		(74)	(116)	(82)
83. PSI/PDR – IPOSCI	22.7	27.0	--	10.0	21.6	30.0
	(7)	(2)		(1)	(3)	(1)
84. PSI/PDR – financial	28.3	15.0	--	50.0	--	20.0
	(3)	(1)		(1)		(1)
85. PSI/PDR – entry	50.3	5.0	--	--	--	35.3
	(5)	(2)				(3)

Frequencies reported in ()

Table 4d: Task Analysis - Average Minutes per Reports Task by Risk: Adult PSI

	Columns					
	1	2	3	4	5	6
	Total	P-R	Admin.	L-M	M-H	H-VH
PSI/PDR						
78. PSI/PDR – interv.	55.4	58.0	65.0	48.6	54.4	57.1
	(379)	(160)	(1)	(66)	(78)	(49)
79. PSI/PDR – history	63.4	59.2	--	53.5	83.2	93.1
	(359)	(190)		(36)	(38)	(39)
80. PSI/PDR – research	33.2	28.8	--	35.8	48.3	35.9
	(291)	(155)		(30)	(40)	(43)
81. PSI/PDR – face	41.8	42.6	--	31.3	--	19.0
	(33)	(18)		(8)		(4)
82. PSI/PDR- type	67.6	74.1	--	65.4	61.3	72.5
	(927)	(209)		(188)	(246)	(229)
83. PSI/PDR – IPOSCI	25.0	--	--	--	--	25.0
	(1)					(1)
84. PSI/PDR – financial	--	--	--	--	--	--
85. PSI/PDR – entry	50.4	62.5	--	59.5	42.3	40.8
	(126)	(42)		(19)	(26)	(32)

Frequencies reported in ()

Reports: PI

The preliminary inquiry (PI) is an investigation conducted with all juveniles prior to the PDR. The Indiana advisory board identified eight elements needed to complete the PI, which are listed in table 4c as tasks 86 thru 93. These reports are essential to understanding the risks and criminogenic needs of the juveniles and provide officers additional opportunity to engage with juvenile clients and their families. The importance placed on these reports is revealed by the amount of time officers dedicated to them, with an overall average time slightly above four hours ($\bar{x}$ = 244.8). And, of the three risk levels reported the average times ranged from about three and one half hours ($\bar{x}$ = 244.8) to over five and one half hours ($\bar{x}$ = 329.5). Juveniles yet to have a risk level determined have the shortest average times at about three and one-third of hours ($\bar{x}$ = 200.8). The administrative level juveniles have too few cases to report average times.

Table 4e: Task Analysis - Average Minutes per Reports Task by Risk: PI

	Columns 1	2	3	4	5	6
	Total	P-R	Admin.	L-M	M-H	H-VH
PI						
86. PI – interview	40.8	41.9	27.0*	39.7	37.0	39.1*
87. PI – history	28.4	11.3*	--	110.0**	7.6**	7.6'
88. PI – research	23.8	17.1	--	33.8	31.6	41.0
89. PI – face	37.2	40.0**	--	60.0**	42.5**	60.0**
90. PI – type	29.4	27.1	12.5**	27.9	32.3	41.3
91. PI – IPOSCI	53.5*	35.0'	--	35.0'	35.0**	63.3**
92. PI – financial	15''	15''	--	15''	15''	15''
93. PI – entry	16.7	13.4	7.5	8.1	17.8	32.7
Total PI	31.28	30.0	19.4*	29.5	32.2	42.2
Total Minutes	*244.8*	*200.8*	*47.0*	*329.5*	*218.8*	*300.0*

*=<10 cases

**<5 cases

'= some figures are estimated within cell or calculation

''= estimated from the PSI/PDR lowest reported times for the financial element

Reports: Other Reports

The reports detailed thus far are standard across all case types and are required for offenders. The Indiana advisory board is also interested to calculate times for specialized offender types: post-sentence, drug and alcohol, mental health, domestic violence, and sex offenders. Unfortunately, as table 4d reports several of these categories have too few cases to make estimation possible. For example, there were zero recorded times for sex offender screeners or assessments and there were only two recorded times for the domestic violence instruments. Given the small cell sizes, we only report the overall mean times for the other reports. Post-sentence reports averaged just over one and one-half hours ($\bar{x} = 98.6$), the drug and alcohol reports averaged just under two hours ($\bar{x} = 113.4$), the mental heal reports averaged about three-quarters of one hour ($\bar{x} = 44.1$), and the domestic violence reports averaged about three and one-half hours ($\bar{x} = 200.0$). We remind readers to accept these last report numbers with some skepticism, given the extremely low samples in each cell. For instance, there were only two reported times for the domestic violence reports and several of the other reports had cells with fewer than five reported cases. Additional research is needed to focus on this aspect of Indiana probation, but it does seem that, given the large number of counties and the length of this time and motion study, these specialized populations are a minor portion of Indiana probation.

Table 4f: Task Analysis - Average Minutes per Reports Task by Risk

	Columns					
	1	**2**	**3**	**4**	**5**	**6**
	Total	P-R	Admin.	L-M	M-H	H-VH
94. Post-Sen. – interv.	50.8*	--	--	75.0**	37.0**	37.0'
95. Post-Sen. - type	47.8	--	--	58.5*	62.6*	35.4*
Total Post-Sentence	48.2	--	--	62.6*	56.2*	35.4
Total Minutes	*98.6*			*133.5*	*99.6*	*72.4*
96. D/A – screener	33.4	5.0**	--	missing data on risk		
97. D/A – assessment	80.0	48.5**	--	68.3	94.3	92.6
Total D/A	73.8	39.8**	--	68.3	94.3	92.6
Total Minutes	*113.4*					
98. MH screener	19.3	18.7**	--	10.0**	18.5**	15.0**
99. MH assessment	24.8*	--	--	15.5**	9.0**	41.6**
Total MH	21.3	18.7**	--	13.6**	15.3**	35.0**
Total Minutes	*44.1*					
100. DV screener	80.0**	80.0**	--	--	--	--
101. DV assessment	120.0*	missing risk information				
Total DV	100.0**					
Total Minutes	*200.0*					
102. SO screener	--	--	--	--	--	--
103. SO assessment	--	--	--	--	--	--
104. SO conditions	36.6**	--	--	--	45.0**	30.0**

*=<10 cases

**<5 cases

'= some figures are estimated within cell or calculation

Non-Case Specific Task Analysis

A serious concern for workload studies are calculating the time officers spend on non-case specific tasks. The Indiana advisory board identified the six specific non-case tasks. Given the nature of these tasks, we only report overall average time requirements as risk specific times are illogical. The times reported in this section are intended to provide some estimate of how much time officers spend doing the following non-case activities. The total minutes and frequency are the most important statistics for these activities as means make little sense. During the five weeks of data collection, officers recorded 71,983 minutes attending training, 15,145 minutes with program facilitation, 5,163 minutes training other staff, 4,229 minutes engaging community resources, 3,130 minutes transporting clients, and 2,885 minutes were spent operating the drug screening call system. A caveat to the non-case tasks is that the "other" category had the largest recorded minutes with 82,843 and the largest frequency of these tasks (n = 2,416).

Table 5: Task Analysis - Average Minutes per Non-Case Task by Risk

	Total	$\bar{x}$	N	SD
35. Comm. Resource	4,229	50.3	84	48.7
36. Attend Train	71,983	221.4	325	177.6
37. Train staff	5,163	61.4	84	83.6
38. Program Fac.	15,145	78.0	194	63.9
39. Transport	3,130	53.9	58	86.3
40. Drug scr. Call	2,885	26.4	109	30.9
41. Other	82,843	34.2	2,416	50.1

*=<10 cases
**<5 cases

Juvenile Intake Analysis

Understanding juvenile intake process is important to developing time estimates for Indiana juvenile probation officers. Table 6 reports the overall cumulative time spent on juvenile intake – assuming an offender experiences all the elements identified – is about five hours ($\bar{x}$ = 309.6 minutes). However, one of the elements is an "other" category that might not apply to many juveniles, in this case, we subtract the average time ($\bar{x}$ = 40.1 minutes) recorded for this element. This more conservative estimate is about four and one-half hours ($\bar{x}$ = 269.5 minutes). With the exception of the highest risk category, which suffered from few recorded events, the other risk levels have similar recorded average times. But, we should point out that the finger printing and photographing for the pre-risk level is based on a single observation and likely inflates the time needed to conduct that task.

Table 6: Task Analysis - Average Minutes per Juvenile Intake Task by Risk

	Total	P-R	Admin.	L-M	M-H	H-VH
42. Finger pr./photo	52.4	105.0**	--	15.0**	57.5**	45.0**
43. Intake process.	28.9	43.5	--	68.5	39.7	17.0
44. Parent/Guard Notif.	17.6	20.0	--	14.0**	14.8*	18.7*
45. Research	36.0	59.4	30.0**	74.7	35.9	40.0
46. Paperwork	23.3	37.7	--	14.3**	73.9	44.7**
47. Data entry	36.9	52.8	30.0**	17.4	31.8	9.0**
48. Screen L/E	25.5	22.8	--	50.0	10.5	22.9
49. Release proc.	30.0	22.7	--	7.5**	17.5**	12.3**
50. Detention Assess.	18.9	11.6	--	28.2	19.7	20.4*
51. Other J.I.	40.1	19.8	--	31.4	91.6	23.2
Total J.I.	*309.6*	*395.3*		*321.0*	*392.9*	*253.2*

*=<10 cases
**<5 cases

Equipment Management: Task Analysis

Another issue facing Indiana probation supervision is the amount of time spent on equipment management. The bulk of the elements identified involved managing electronic monitoring or global position satellite systems, but this section also includes vehicle maintenance and other equipment issues. Table 7 shows that, of the EM/GPS items that can span risk levels, officers spend a little over two hours ($\bar{x} = 128.8$) in a five week period, on average, conducting the hook-up, installation, and maintaining these such systems per offender. When disaggregating these tasks by risk levels, we see that the moderate to high risk offenders have the highest average times at two and one-third hours ($\bar{x} = 138.4$ minutes).

Table 7: Task Analysis - Average Minutes per Equip. Management Tasks by Risk

	Total	P-R	Admin.	L-M	M-H	H-VH
52. EM/GPS – hook-up	49.6	35.0*	--	64.6	57.7	39.4
53. EM/GPS – installation	46.8	56.6**	--	25.0**	38.3	57.0
55. EM/GPS – maintain	32.4	15.0**	--	13.0*	42.4*	16.5*
Total GPS	*128.8*	*106.6*	--	*102.6*	*138.4*	*112.9*

	Total	$\bar{x}$	N	SD		
54. EM/GPS – Eq. Inventory	597	19.2	31			
56. Vehic. Maint.	1,105	44.2	25			
57. Other Eq. Main.	1,853	25.0	74			
58. Other Eq. Mgt.	2,413	30.9	78			

*=<10 cases
**<5 cases

The other four elements in the equipment management section do not disaggregate across specific offenders. But, we see that officers spent nearly 600 minutes, 1,105 minutes, 1,850 minutes, and 2,400 minutes on EM/GPS equipment inventory, vehicle maintenance, other equipment maintenance, and other equipment management.

Table 8: Task Analysis - Average Minutes per Department Administration Tasks by Risk

	Total	$\bar{x}$	N	SD
59. Performance. Rev.	2,760	86.2	32	93.2
60. Correct. Act.	312	28.6	11	25.2
61. Stats. Report	11,876	45.6	260	49.9
62. Review staff	9,443	32.7	288	36.6
63. Grant writing	5,705	54.8	104	47.8
64. Meetings	10,061	69.3	145	37.8
65. Case staff PO	12,162	28.7	423	33.5
66. Emp. Interview/Hire	1,821	121.4	15	91.3
67. Comm. Meetings	7,162	82.3	87	81.7
68. Other meetings	30,518	78.6	388	73.9
69. Other Dept. Adm.	24,749	50.6	489	68.7
Total	*116,569*	*51.9*	*2,242*	*60.4*

Table 8 reports the oft overlooked aspect of probation work that involves various department administrative tasks. There were recorded 116,569 minutes of administrative tasks during the data collection period, with a frequency of 2,242 individual administrative tasks. The bulk of these minutes involved meetings and completing additional paperwork.

Analysis: Cross-Tabulations

The task analysis provides the baseline data from which the further analyses proceed. The time task forms were developed to measure how long, on average, it takes to supervise offenders within specific groups by case and supervision type, and risk level. Therefore, we collapsed the specific tasks into the broader groups are reported in table 9. Below you will see that nearly 2.1 million minutes were recorded across 74,300 tasks. [11] Supervision activities are the most frequent type (n = 59, 730, 80 percent) of activities that officers completed during the data collection period. Although these tasks were the most frequent, supervision tasks have the shortest average length of time ($\bar{x}$ = 23.13 minutes), nonetheless, about 65 percent of the time collect was dedicated to supervision activities (see table 8 for the amount of time spent on each task). Non-case specific tasks have the longest average time ($\bar{x}$ = 56.28 minutes).

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[11] Total times do not match across tables due to missing data in some cells and non-case and administrative tasks – those without a specific offender – are left out of some analyses.

Table 9: Total Minutes by Type of Activity and Overall Minutes

	Minutes	N	%	Min	Max	$\bar{x}$	SD
Supervision	1,381,427	59,730	80.3	1	600	23.13	31.73
Reports	370,887	7,647	10.2	1	600	48.50	48.55
Non-Case	185,378	3,294	4.4	1	600	56.28	93.37
Juvenile Intake	29,499	986	1.3	1	510	29.92	53.26
Eq. Management	13,657	390	.5	1	540	35.02	41.99
Admin	116,569	2,253	3.0	1	600	51.74	60.45
Total	2,097,417	74,300	100	1	600	28.22	44.42

Table 9b: Total Minutes by Type of Activity and Overall Minutes for Juvenile Supervision

	Minutes	N	%	Min	Max	$\bar{x}$	SD
Supervision	410,505	19,010	79.1	1	570	21.59	30.53
Reports	125,452	3,411	14.0	1	466	36.78	39.84
Non-Case	22,840	503	2.0	1	510	45.41	64.71
Juvenile Intake	27,599	914	3.7	1	510	30.20	54.59
Eq. Management	2,994	95	.3	1	150	31.52	32.38
Admin	14,228	294	1.2	1	240	48.39	46.35
Total	603,618	24,227	100	1	570	24.92	35.05

Table 9c: Total Minutes by Type of Activity and Overall Minutes for Adult Supervision

	Minutes	N	%	Min	Max	$\bar{x}$	SD
Supervision	782,779	35,144	80.3	1	600	22.27	27.69
Reports	230,528	3,924	10.2	1	510	58.75	53.25
Non-Case	23,866	590	4.4	1	565	40.45	56.50
Juvenile Intake	--	--	1.3	1	--	--	--
Eq. Management	5,214	135	.5	1	270	38.62	41.30
Admin	16,075	514	3.0	1	480	31.27	40.98
Total	1,058,462	40,328	100	1	600	26.26	33.75

Reporting overall times tells us little about how offender characteristics influence officer tasks and workload. Interestingly, and fitting evidence-based practices suggestions, the very-high risk level tasks make-up the smallest proportion of tasks, but they have the longest average times ($\bar{x}$ = 38.45). The shortest overall average task time for risk levels are the low risk offenders ($\bar{x}$ = 21.39), and the moderate risk level offenders have the highest frequency of tasks reported (n = 17,017, 29.6 percent). Again, we are reporting these baseline statistics to provide some contextual understanding of the overall nature of probation officer time. In later analyses, we disaggregate the data in such ways to provide a more nuanced perspective to show the nature of officer time with certain types of offenders.

Table 10a: Minutes Spent with Each Risk Level and Total Minutes with Offenders

	Minutes	N	%	Min	Max	$\bar{x}$	SD
Pre-Trial	163,999	5,480	9.5	1	420	29.93	35.08
Administrative	59,810	2,400	4.2	1	503	24.92	40.76
Low	359,514	16,809	29.3	1	600	21.39	27.81
Low-Moderate	43,152	1,572	2.7	1	300	27.45	28.20
Moderate	389,832	17,017	29.6	1	550	22.91	29.55
Moderate-High	35,975	963	1.7	1	285	37.36	40.11
High	316,964	12,600	21.9	1	590	25.16	33.36
Very-High	23,223	604	1.1	1	510	38.45	48.10
Total	1,392,469	57,445	100	1	600	24.24	33.35

Table 10b: Minutes Spent with Each Risk Level and Total Minutes with Offenders for Juvenile Supervision

	Minutes	N	%	Min	Max	$\bar{x}$	SD
Pre-Trial	72,146	3,234	16.0	1	330	22.31	26.12
Administrative	12,374	639	3.1	1	208	19.36	30.82
Low to LM	115,595	5,288	26.1	1	570	21.86	27.46
Moderate to MH	179,531	7,468	36.9	1	550	24.04	33.12
High to VH	87,033	3,562	17.6	1	510	24.43	32.53
Total	466,679	20,191	100	1	600	24.24	33.35

Table 10c: Minutes Spent with Each Risk Level and Total Minutes with Offender for Adult Supervision

	Minutes	N	%	Min	Max	$\bar{x}$	SD
Pre-Trial	89,482	2,145	5.9	1	420	41.72	42.73
Administrative	43,235	1,654	4.5	1	440	26.14	41.80
Low to LM	281,250	12,685	35.0	1	600	22.17	27.74
Moderate to MH	240,838	10,239	28.3	1	450	23.52	27.90
High to VH	248,978	9,444	26.1	1	590	26.36	34.67
Total	903,783	36,167	100	1	600	24.99	31.82

We looked at overall supervision and reports times for adults and juveniles. We converted the data to wide form (i.e., shifts the times and event information to within each individual, with each case identification number per row). This allowed for determining how long officers spent with certain risk level offenders. After cleaning data for missing information and those without multiple events, we report the following overall averages in minutes for all of the supervision and reports activities below.

Table 10d: Total Minutes Spent with Juveniles and Adults on Supervision Activities

	Juvenile	**Adult**
Supervision		
Low	92.9	53.1
	(763)	(2253)
Moderate	105.4	65.8
	(1085)	(1935)
High	127.3	88.0
	(515)	(1684)

The tables provide within case time estimates for supervision and reporting activities. The number on the far left (1-3) reference the risk levels. A bit of caution is needed with the overall reports category because this combines all reporting activities not just PSI/PDR, but also risk assessments, so these overall times are lower than what was found with the task analysis. However, the supervision times provide realistic estimates of supervision activities.

Table 10e: Total Minutes Spent with Juveniles and Adults on Supervision Activities

	Juvenile	**Adult**
Reports		
Low	87.4	149.9
	(170)	(190)
Moderate	108.6	171.8
	(318)	(256)
High	126.2	217.8
	(152)	(218)

An additional interest for Indiana workload measures is to understand differences between juvenile and adult probation. The study sample is imbalanced with more adult probationers participating, and this is reflected with about 63 percent of tasks focused on adult offenders. Table 11 reports that the average times for juveniles ($\bar{x} = 24.97$) and adults ($\bar{x} = 26.17$) are similar.

Table 11: Minutes by Adult or Juvenile Status

	Minutes	N	%	Min	Max	$\bar{x}$	SD
Juvenile	611,070	24,478	37.3	1	570	24.97	35.26
Adult	1,072,084	40,973	62.6	1	600	26.17	34.16
Total	1,683,154	65,451	100	1	600	25.71	35.96

Another aspect of the workload study is to understand the influence of offender types on officer time (see table 12). It was suggested that we capture the differences between domestic violence, sex offenders, and "other" offenders. Given the small samples of domestic violence and sex offenders on probation, it is unsurprising that the other category made up the majority of tasks officers completed (n = 46,539, 89.2 percent). Surprisingly, however, the mean times for all tasks for domestic violence ($\bar{x} = 25.01$), sex offenders ($\bar{x} = 26.96$), and other offenders ($\bar{x} = 24.28$) are similar.

Table 12: Minutes by Case Type

	Minutes	N	%	Min	Max	$\bar{x}$	SD
Domestic Violence	48,210	1,928	3.6	1	495	25.01	31.99
Sex Offender	98,468	3,653	7.0	1	590	26.96	36.84
Other	1,130,124	46,539	89.2	1	570	24.28	31.74
Total	1,276,802	52,120	100	1	600	24.49	32.14

A further consideration to develop sophisticated workload estimates is to disaggregate offenders according to the supervision type. In table 13 it is obvious that 63 percent (n = 38,944) of all tasks were completed with an offender on probation supervision, 9 percent (n = 5,614) of tasks were completed with an offender defined as "pre-court," 6.6 percent (n = 4,084) with pre-trial offenders, and alcohol and drug court offenders accounted for about 6 percent (n= 3,636) of all tasks reported.[12]

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[12] The supervision types were selected and defined by the advisory group assisting with this project. Pre-court was defined as an individual that has yet to be placed on a specific form of supervision. Pretrial was defined as a client that is on pretrial supervision. The former refers to people that are just entering the system and they have yet to receive a designation, whereas the latter have undergone some processing, but have yet to go to trial (see Appendix B).

Table 13: Total Minutes by Supervision Type

	Minutes	N	%	Min	Max	$\bar{x}$	SD
Alcohol and Drug	82,594	3,636	5.8	1	565	22.72	27.06
Drug Court	51,782	2,983	4.8	1	525	17.36	29.95
In. Adjust/Diversion	47,223	2,616	4.2	1	545	18.05	24.58
Pre-Court	220,648	5,614	9.0	1	420	39.30	42.49
Pre-Trial	94,143	4,084	6.6	1	545	23.05	38.23
Probation	933,315	38,944	63.0	1	600	23.97	32.40
Other	111,458	3,926	6.3	1	600	28.39	39.14
Total	1,541,163	61,803	100	1	600	24.94	34.01

Table 14 reports average times adult probation officer spent on the broad activity categories by risk level. On average, probation officer spent 15 percent longer on supervision and report tasks with high and very high risk offenders ($\bar{x} = 23.8$ and $\bar{x} = 55.9$ minutes, respectively) compared to the overall mean times for these categories ($\bar{x} = 20.6$ and $\bar{x} = 48.1$). The other categories have differences across risk levels, but these may have more to do with small samples within cells, and are likely unrelated to differences in risk. Supervision and report activities, however, in some ways, are the essential parts of probation supervision and Indiana adult probation officers recognize the importance across risk levels.

Table 14a: Mean Time Spent by Activity Group and Risk for Adult Probation

	Total	L-M	M-H	H-VH
Supervision	20.6	19.0	20.1	23.8
Reports	48.1	39.9	48.9	55.9
Non-Case	37.5	8.5*	23.6	137.7**
Juvenile Intake	--	--	--	--
Eq. Mgt.	40.3	38.4	20.7**	48.6
Admin.	14.8	11.1	14.6	19.9
Total	21.1	19.3	20.7	24.6

*=<10 cases
**<5 cases

Table 14b: Mean Time Spent by Activity Group and Risk for Juvenile Supervision

	Total	L-M	M-H	H-VH
Supervision	20.8	19.9	21.1	21.7
Reports	37.2	33.1	36.3	46.3
Non-Case	59.5	32.2	78.4	24.7*
Juvenile Intake	39.4	39.1	44.6	27.0
Eq. Mgt.	34.4	34.7**	35.1	26.5
Admin.	27.6	22.0	27.5	30.7
Total	23.3	21.7	22.9	24.3

*=<10 cases
**<5 cases

In table 15, we report the average minutes spent by activity group and risk level for juvenile probation. Interestingly, there are little differences across the risk levels for supervision and report average times for tasks. And, there is much similarity between the juvenile and adult average times, and, further, consistency between these times and the times reported in the task analysis. The similarity across these categories lends validity to our estimates. No doubt, some of the estimates should be accepted with caution due to small samples within cells. But, for the most part, we had high sample sizes throughout these analyses. Also, our intentions with this analysis are to understand how officers spend their time for Indiana probation. We are not using them as a way to make generalizations about other jurisdictions, which relaxes some of the pressures regarding sample size (i.e., concerns of statistical power).[13]

Table 15: Mean Time Spent by Activity Group and Risk for Juvenile Probation

	Total	L-M	M-H	H-VH
Supervision	21.2	19.8	21.5	22.8
Reports	45.5	43.5	46.1	45.9
Non-Case	58.1	42.5*	73.7	19.0*
Juvenile Intake	38.7	18.1	51.2	28.3
Eq. Mgt.	27.2	--	26.7	28.0
Admin.	24.3	33.7	21.4	26.3
Total	23.0	20.7	23.8	24.8

In table 16, we report analysis of variance tests to further demonstrate that, on average, officers spend more time performing tasks of higher risks. All differences are at the p = .000 level and provide robust statistical confidence that mean differences are not attributable to chance. First, the low to moderate group average is 1.7 and 3.8 minutes lower than the moderate

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[13] Further, we ran a series of t-tests and ANOVAs to compare means across groups and found similar means and mean differences as reported in the analyses listed here. Unreported analyses can be made available by request.

to high and high to very high risk levels, respectively. Second, the moderate to high risk level task means are 2.1 minutes lower than the high to very high.

Table 16: ANOVA of Average Time Spent on All Tasks by Risk Levels

Risk	N	$\bar{x}$	SD	95% CI		Min.	Max
Low to moderate	18200	22.12	27.951	21.72	22.53	1	600
Moderate to high	17860	23.84	30.427	23.40	24.29	1	550
High to very high	13113	25.94	34.342	25.35	26.53	1	590
Total	49173	23.77	30.694	23.49	24.04	1	600
F = 59.1, p = .000							

Table 17 provides a summary of average amount of minutes spent by risk level on supervision and report times. With few exceptions, officers spent significantly more time with higher risk individuals.

Table 17: Summary of the Overall Times

Report Times (all times in minutes)

1. PDR-PSI

	L-M	M-H	H-VH
PDR	247	285	421
PSI	386	409	440

2. IYAS-IRAS

IYAS	75	77	98
IRAS	106	177	155

3. PI and Intake

PI	330	219	300
Intake	66	75	90

Table 17 (continued): Summary of the Overall Times

Supervision Time (all times in minutes)

	L-M	M-H	H-VH
Juvenile	93	105	127
Adult	53	66	88

Recommendations

The results of this workload study suggest that "workload" has changed in Indiana, and probably the rest of the United States, over the past two decades. The average time for pre-sentence investigations, for example, appears to be at least thirty minutes longer than has been reported in prior research (See DeMichele et al., 2011). Also, in this study, the average amount of time per task was 28 minutes, while prior research on 25,148 officer/client contacts found that the average contact was for 18 minutes (Bercovitz et al., 1993). Part of this increase may be due technological changes. For example, research suggests that monitoring sex offenders with GPS requires more effort than similar efforts would without the technology (Payne and DeMichele, 2011). Or, it is plausible that increased demands placed on officers have resulted in tasks that take longer to complete than they took in the past. To be sure, differences in research strategies between this study and prior ones may account for these differences. Alternatively, jurisdictional differences may lead to the differences. For instance, a recent study found that officers spent more than seven hours a month on administrative tasks (Wagner et al., 2009). The current study, however, found that closer to ten hours a month may be spent on these tasks (assuming 8 percent of a 120 hour work month).

Summarizing other findings, the current study found that the bulk of time (nearly two-thirds) is devoted towards supervising offenders. Also, the study revealed that nearly one-fourth of "contact" time was with high/very high risk offenders. In addition, face-to-face meetings and responding to emails, phone calls, or letters were the two most frequent activities. Face-to-face meetings with offenders took longer than those with others. Probably due to the small sample size of offender types, no differences were found between workload efforts given to sex offenders, domestic violence offenders, and other offenders.

The study also found that nearly ten percent of workload time was devoted to non-case activity. During the five weeks of data collection, officers recorded 71,983 minutes attending training, 15,145 minutes with program facilitation, 5,163 minutes training other staff, 4,229 minutes engaging community resources, 3,130 minutes transporting clients, and 2,885 minutes were spent operating the drug screening call system. To put this in perspective, each week, officers spend about one half of a day of work performing these types of activities.

Based on these findings, the authors made a number of recommendations for ensuring that workload is guided by evidence-based principles. These recommendations include the following:

- Ensure that officers are prepared for the numerous types of work they are expected to perform.
- Variation in risk level must be reliably determined and re-assessed over time.
- Importance of administrative probation must be stressed.
- Determine the overlap between workload and caseload.
- Educate policy makers and researchers about the need to examine workloads as well as caseloads.
- Never evaluate officers without giving at least some attention to workload.
- Create time sheets to be used in training new officers about various tasks.
- Explore strategies to effectively use technology in supervision.
- Balance supervision roles with rehabilitation roles.
- Activities seem to take longer than they did in the past, so attention must be given to why this is the case.
- Study the relationship between officer attitudes, time for tasks, and offending.
- Evidence-based practices should guide efforts to understand workload.
- Develop standards based on the findings uncovered in this project.

Recommendation Number 1. Ensure that officers are prepared for the numerous types of work they are expected to perform.

Our interviews with agency chiefs resulted in a list of more than two hundred tasks assigned to probation officers. Because it was too difficult to capture each of those tasks through our methodology, we re-classified the activities into 104 categories. The point here is that probation officers are expected to provide a number of different activities. It is important that officers are adequately prepared to perform this wide range of activities. Better prepared officers should be able to perform many of the activities more efficiently and with greater ease.

Recommendation Number 2. Variation in risk level must be reliably determined and re-assessed over time.

Given that some activities take much longer to conduct for highest risk offenders, it is imperative that risk is appropriately determined. On the one hand, setting an offenders' risk level too high may result in unnecessary activities being performed by officers. On the other hand, setting an offenders' risk level too low may place the community in danger.

Other jurisdictions have promoted effective risk assessment practices by "1) creating a Central Diagnosis Unit, 2) integrating into the diagnosis process evidence-based assessment tools; and, 3) changing the culture so that diagnosis drives the setting of supervision strategies and the relationship with judicial officials" (Fabelo, 2006, p. iii). The importance of appropriate assessment cannot be understated. As Fabelo (2006) points out:

> Without a diagnosis of offenders along risk and criminogenic factors using evidence-based assessment tools it is very difficult to: (a) distinguish offenders along characteristics that identify their supervision needs; (b) guide judges in setting appropriate conditions of supervision; (c) guide probation administrators in designing differentiated supervision strategies; (d) provide probation officers with reliable information to formulate and implement effective supervision plans; and, (e) devise clear outcome expectations for different populations (p. iii).

The key to effective risk assessment is to ensure that the practices are driven by evidence-based principles rather than emotion. In doing so, more efficient supervision practices can be delineated and public safety can be maximized.

Recommendation Number 3. The importance of administrative probation must be stressed.

Because officers have little, if any, contact with offenders on administrative probation, it may be assumed by some that it is "easier" to do administrative probation than non-contact probation. An analogy to higher education may be useful. Some individuals wrongly assume that online classes (which require no face to face contact with students) are easier to teach than traditional classes (which require face to face contact with students). Just as online classes can be more time consuming than traditional classes, administrative probation cases can be more time consuming in some ways than traditional probation. Indeed, administrative probation cases took longer to process than other cases in this study.

Recommendation Number 4. Determine the overlap between workload and caseload.

While the officers have examined workload, and a tendency in the field exists to focus on caseload, clearly a need exists to recognize the overlap between workload and caseload. Theoretically, a higher number of cases should reduce the amount of time that can be devoted to specific tasks. The time given to tasks, however, is not simply a matter of caseload, which is primarily determined by risk levels. For example, the amount of time devoted to a face-to-face contact between officers and offenders did not vary across risk levels, but the amount of time devoted to field visits did vary, with significantly more time devoted to field visits for offenders at higher risk levels.

Recommendation Number 5. Educate policy makers and researchers about the need to examine workloads as well as caseloads.

Often times, attention seems to be focused on how "many" offenders are on probation in an effort to understand how "much" work probation officers must do, which, in turn, helps to determine how "many" officers are needed in a particular jurisdiction. The number of officers needed, however, is not simply a formula that can be determined by the number of offenders on probation. The nature of probation work varies across risk levels and the types of work activities expected of officers would vary across jurisdictions. In rural areas, officers will perform somewhat different activities than urban officers might perform. In the end, it is imperative that all parties who fund and study probation devote attention to workload as well as caseload.

Recommendation Number 6. Never evaluate officers without giving at least some attention to workload.

Rather than focusing on the number of offenders supervised when evaluating probation officers, attention should be given to the quality of work performed by officers and whether tasks are performed in a timely manner. This recommendation likely seems obvious, but recognizing the specific tasks performed by officers can promote morale and increase performance levels at the same time.

Recommendation Number 7. Create time sheets to be used in training new officers about various tasks.

To better prepare future officers for their positions, time sheets should be developed that show approximate times that various tasks should take. The sheets will serve three functions. First, they will reiterate to future officers the broad expectations that await them. Second, the sheets will provide future officers guidance in determining whether they are completing tasks as efficiently as possible. Third, the sheets will help future officers to schedule their activities when they begin their probation work.

Recommendations Number 8. Explore strategies to effectively use technology in supervision.

The current study found that working with technological equipment can be quite time consuming. A similar finding has been uncovered in prior studies. In addition, working with data entry, computers, handheld devices, and so on, can add to an officer's workload rather than decrease it. Efforts should be undertaken to determine how to best incorporate new technological advances into probation work.

Recommendation Number 9. Balance supervision roles with rehabilitation roles.

The results of this study found that 80 percent of tasks, and 65 percent of time, was devoted to supervision. While recognizing the importance of supervision tasks, attention must also be given to the many other roles that probation officers fulfill. It is not clear whether two-thirds of officers' time should be devoted to probation, but we at least have a baseline from which further discussion about supervisory roles can evolve.

Recommendation Number 10. Activities seem to take longer than they did in the past, so attention must be given to why this is the case.

As noted above, many different tasks appear to take longer than they took in the past. The average task was nearly ten minutes longer than has been found in other studies. Pre-sentence investigations appear to take longer than other studies have revealed. While technological advances may have actually "slowed down" some tasks, other variables may also be at play.

Recommendation Number 11. Study the relationship between officer attitudes, time for tasks, and re-offending.

It is often assumed that amount of time by itself means better supervision. Such an assumption has never been empirically established. Future research should explore the ties between time for tasks and re-offending. Such research would be groundbreaking and would help to establish the need for various probation tasks. In addition, researchers should explore how attitudes are related to time devoted to tasks. Doing so would determine whether the performance of tasks is driven by objective or subjective ideals.

Recommendation Number 12. Evidence-based practices should continue to guide efforts to understand workload.

In addressing these areas in the future, evidence-based practices can be helpful in continuing to generate understanding about workload. From an evidence-based orientation, time studies are effective only when they are put into practice, expanded, and replicated at some point in the future.

Recommendation Number 13. Continue use of workload formula and current contact standards.

The times reported in this study are similar to the previous time study by Beamus. We encourage the continued use of the existing workload formula and contact standards. With this said, additional analyses are recommended to further study the differences between departments within Indiana.

Recommendation Number 14. Develop standards based on the findings uncovered in this project.

These findings point to a number of standards that can be developed to guide workload in Indiana. In line with past research, it appears that the balance between risk levels serves an important function. Clearly, higher risk levels result in more time needed to supervise offenders. However, it appears that higher risk levels require less time than may have been assumed in the past. For example, it has been implied that a high risk offender requires about twice as much time to supervise as a medium risk offender (DeMichele et al., 2011). This assumption is based on the common practice of having medium risk level caseloads about twice the size as high risk offenders. The proportion of time given to tasks for the two types of offenders, however, does appear to be proportional to this assumption. What this suggests is that caseloads should not be the driving force for determining the amount of work assigned to officers.

Recognizing that this comment is vague, a number of more specific standards can be suggested. These recommended standards include the following:
- When scheduling face-to-face contacts with offenders, officers should schedule in thirty minute increments.
- When scheduling face-to-face contacts with others, officers should schedule in twenty minute increments.
- Given that pre-sentence investigations take seven hours to complete, one FTE officer can complete approximately five investigations a week.

- Because workloads do not appear to vary between offender types, it does not appear necessary to assign caseload sizes purely by offender type.
- One half of a day per week should be set aside for non-case activities.
- The amount of time given to juvenile and adult offenders should be similar.

Summarizing these recommendations, it is important to stress that the Indiana Judicial Center and probation agencies across Indiana have used an evidence-based process in their efforts to promote change in the judicial system. Consequently, our recommendations have also followed an evidence-based approach. Consider the recommendations presented a little differently:

Ensure that officers are prepared for the numerous types of work they are expected to perform.

Variation in risk level must be reliably determined and re-assessed over time.

Importance of administrative probation must be stressed.

Determine the overlap between workload and caseload.

Educate policy makers and researchers about the need to examine workloads as well as caseloads.

Never evaluate officers without giving at least some attention to workload.

Create time sheets to be used in training new officers about various tasks.

Explore strategies to effectively use technology in supervision.

Balance supervision roles with rehabilitation roles.

Activities take longer than they did in the past, so attention must be given to why this is the case.

Study the relationship between officer attitudes, time for tasks, and offending.

Evidence-based practices should guide efforts to understand workload.

Develop standards based on the findings uncovered in this project.

The authors have noted elsewhere that time studies should be viewed as tools and processes, not events. Time studies are tools that can be used to enhance the ability of probation agencies to work towards their goals. Such studies are not a panacea, but they are certainly worthwhile in generating information that can be used to promote evidence-based practices. As well, time studies are processes that do not end with a report from the authors; instead, time studies are fluid projects that are effective only when they actually promote better practices and guidance for officers in the field.

Indiana Judicial Center

2012 Workload Measures Study Survey

Date:

Agency Name:

Contact Person:

1. What is the number of probation officers/case managers that supervise caseloads in your agency?

2. What is the total number of employees in your agency?

3. What is the total number of adults/juveniles supervised by your agency?

   Total number of adults supervised:

   Total number of juveniles supervised:

4. Does your department have specialized caseloads? If so, please indicate the type of specialized caseload and number of officers dedicated to each caseload.

   Drug offenders:

   Sex offenders:

   OVWI offenders:

   Domestic violence:

   Transfers in/out:

High risk:

Low risk:

Administrative:

Other (please list all that apply):

5. Does your department utilize electronic monitoring equipment? If so, how many adults are currently supervised using electronic monitoring equipment? How many juvenile are currently supervised using electronic monitoring equipment?

6. What is the average probationer to probation officer/case manager ratio?

7. How are cases assigned to probation officers/case managers in your agency?

Please return to Jenny Bauer at the Indiana Judicial Center by June 4, 2012, by fax (317-233-3367) or email (jennifer.bauer@courts.in.gov).

Indiana Probation Workload Study: Instructions for Task Time-Forms

These are the instructions to help you navigate the task time-forms that you will be completing starting on October 1, 2012 thru October 31, 2012. Although the instructions should hopefully guide you through most situations you encounter when completing the times, we know there will be occasions that we missed in the instructions. We have created an email address for you to send in questions: info@mdemichele.com . Also, if we notice that several people are having the same problem, we will distribute the question and answer to all participating officers via email.

The original email invitation includes a URL for you to access the task time-forms. These URLs are individualized to each of you. So, please only complete the task time-forms using the URL you received, and please do not forward or share your URL with others. We suggest bookmarking the URL on your web browser. And, if you misplace the URL, simply email info@mdemichele.com to request it to be sent to you.

1. Date: Select the date the activity was completed. When you click this box, a calendar appears and you can click on the correct date.

> One of the ironies of a time study is that it takes time to complete the time study task forms. You may find that you do not have the time that you need to complete the task forms, or perhaps you may not accurately remember how much time the tasks actually took to complete, and this may be especially true if you fill out the survey at the end of your work day. Completing task forms directly after you have completed a respective task may not only allow the amount of time you spent to be more readily available in your memory, but it will also allow you to complete the forms in multiple and short time frames. We recommend completing the task forms in such a manner because it can influence data quality.

2. Times: Insert beginning and ending times for the task:

> Record responses to the nearest minute, with tasks less than 5 minutes **NOT** included. This will keep you from having to record those times when someone pops their head in your office to ask a simple question that does not require you to put forth any real effort. I suppose in an ideal world, we would capture every minute of your work, but that goes beyond the capabilities of this project, not to mention it would be extremely tedious.

3. Location: Select where you completed the task:

> 1. Office: the task was completed in the office, and not by phone, email, or mail.

> 2. Home: the task was completed in the client's home.

> 3. Work: the task was completed at the client's work.

4. School: the task was completed at the client's school with the client present. For those of you that have a permanent office in a school, and this is where you do the bulk of your work, record this as Office.

5. By phone: task was completed by telephone, this may have taken place in your office or elsewhere.

6. By email: task was completed by email, this may have taken place in your office or elsewhere.

7. By regular mail: task was completed by regular mail, this may have taken place in your office or elsewhere.

8. Other: officers should specify where/how the task was completed.

4. Case identifier: Insert the entire case number related to the specific client the task is completed with; and in cases not involving a specific offender, please enter the letter X.

5. Case type: Select one of the following:

1. DV: select if the current offense is for domestic violence. Also, select DV in cases in which the client has a previous conviction for domestic violence and is being supervised to address issues related specific to domestic violence.

2. SO: select if the client's current conviction is for a sex offense. Also, select SO in cases in which the client has a previous conviction for a sex offense and is being supervised to address issues related specific to sex offenses.

3. Other: the current offense is not captured with the above categories. In all situations, select the most serious offense if the client has multiple offenses. However, if the client's current offense does not fit any of these categories, select *Other*.

6. Group: Please indicate the group in which the activity belongs. These are the larger categories within which the specific tasks are listed. The options are:

1. Supervision

2. Reports/Court Documents

3. Administrative/Non-Case Specific

4. Juvenile Intake

5. Equipment Management

6. Department administration

7. Activity code: Please select the numerical code from the list of coded activities included – these are listed on the task time-form website. It is probably best if you print a copy of the activity list and keep with you when completing the time-forms.

Note:

It is important that you complete a task form for each activity that you complete each day. This will require effort on your part, but it is the only way we can generate time estimates for tasks, which are in turn collapsed into broader task activity groups. These more general groups are collapsed further into an overall supervision time. We understand that some officers may be assigned to specific tasks such as writing PSI/PDR; and we understand that it is common to devote an entire day, or at least a large portion of the day, to a specific task, such as completing criminal histories or conducting interviews. It is important not to complete a single time form for an entire day (or the given amount of time to which you devoted to a specific task). Each individual task form should include all discrete activities that you complete in a given day. As an illustration, if you work on three criminal histories for eight hours, this would be counted as three tasks and you would indicate how much time you spent on each specific task. So that if you spend X number of hours doing criminal histories for X number of clients, the time spent on criminal histories for each client is required. This example applies to all other positions as well as intake officers, field-contact officers, etc. This is an important element of the study because the primary aim of the time study is to examine the amount of time that is devoted to specific activities.

8. Risk: Select the risk level of an offender when applicable. When an offender is not involved, select n/a.

The risk options are:

1. Administrative (non-report)
2. Low
3. Low/Moderate
   (This only appears on the IRAS Community Supervision Tool for females)
4. Moderate
5. Moderate/High
   (This only appears on the IYAS Disposition Screening Tool)
6. High
7. Very High
8. N/A

9. Pre-risk: Risk level has yet to be determined.

Notes:

N/A: This category is used to refer to tasks that do not involve an offender. That is, if the task you are reporting is not related to a specific individual, please select this option. Some example would include staff meetings, trainings, managerial tasks, administrative tasks, and public relations. These examples are not meant to be an exhaustive list; rather, just to give you an idea of some of the sorts of tasks that would receive a N/A. Also, you will see that N/A is an option included in several of the other client information boxes, the same logic applies.

Administrative (non-report): This category refers to clients that are on caseloads not requiring them to report. Different department refer to them with various terms, such as banked, administrative, non-report, or filed. Non-report is used to refer to all those clients in which you are not actively supervising, which could include collecting fees and completing records checks.

Clarification: There will be times when a client is not administered a complete risk assessment tool. In such occasions, clients may have completed a Diversion, Disposition, and/or Pretrial tool, in which case you should include the risk level from these tools.

Identification Information: There will be several times when you are doing tasks related to a specific offender but you may not have their file out at that time. For example, you could be working in your office and receive a call from a school teacher, family member, prosecutor, or other person wanting some information on a person. In such cases, assuming the task makes the five minute threshold, thus please ensure that the information you are including is accurate. Specifically, please pull the particular client's file and check to make sure that you are entering the correct information.

9. Supervision type: Select one of the supervision types from the list below:
   N/A: select if the task did not involve a specific client.

   Probation: select if the client is on regular probation.

   Alcohol and Drug Program: select if client is being supervised through the Alcohol and drug Program. Record those individuals that being supervised under the Alcohol and Drug Program specifically, such that if someone is on regular probation and Alcohol and Drug Program, probation should be listed as the default. Here we are trying to estimate time spent on individuals supervised specifically with the Alcohol and Drug Program.

   Drug court: select if the client is in drug court.

   Pretrial: select if the client is on pretrial supervision.

   Informal adjustment/diversion: select is the client is placed on informal adjustment or diversion.

Pre-Court: An individual has yet to be placed on a specific form of supervision.

Other: select is the above supervision types do not adequately described the type of supervision for the client.

10. Gender: Select an offender's gender when applicable. If a specific offender is not involved in the task, please select n/a.

11. Race: Select an offender's race when applicable. If a specific offender is not involved in the task, please select n/a.

12. Age range: Insert an offender's age range when applicable. If a specific offender is not involved in the task, please leave this blank.

13. Offender classification: Indicate whether the individual is an Adult or Juvenile.

14. Please include any comments you have about the task. Completing each of the above items is crucial as we want to minimize missing data on items, but the comments section is optional. Although we know that you may only have occasional comments, we want you to provide any information you find important to the task. This could include the barriers or challenges you faced while doing this task, and how you overcame those challenges. The comments is meant as an opportunity for you to provide context on some of the more rare or difficult part of completing your job.

15. To submit the task time-form, click "submit." Once you hit "submit", a "next form" option screen appears. Here you can conveniently complete a time form for another task.

General Suggestions for completing the task time-forms:

We know that completing the task time-forms will take serious effort on your part. The forms are not particularly difficult, but we recognize that the process can be tedious especially as you are simultaneously performing other duties required by your job. However, we attempted to provide forms that are accessible and manageable. It is our estimate that each form can be completed within a few seconds for each task, and a matter of several minutes each day. Minimizing missing data on individual items is crucial to generate accurate findings, so please do your best to complete each item on every form.

We suggest using two general approaches to completing the task time-forms.

1. Office-based approach: Keep the task time-form link open in a separate tab or browser when you are working in the office. This will give you immediate access to the form as you are completing tasks. As an example, after you meet with a client or respond to an email, or attend a staff meeting, you can simply provide the required information for one task form for each task. This process will not only ensure that the

recorded information is accurate, but it will also provide you with a means for not getting bogged down with multiple task forms that you must fill out simultaneously.

It is important to note that the system will "timeout" after 30 minutes of inactivity, so you will want to refresh your browser periodically.

2. Remote approach: We know that part of the nature of probation work requires that you leave the office. Sometimes you will be away on field contacts, visiting treatment providers, or doing other things that get you out of the office. In such situations, it is difficult to complete the task forms on your computer. In order to avoid complications, print off several forms before leaving the office, and fill them out with a pen/pencil. When you return to the office, transcribe your information into the online system.

Alternatively, if you have access, you may try to use a smart phone, laptop, or tablet. For those of you with access to smart phones, you will see that the layout of the form is a bit different. The forms appear as a single column, but the same items and response options remain. Type in your response, hit next, and the drop down menus automatically populate. When finished, click "submit" and the "next form" page is provided. For those of you with laptops and/or tablets, the interface appears the same as on a PC.

The main issue with the remote approach is that we want to make sure that accurate information is collected with little missing items. We suggest not relying on memory, as us humans are naturally forgetful, especially concerning details that occur throughout the day. As a result, it is really important that you keep some record of the details of the tasks that you complete outside of the office. Some of you may prefer to jot your answers down on paper and transcribe later, while some of the more "tech-savvy" officers may prefer completing the forms on your phone or other device. We find these two alternative approaches are acceptable for completing task forms when you are out in the field.

Appendix C: Frequently Asked Questions and Responses

Frequently Asked Questions and Responses

Q: I have a question about recording. I multi-task a lot, talking on the phone while checking e-mail or typing reports. How do we account for that when we enter our activities?

A: *Please select 41 under Administrative/Non-Case "Other" and indicate "multi-tasking communication."*

Q: What do I chose under 9. Supervision type if the person is not actually on any type of supervision. For example, I completed a Preliminary Inquiry on a juvenile today which occurs before any court involvement and without any type of supervision.

A: *I think this would be #31 under reports for PI. In Supervision Type, please select Other and indicate "pre-court involvement." Then, please, make a note in the comments section that this is for a person prior to any court and is not on supervision.*

Q: Hello, my supervisor and I spent 2 hours staffing new cases that are coming into my program and how previous cases are going. What would for the location type and group?

A: *Put that under #69 Department Administration. Please indicate "Staffing cases." That should be a task option.*

Q: When I go to court, I often sit for 2-3 hours just to have a hearing on 1-2 clients. Sometimes I do have 3-4 hearings. Would I just split that time evening among all the clients. If it takes me three hours to get through court and I have three clients for court, would that just be broken down to one hour for each client? I don't have a laptop and am not doing anything else when I am waiting for my cases to be called.

A: *If you are just sitting in court, and not doing other tasks while you wait, yes, please record your time as best you can to reflect each case you are waiting on. Although you are right that in the analysis we will be using averages so the exact time spent per case is not especially important (it will be lost a bit in the analysis), we would prefer it if you could record the time per case as accurately as possible. Such that you might have one client's case that takes 20 minutes, another 40 minutes, and other 60 minutes. This will allow for seeing if certain types of cases require more time in court. So, if you would just bring in a printed time form and jot down as best you can on the paper form about how long it takes per case that would be great.*

If you truly do not interact with a client or do a specific activity, please select #41 and indicate "court duty."

Q: All I do is complete PSIs, and do not have a caseload/supervise clients. #3. Location: the only time I have contact with the client, is when they are in jail, are jail/office used interchangeably here?

A: Please reflect where you complete the activity as accurately as possible. So, if you're in you're office, select office, but if you're in the jail, please select Other and indicate jail (or wherever you're at for that task).

Q: The only time I have contact with a client is during the PSI interview should I select 'other' and list "file prep" or "typing report" enough to satisfy this requirement?

A: If this is an interview as part of the PSI, please select #32. We're trying to get an estimate of how long officers spend on PSIs because they are so important to Indiana probation.

Q: #8. Risk: When typing the PSI, the initial steps of completing the report are done prior to the completion of the risk tool, so it would not be known yet what their risk will ultimately be. The 'N/A' option appears to only be used for non-client specific tasks, like trainings. Which option should we select prior to risking the clients, or can that be left blank?

A: Yes, good question, this is an oversight on our part, please indicate Other, and type "pre-risk."

Q: #9. Supervision Type: Because they are not being supervised at the time the PSI is being completed, is simply selecting "other" and writing in "PSI" enough?

A: Yes, select Other and type "pre-court."

Q: My job is to conduct substance abuse assessments. Do I select "complete assessment" or "Face to face meeting?" In addition, I later type a report to summarize the assessment, therefore what should I select for both of these actions? Please clarify.

A: If all of these tasks are part of completing the assessment, please record them under #1 "complete assessment."

Q: If I am supervising a client for a Battery conviction, but they are referred to complete domestic violence counseling, should that be considered a DV case?

A: Yes, if they are being supervised with DV conditions, please record them as such.

Q: Second, if I am completing background information gathering on a new client, and have not yet completed a risk assessment, how do I categorize their risk level, or should I wait to record that time spent after I complete their risk assessment?

A: Yes, good question, this is an oversight on our part, please indicate Other, and type "pre-risk." However, if you're able to wait a little to score the assessment, it would be great to get the risk level, but if you're called away and won't be able to score the instrument for a while, go ahead and record as "pre-risk."

Q: Are we just supposed to click on this link every single time we have a "task" and submit as we go throughout the day?

A: Yes, please fill out the task time form for each task and click submit.

Q: I drive a lot during the day, do I enter driving time?

A: *Yes, most definitely, include your drive time in any task that you complete. This is really important.*

Q: Do you want us to submit a task sheet for the time it took us to complete the task sheets? After reading the instructions and then entering a task sheet for everything I had done this morning it had taken about 20 minutes of my time so I just wanted clarification on that. I know we do the task sheets after every task so it will not take that much time normally, but this morning I did several all at once.

A: *We know officers will spend time completing time forms, but this is such an irregular part of your job that it isn't necessary to record.*

Q: Most fieldwork is done in pairs for safety reasons. For example, when PO's make a home visit, the assigned PO takes a partner with them. Also, our field team serves warrants in a group of 3 PO's. Do multiple PO's record time on the same event?

A: *Each person should record the amount of time they spent on any task. Otherwise, here we would think that it only took the amount of time to complete a field visit for one officer, when it is really 3x that amount.*

Q: I carry and "unsupervised probation" caseload of about 1,000 people or more at any one time. My duties tend to be more administrative than anything. It is probably one of the most unique probation positions in the State as many Courts don't use probation for their unsupervised cases. My whole day consists of organizing a mass of documents and checking people off a list once they fulfill their court ordered obligations. These cases do not involve assessing people for risk/needs, etc. It's not a very exciting caseload.

A: *We understand your position may be somewhat unique in Indiana, but it is important to understand how unsupervised cases are dealt with, so please record the time you spend on each case doing things.*

Q: I am not clear on what goes into the "Case Identifier" category. Please let me know,

A: *The instructions may not have used the best language here. We want the case or cause # so we can match the client with the task.*

Q: I do have a question in regards to cause numbers. When I do an intake on an individual I do not have a cause number as of yet as I don't know whether or not we are filing. What should I put in those cases?

A: *In Supervision Type, please select Other and indicate "pre-court involvement." The cause number will receive an X. Then, please, make a note in the comments section that this is for a person prior to any court and is not on supervision.*

Q: Another issues officers have that I would like some clarification/guidance on. Officer is working on a PI for Joe Smith for 10 minutes. Officer gets called into court for John Doe. Officer returns to working on PI for Joe Smith and spends another 15 minutes. Would the PI be 1 task for 25 minutes? Or, 2 separate tasks, 1 for 10 and the other for 15.

A: If the officer is able to keep track of their accurately, then, recording as one event is fine. But, I think data entry will be most accurate if it is closer to the time in which the task was completed. To some extent, for our analysis it does not matter too much if this is recorded as a single or multiple events as long as it is on the same client.

Q: We have a 6 digit number assigned to every juvenile that comes through our system. It follows the juvenile not the case. Can we use this number or do you want the actual JD/JS case number?

A: We need the entire number. It was brought up that without the entire number there could be duplicates of the abbreviated version.

Appendix D: Numerical Codes for Tasks

Specified Tasks according to type of activity.

SUPERVISION

1. Complete assessments
2. Face-to-face meeting/appointment with defendant/respondent
3. Face-to-face discussion with other party
4. Prepare case plan or transition plan
5. Complete referral for/schedule service or treatment
6. Administratively address violations/non-compliance
7. Prepare inter/intrastate paperwork
8. File Child Protective Services report
9. Collect payments
10. Collect urine drug screen
11. Conduct portable breath test
12. Court (prepare for, attend, and/or testify)
13. Conduct search of home or car
14. Conduct field visit
15. Review progress reports, attendance, etc. from provider
16. Research or verify information; computer checks (e.g., sex offender registry, criminal history)
17. Complete paperwork (non-court documents)
18. Data entry/update computer systems
19. Generate or respond to email, phone call or letter
20. Transfer case
21. Conduct office arrest
22. Serve warrant in the field
23. Permanency roundtable
24. Prepare violation/petition to modify
25. Prepare discharge report/summary
26. Prepare civil judgment paperwork
27. Prepare court memo/requests
28. Prepare other court document
29. Other

REPORTS/COURT DOCUMENTS
30. PI (including interview, verifying information, writing/typing, etc.)
31. PDR (including interview, IYAS assessment, IPOSCI referral, verifying information, victim impact, writing/typing, etc.)
32. PSI (including interview, IRAS assessment, verifying information, victim impact statements, INCITE entry, etc.)
33. Modification Report (including interview, IYAS assessment, IPSOCI referral, verifying info, writing/typing, etc.)

34. Other
70. IRAS or IYAS - Interview
71. IRAS or IYAS – Screener Only
72. IRAS or IYAS – Score/Enter in Incite
73. IRAS or IYAS - Modification
74. IRAS or IYAS – Data entry
75. Assessment/Intake – Collateral contact
76. Risk Assessment Instrument – completed while on call
77. Risk Assessment Instrument – completed during regular duty hours
78. PSI or PDR – Client interview
79. PSI or PDR – Criminal history
80. PSI or PDR – other research
81. PSI or PDR – Face Sheet Only
82. PSI or PDR - Writing/typing time
83. PSI or PDR – IPOSCI process
84. PSI or PDR, – Financial assessment
85. PSI or PDR – Data entry
86. PI– Client interview
87. PI – Criminal history
88. PI – other research
89. PI – Face Sheet Only
90. PI - Writing/typing time
91. PI – IPOSCI process
92. PI – Financial assessment
93. PI – Data entry
94. Post-sentence - Interview
95. Post-sentence - writing/typing
96. Drug and Alcohol Screener
97. Drug and Alcohol Assessment
98. MH Screener
99. MH Assessment
100. DV Screener
101. DV Assessment
102. SO Screener
103. SO Assessment
104. SO Conditions

ADMINISTRATIVE/NON-CASE SPECIFIC
35. Develop community resources
36. Attend training
37. Train other staff/interns
38. Program facilitation
39. Transport defendants/respondents
40. Maintain drug screen call-in system
41. Other

JUVENILE INTAKE

42. Fingerprinting/photographing
43. Intake processing - property, clothing, showering, etc.
44. Parent/guardian notification
45. Research/verify information
46. Complete paperwork (release of info, promise to appear, etc.)
47. Data entry
48. Screen law enforcement referrals
49. Release process
50. Detention assessments
51. Other

EQUIPMENT MANAGEMENT

52. EM/GPS - hook-up
53. EM/GPS - Installation
54. EM/GPS - Equipment inventory
55. EM/GPS - clean/prepare equipment
56. Vehicle maintenance
57. Other equipment management
58. Other

DEPARTMENT ADMINISTRATION

59. Performance review/employee evaluation
60. Corrective action/discipline
61. Statistical reports
62. Review/approve work of staff
63. Grant writing/administration
64. Conduct Team/Unit/Dept Meetings
65. Case staffing with PO
66. Conduct employee interview/hiring process
67. Committee meetings
68. Other meetings
69. Other

Notes: Activity Code List

Most of the activity code tasks will be familiar to you, but there are few points of clarification that we wanted to address. A significant challenge for the time study is recording the amount of time spent on reports accurately. Reports have become a major element for Indiana Probation that needs to be recorded separately to determine the amount of time officers spend working on assessments, PIs, PDRs, and PSIs. Finishing each of these reports requires completing several specific tasks, but we are interested to know the total amount of time dedicated to completing

the entire report. Therefore, the following tasks should be selected when doing any work related to each specific report:

> Complete assessments: IRAS, IYAS, detention instrument, mental health, sex offender, substance abuse, and any other assessments. Also, select this task only when it is done separate from the time you spent on a PDR/PSI. That is, often assessments are completed simultaneous to complete one of the pre-dispositional tools, and, in such cases, please record your time under the tasks for PDR/PSI as is appropriate.

> PI: includes all activities related to completing a PI, such as interview, verifying information, writing or typing, and any other tasks required.

> PDR: includes all activities related to completing a PDR, such as interview, IYAS assessment tool, IPOSCI referral, verifying information, victim impact statement, writing or typing, data entry, and any other tasks required.

> PSI: includes all activities related to completing a PSI, such as interview, IRAS assessment tool, verifying information, victim impact statement, writing or typing, data entry, and any other tasks required.

> Modification report: includes all activities related to completing a Modification Report, such as interview, IYAS assessment tool, IPOSCI referral, verifying information, writing or typing, data entry, and any other tasks required

Court time: Time spent related to court activities also needs to be required. Please select the Court activity if you spent time preparing for, attending, testifying, and any other tasks specifically related to your court appearance. However, if you are assigned to court duty for an entire day or large amount of time, and during this time you complete several other tasks (e.g., making appointments, reviewing conditions), please indicate the amount of time spent on each specific task.

Permanency roundtable: This refers to a case conference with DCS and other providers to determine where to place a juvenile released from placements.

Field contacts: The activity codes include two different types of field contacts. If you are going into the field to conduct a search, please select "conduct search of home or car." If you are going into the field to make contact with a client, employer, other collateral, or general field visit, please select "conduct field visit." The latter category includes all field work for non-search purposes.

Other: As you know, probation officers do many different tasks, many of which are not listed in the training manual when you were hired. We know things come up each day that will not be captured by

tasks in the activity list. If there is not an appropriate task that describes how you spent your time, please select "Other." After selecting other, please type a word or phrase to describe the task you completed in the box that opens.

Multiple cases: There will be times when you are working with a client that is being supervised for multiple cases. In such situations, please use the case number related to the highest risk level. Or, if the individual is on supervision for multiple cases, and one of these cases places them on a specialized caseload (such as sex or domestic violence offender), please us the case number related to the special caseload.

Reports: An important part of this project is to collect time estimates required for completing certain types of tasks that officers complete in order to estimate the total amount of time and workload required to supervise offenders. This will allow us to calculate estimates based upon some of the other characteristics we are asking for, such as risk level and offender type. Central to this process is to know how much time officers are spending completing reports, name pre-disposition, and pre-sentence. We know that a significant amount of your time is spent working on PSIs and PDRs/PIs, and we want to make sure that we capture this time in our final report. Therefore, we are asking that you record times for PSIs, PDRs, and PIs that you START and FINISH between October 1st and October 31st. This will allow us to calculate the amount of time it takes for you to complete each of these reports.

UPDATE:
INDIANA PROBATION WORKLOAD STUDY

I wanted to thank everyone for their continued participation in the Indiana Probation Workload Study. As most of you know, the last time Indiana conducted a workload study was in 1992 – 1993, and the results from that study continue to provide the data used to design probation workload standards. In the nearly two decades since the completion of the initial workload study, a lot has changed in probation supervision in Indiana, especially with the recent adoption of new risk assessment tools.

Prior to coming to Penn State University, I was a researcher at the American Probation and Parole Association for about nine years. In 2006 at the request of the U.S. Department of Justice, I conducted research on organizational issues facing community supervision agencies across the country and developed strategies to conduct workload evaluations and time studies. My work with corrections administrators, probation/parole supervisors and line staff on that project gave me a national overview of community supervision and I quickly learned about the differences in how supervision is carried out across the country.

For the most part, there is a lack of knowledge about how probation officers complete their jobs. Everybody knows that there are field visits, reports, risk assessments, urinalysis, and other typical tasks, but few know what is involved to get each of these things completed. Further, completing these tasks can look much different across jurisdictions – even across counties within the same state. This suggested to me that workload and time studies need to go further to understand not just what probation officers do, but how they do those things as well. That is, previous time studies focused on small offender samples as the unit of analysis. But, this approach seemed to miss the purpose of time studies, which is to understand what officers do. Simply, my research focused on how long it took officers to do specific tasks, whereas previous workload studies overlooked this variation by assuming that supervision practices are uniform across jurisdictions. To some extent this is not necessarily a new idea as similar approaches have been used in industry for a long time (http://en.wikipedia.org/wiki/Scientific_management), and a similar method has been used in Indiana to measure judicial workload with an event-based approach.

Another thing that motivated my workload research was how often I was asked the age old question: "what is the right caseload size?" Anyone who has worked in or studied community supervision knows that this is similar to asking a hospital administrator: "what is the right number of surgeries a doctor can do in a month?" Or, asking your mechanic "how many transmissions can he or she replace in a year?" The answer to these questions is the same—"it depends". Indeed, it depends on several factors related to the nature of each specific case, and, just as each surgery is different and vehicles differ, individuals on probation differ. And, although there are differences among each individual case (surgery or vehicle), there are also ways of grouping them according to some aggregated generalizations.

This is where evidence-based practices enters the picture. That is, we have found that it is helpful to classify offenders into groups according to some desired outcome. As all of you know, the primary outcome of interest for community supervision is related to the success or failure of individuals on supervision. No doubt, jurisdictions differ on how this outcome is to be measured as an arrest, technical violation, re-conviction, or other outcome, but the point here is that aggregated statistical techniques are used to uncover average relationships between offender characteristics and success or failure. For instance, some of the typical traits related to failure are younger age, number of arrests, and age of criminal onset. Of course, the risk assessments you are using now contain many more variables that not only identify risk but also help you develop case plans. Below I provide a brief review of the methods selected for this project with the research team.

Methods

The above discussion of risk, probation-funding problems, and workload/caseload issues are familiar to many of you, but I mention these things to provide some context to the nature of the current workload study. That is, some of you may wonder why we have chosen to use an officer- or event-based approach to capture time and how the study findings will be computed. More is said below about our approach and analysis, but the intention of the officer-based approach is to capture more details about how officers complete tasks and time requirements for such tasks. In social science research it is preferable to capture data at the lowest level possible because lower level data can be aggregated to provide larger level answers. By understanding how long it takes to complete the various elements involved in supervising a regular probation case, we can estimate how long it takes to meet workload standards for a given case in a month, on average.

The procedure for completing the workload evaluation involves several stages. The first stage was a learning stage in which the researcher team learned as much as possible about Indiana probation. We have read several reports, reviewed workload and contact standards, and I conducted telephone interviews with each department chief and/or assistant chief. The reports provide needed statutorily-relevant data about contacts and workload, but the phone calls provided the research team with detailed information about how supervision is carried-out in each department. These calls demonstrated that there are several different ways in which probation is organized across the state.

The second stage was the sampling design in which we used a two-phase method. The first phase selected the county. With the help of the Judicial Center, we sent out a brief questionnaire across the state to determine those interested and able to participate in the workload project. From this we received 26 counties able to participate. Next, we sampled specific officers to participate within each department. From the telephone interviews, we were able to select officers to reflect the breadth of tasks completed within any department. The central issue was to reduce respondent burden. So, we tried to eliminate position redundancy such that if agencies had multiple people completing the same type of position, we did not select all of these individuals.

The third stage was the review and critique period. During this stage, we sent out data collection tools to solicit responses from the chiefs and others willing to comment, and received valuable

feedback. This stage was essential to making the data collection instruments as specific to Indiana as possible.

The fourth stage is the data collection stage, which is currently underway. All of the participants are to collect time-study information with the online data collection system. This period was expected to last four weeks, but we have   extended the data collection for another two weeks. In a week or so, each of you will receive a questionnaire to complete that will ask you several things about your workload and job, as well as information about your leave time during the study period. Additionally, we will request leave time information from each jurisdiction (where possible). This will provide us with needed data to compute workload supply (the total amount of workload available) and determine how that fits with workload demand (the total amount of workload needed to meet standards).

The fifth stage is the analysis stage. During this stage we will aggregate the data in several ways. We will look at department specific time estimates for tasks. An important note is that, although the system asks for start and end times, we are concerned with total amount of minutes for completing tasks. We realize that using this way to collect information has given some the impression that we are going to construct a complete day of work for a single person. This is not our intention, nor is it really possible. Instead, we will code the data to provide time estimates based upon offender risk (and will explore other demographic factors as well) for probation, Alcohol and Drug programs, problem-solving courts, juvenile intake, and reports.

The essential part of the data collection is to gather total officer time. This data will be checked for accuracy and consistency across jurisdictions and individuals, and we will eliminate entries that seem erroneous or out of place to the other times for that category (i.e., outliers). The nature of the data collection is similar to what has been used in other workload studies of judges in Indiana and other states, and is referred to as an event-based method. This design allows for capturing a monthly snapshot of how officers spend their time. The data will provide a picture of the types of tasks that officers across the state do each month on case and non-case specific tasks and how much time these tasks require across the supervision types and risk categories. Obviously, the time study cannot provide time estimates for everything officers do throughout the entire year. Rather, we can provide estimates based upon the monthly averages across jurisdictions.

Pre-dispositional and pre-sentence reporting have gone through several changes since the 1993 study that require special consideration. These reports take a lot of time to complete, and are an extremely important tool for supervision and sentencing. However, not all departments will start and finish a complete report in the month of the data collection. Given the different sizes and requirements across jurisdictions, some of the task data will be aggregated across similar departments (we are matching on several county level measures found in the U.S. Census related to social, political, and economic composition). For this reason, the research team will analyze report data for the smaller counties in two ways: 1. estimate monthly workload demand and net workload and 2. aggregate the data across similar counties to understand the workload demand for completing supervision. This is not expected to be an issue for the larger jurisdictions in which we can estimate times for each of the supervision types mentioned above per risk level. These reports will rely on central tendencies (e.g., mean, median) and ranges of times per task

category and will show the average time needed for each task as well as the minimum and maximum times required (i.e., dispersion, variance within the measure).

We will code the data to combine all reporting times across risk types to determine if there are any significant differences across mean times for these reports. Although these reporting times will reflect different stages in the reporting process, we will have hundreds (or more) times for each reporting activity that should provide a reliable indicator of time needed to complete a report across risk categories. However, if significance tests find that there are no differences across pre-dispositional reports, then, a single report time can be used irrespective of risk.

The analysis is designed to provide both county level and statewide time estimates for the different supervision types according to risk level. Further, we will use significance tests and regression analyses to determine the influence of county and offender characteristics to determine the robustness of using statewide estimates.

Appendix F: Sex Offender Report Tables

Table A: Task Analysis - Average Minutes per Reports Task by Risk for Sex Offenders: IRAS/IYAS

| | Columns | | | |
	1	2	3	4
	Total	L-M	M-H	H-VH
IRAS/IYAS				
70. IRAS/IYAS – Inter.	39.0**	--	55.0**	23.0**
71. IRAS/IYAS – Screen.	--	--	--	--
72. IRAS/IYAS – Score	11.3	18.2**	4.0**	9.3
73. IRAS/IYAS – Mod.	--	--	--	--
74. IRAS/IYAS – Data	85.0	25.0**	--	145.0**
Total IRAS/IYAS	28.9	20.5*	16.6**	35.2
Total Minutes	*135.3*	*63.7*	*59.0*	*177.3*

*=<10 cases
**<5 cases
'= some figures are estimated within cell or calculation

Table B: Task Analysis - Average Minutes per Reports Task by Risk for Sex Offenders: PSI/PDR

| | Columns | | | |
	1	2	3	4
	Total	L-M	M-H	H-VH
PSI/PDR				
78. PSI/PDR – interv.	61.9	37.5**	120.0**	61.0
79. PSI/PDR – history	66.7*	41.2	41.2'	92.2
80. PSI/PDR – research	50.0*	70.0*	15.0**	28.3**
81. PSI/PDR – face	--	--	--	--
82. PSI/PDR- type	72.2	96.5	110.0*	59.3
83. PSI/PDR – IPOSCI	--	--	--	--
84. PSI/PDR – financial	--	--	--	--
85. PSI/PDR – entry	69.2	80.0**	63.1'	63.1*
Total PSI/PDR	68.0	79.1	97.8*	60.0
Total Minutes	*388*	*404.3*	*447.1*	*363.9*

*=<10 cases
**<5 cases
'= some figures are estimated within cell or calculation

Appendix G: Survey Instrument

Dear Probation Officer,

On behalf of the research team, I want to thank you again for your participation in the workload project sponsored by the Indiana Judicial Center. Your leadership in moving this project along is greatly appreciated.

Another phase of the project involves completing a questionnaire in which about your agency and your views about supervision. These questions will help us to better understand how workloads and caseloads vary across agencies. Please note that your responses will be confidential and reported in group form in any reports coming out of this questionnaire.

If you have any questions, fell free to contact me at the number and email below.

Thank you in advance for participating in this phase of the workload study. You can access the survey here.

Sincerely,

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Postdoctoral Research Scholar
The Penn State University
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CONDITIONS OF SUPERVISION AND WORKLOAD ALLOCATION

Which of the following best describes your role in the agency you work in?

____Adult Probation only

____Juvenile Probation only

____Both Adult and Juvenile Probation

____Specialty Court (including alcohol and drug court)

____Other, please list type _____

2. About how many years have you worked in the field of community corrections? _____

3. What is the title of your current position?

_____

4. Which of the following best describes the jurisdiction your agency serves?

____Rural

____Suburban

____Urban

____Other, please specify _____

5. What is the zip code of the department you serve?

_____Zip Code

6. What is your gender?   _____ Male   _____ Female

7. How old are you? _____

8. What is your race _____ Black/African American_____ Caucasian   _____ Asian
        _____ Native American   _____ Hispanic   _____ Other (specify _____)

9. What was your highest degree earned?

_____ Bachelor's   _____ Masters   _____ Doctorate   _____ J.D.

____Other (specify_____)

Goals of Supervision

Using a scale ranging from one (1 = not important) to ten (10 = very important), please RATE each of the following goals of supervision:

____Character or moral reformation

____Therapy and rehabilitation

____Reintegration with community

____Offender monitoring and accountable (i.e., punishment)

____Victim protection

____Community safety

Of the goals below, which ONE goal do you think is the most important supervision goal in probation?

____Character or moral reformation

____Therapy and rehabilitation

____Reintegration with community

____Offender monitoring and accountable (i.e., punishment)

____Victim protection

____Community safety

Experts have suggested that the goals of supervision include (1) assisting/supporting clients and (2) controlling clients. What do you think is the most important goal between the two? Please pick one:

        ___Assisting and supporting clients

___Controlling clients

Many of the important goals for a probationer, set by the probation officer, would not be agreed to by the probationer

_____Strongly Agree

____Agree

_____Disagree

_____Strongly disagree

How often is it advisable for a field probation officer to carry a gun when making home visits?

_____Always

_____Very Frequently

_____Often

_____Occasionally

_____Never

How often should a field probation officer make unannounced home visits?

_____As often as possible

_____Very Frequently

_____Often

_____Occasionally

_____Never

How often is it advisable for a probation officer to revoke probation when the probationer shows a pattern of late arrivals and "no-shows" for office interviews with his probation officer?

_____Always

_____Very Frequently

_____Often

_____Occasionally

_____Never

The real supervision goals are often too numerous and complex to be adequately specified.

_____Strongly Agree

_____Agree

_____Disagree

_____Strongly disagree

How often is it necessary for a field probation officer to keep close checks on the associations of his or her probationers?

_____Always

_____Very Frequently

_____Often

_____Occasionally

_____Never

The best tactic to improve client behavior is:

___Individualized treatment

___ Employment

___ Punishment

___threats of incarceration

For the items bellows, use a scale of 1 to 5 to indicate how often you believe a probation officer should engage in each activity using a scale of 1=never, 2=rarely, 3=sometimes, 4=very often, 5=always.

	Never	Rarely	Sometimes	Very Often	Always
How often should a probation officer pursue a hearing for a pattern of late arrivals and no shows for appointments?	1	2	3	4	5
How often should a probation officer pursue a hearing for a probationer who keeps losing his or her job?	1	2	3	4	5
How often should a probation officer pursue a hearing for a pattern of positive drug tests?	1	2	3	4	5
How often should a probation officer make unannounced home visits?	1	2	3	4	5
How often should probation officers test probationers for alcohol and drugs?	1	2	3	4	5
How often should probation officers perform record checks?	1	2	3	4	5
How often should probation officers check on who the probationers are hanging out with?	1	2	3	4	5
How often should probation officers refer probationers to an employment service if the probationer reports having trouble finding a job?	1	2	3	4	5
How often should probation officers help probationers make a budget if he/she is having trouble making child support payments	1	2	3	4	5
How often should probation officers work with probationers on structuring their time?	1	2	3	4	5
How often should probation officers assist probationers on structuring their time?	1	2	3	4	5

On a scale of 1 (strongly disagree) to 5 (strongly agree), how much do you agree with the following statements:

It is reasonable to communicate with probationers only once. _____

Probationers should be contacted on a repeated basis while they are on probation. _____

Face-to-face interactions with probationers are important. _____

When meeting probationers for the first time it is important to establish agreed-upon rules. _____

I prefer to monitor probationers directly rather than using secondary sources. _____

When a probationer violates a rule:

 A punishment should always be imposed. _____

The standard sanction associated with the violation should always be imposed. _____

It is effective to use a sanction based on an agreement established with the probationer. _____

(FOR CHEIFS) On a scale of 1 (strongly disagree) to 5 (strongly agree), how much do you agree with the following statements:

It is reasonable for probation officers to communicate with probationers only once. _____

Probationers should be contacted on a repeated basis while they are on probation. _____

It is important for officers to have face-to-face interactions with probationers. _____

Officers ought to establish agreed-upon rules with their specific probationers. _____

Officers ought to monitor probationers directly rather than using secondary sources. _____

When a probationer violates a rule:

An officer should always impose a punishment. _____

The standard sanction associated with the violation should always be imposed. _____

It is effective to use a sanction based on an agreement the probationer and the officer. _____

Please indicate your level of agreement with the following scenarios about hypothetical clients.

What is your level of agreement with the following scenario?

A Probationer continues to be truant from school despite warnings from his/her probation officer. The officer decides to recommend revocation of probation.

_____Strongly Agree

_____Agree

_____Disagree

_____Strongly disagree

What is your level of agreement with the following scenario?

A probationer is having trouble finding a job, so his/her probation officer calls some contacts to set up some job interviews and tells the probationer about the jobs and assists the probationer to get to the interview.

_____Strongly Agree

_____Agree

_____Disagree

_____Strongly disagree

What is your level of agreement with the following scenario?

A Probationer has failed to attend a scheduled interview for a third time in a row. Although he has missed only a couple of times in the previous six months, he has seldom been on time and has been only marginally cooperative during those interviews. The Probation Officer files a violation recommending revocation of probation.

_____Strongly Agree

_____Agree

_____Disagree

_____Strongly disagree

What is your level of agreement with the following scenario?

After repeated warnings, a probationer continues to associate with persons suspected of being engaged in possible law violations. His field probation officer decides to file a violation recommending revocation of probation.

_____Strongly Agree

_____Agree

_____Disagree

_____Strongly disagree

What is your level of agreement with the following scenario?

When a probationer is having difficulty paying a fine that was imposed as part of his/her sentence, the officer should keep a record of his payments and tell the client that he/she is expected to pay the fine.

_____Strongly Agree

_____Agree

_____Disagree

_____Strongly disagree

What is your level of agreement with the following scenario?

A Probation Officer makes it a practice to call local law enforcement officials to get information on whether his probationers are staying out of trouble.

____Strongly Agree

_____Agree

_____Disagree

_____Strongly disagree

What is your level of agreement with the following scenario?

When a probationer complains that he is being harassed by the police, his/her probation officer calls the police to determine what the probationer has been doing to deserve to be questioned.

____Strongly Agree

_____Agree

_____Disagree

_____Strongly disagree

What is your level of agreement with the following scenario?

A probationer has not returned the probation officer's phone calls, nor did he show up for his last scheduled meeting. The field probation officer decided to make a surprise (unannounced) home visit.

_____Strongly Agree

_____Agree

_____Disagree

_____Strongly disagree

What is your level of agreement with the following scenario?

A probationer tells his/her officer that a family member is seriously ill, the officer makes a note of this, but tells the client that probation cannot get involved and he should take care of it himself.

_____Strongly Agree

_____Agree

_____Disagree

_____Strongly disagree

What is your level of agreement with the following scenario?

A probationer is having trouble with his/her landlord, who is refusing to make repairs and is trying to raise the rent. The probationer comes to his probation officer for help, and the officer checks with the local renter's association to find out about the landlord's responsibility and contacts the landlord on behalf of the client.

_____Strongly Agree

_____Agree

_____Disagree

_____Strongly disagree

Leave Time: Please indicate the amount of leave time in DAYS you took during the study period of October 1 through November 14.

_____Sick

_____Vacation

_____Holiday

_____Training

_____Military

_____Other

Clarification of Survey Responses and Comments to Research Team
In the space provided below please take the opportunity to provide clarification on any of your responses to questions on this survey or to make comments to the research team. Simply list the question number and your statement of clarification or just write your comments.

_____
_____
_____
_____
_____
_____
_____