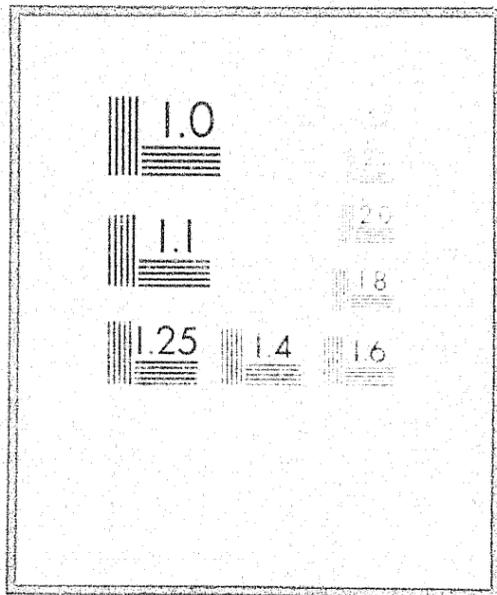


NCJRS

This microfiche was produced from documents received for inclusion in the NCJRS data base. Since NCJRS cannot exercise control over the physical condition of the documents submitted, the individual frame quality will vary. The resolution chart on this frame may be used to evaluate the document quality.



Microfilming procedures used to create this fiche comply with the standards set forth in 41CFR 101-11.504

Points of view or opinions stated in this document are those of the author(s) and do not represent the official position or policies of the U.S. Department of Justice.

U.S. DEPARTMENT OF JUSTICE
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
NATIONAL CRIMINAL JUSTICE REFERENCE SERVICE
WASHINGTON, D.C. 20531

5/4/77

J a c - f i l m e d

178

GEORGIA PROBATION, PAROLE AND CORRECTIONAL PERSONNEL

A DEMOGRAPHIC STUDY

NCJ 000155

Institute of Government
University of Georgia
October, 1967

GEORGIA PROBATION, PAROLE
AND CORRECTIONAL PERSONNEL

A DEMOGRAPHIC STUDY

INSTITUTE OF GOVERNMENT
UNIVERSITY OF GEORGIA

Financed by

THE OFFICE OF LAW ENFORCEMENT ASSISTANCE
U. S. DEPARTMENT OF JUSTICE

FOREWORD

In March, 1967, the University of Georgia Institute of Government applied to the United States Department of Justice Office of Law Enforcement Assistance (OLEA) for funding of a planning project. The purpose of the proposed project was the determination of the need and demand for a training program involving all phases of correctional work, probation, parole and institutional programs by the agencies of the State of Georgia engaged in these activities.

One question of extreme significance to be answered in the course of the subsequently funded program was "What are the prevailing levels of professional knowledge and competency among employees of the participating agencies?" The answer was foreseen as potentially forming the basis for a state-wide training program at the various levels of training and competency.

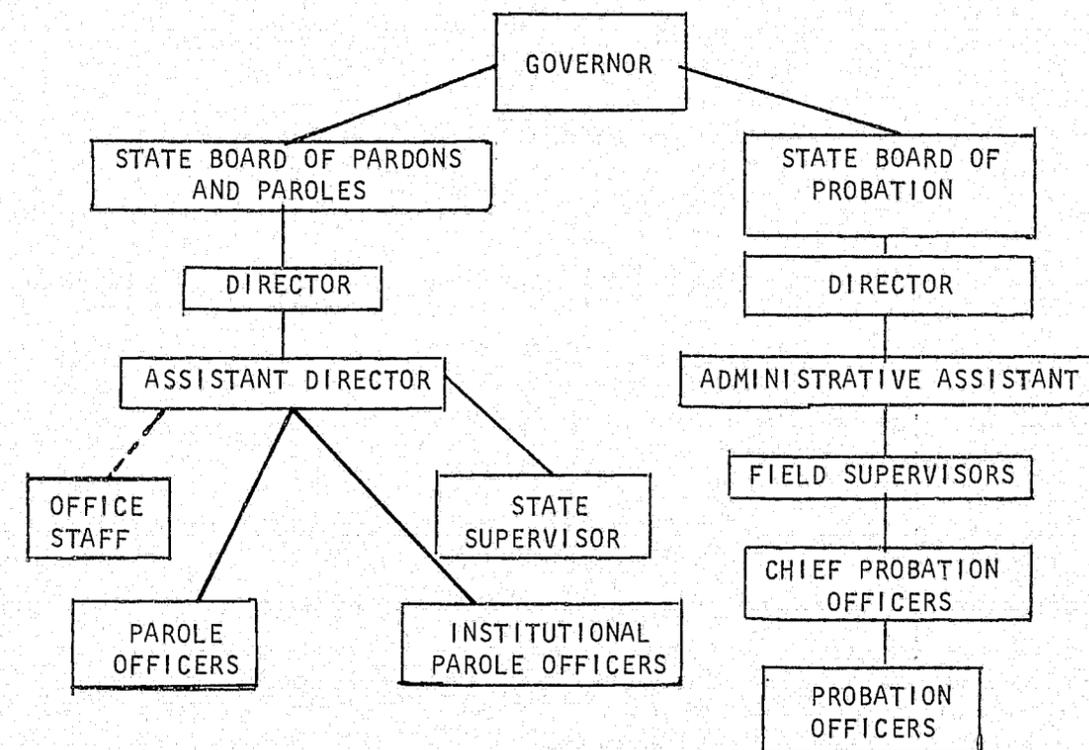
By July, a form was developed to measure the educational and experiential levels of all personnel in the State Departments of Parole, Probation and Corrections. Also included were indicators of age, salary, length of service, marital status, and specific job titles. This information was gathered during the months of July and August through a survey of personnel records in the appropriate offices in Atlanta. Data tabulated was taken primarily from the application form and is not necessarily verified. The actual review of records was conducted by Mr. Foy S. Horne, Jr., an Institute of Government research assistant with the full cooperation and assistance of all three departments. Analysis of data and the following report were compiled by Miss Carol Blair, Assistant Project Director, Institute of Government staff.


Donald D. Brewer, Project Director

ORGANIZATIONAL STRUCTURE

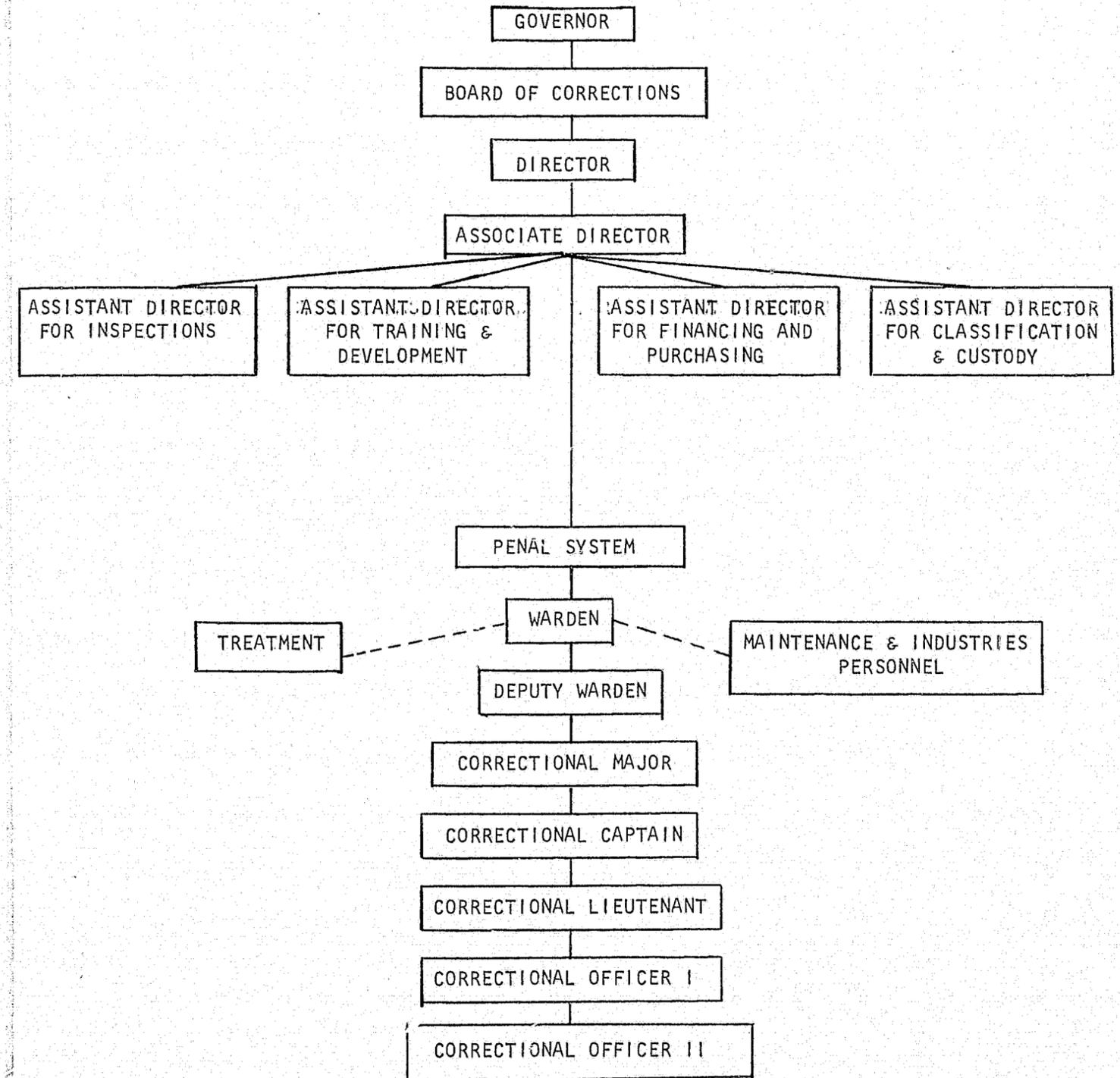
The Georgia correction system consists of the State Departments of Parole, Probation and Corrections. The State Department of Parole and the State Department of Probation are defined by law as two separate systems. Although they are required to maintain independent records and operate independently, the three members of the Board of Pardons and Paroles sit also as the State Board of Probation. The size of the Board is set by statute at three members who serve seven year terms. Parole officers are appointed by the Board and are under the State Merit System. Probation officers are appointed by the Superior Court Judges. There are seven independent systems, the largest of which is Fulton County. Data on these independent systems is not included. However, Fulton County has indicated interest in any training program that may be developed.

The following chart briefly illustrates the organization of these departments.

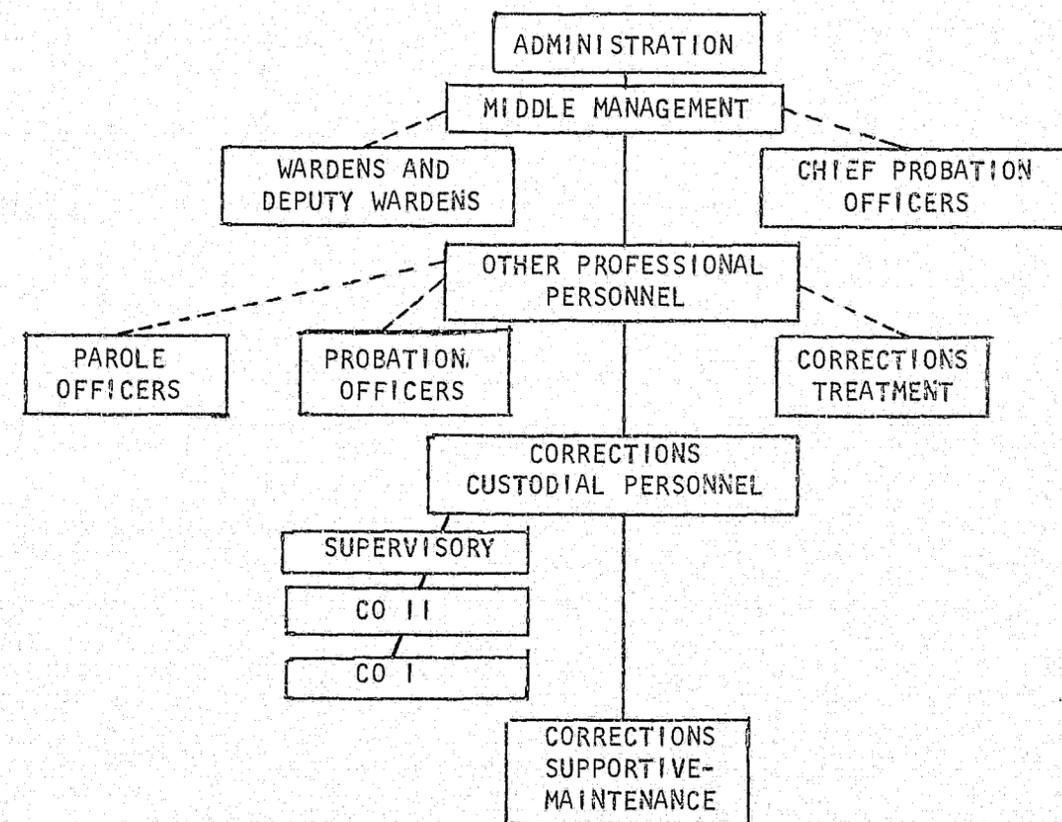


The State Department of Corrections also exists independently of any other State agency. Its Board is composed of five members who serve for five year periods. As of 1964, all personnel in the Corrections Department other than policy making officials are subject to review by the Georgia Merit System.

A general outline of the major organization components of the Corrections Department follows:



The total personnel of the Parole, Probation, and Corrections Departments exclusive of the clerical staff of the Probation and Parole Departments, currently numbers 854. These employees are widely disbursed throughout the state, although concentrations do exist in larger cities, such as Atlanta and Savannah and at each of the sixteen state correctional institutions. For general summary purposes, all personnel in the three departments has been placed in one of five categories. These are (a) administration, including heads of departments and all policy making personnel; (b) middle management, including corrections wardens and deputy wardens and chief probation officers; (c) other professional personnel, including probation officers, parole officers, and corrections treatment personnel; (d) corrections custodial personnel, including supervisory officers (lieutenants, captains, and majors) and correctional officers I and II; and, finally, (e) supportive staff and maintenance personnel representing the Corrections Department.



SUMMARY DATA

Even though many variations are evident between and within each of the five categories of personnel, a total summary was devised consisting of the average data for the entire correctional system;

GRAND TOTAL SUMMARY FOR ENTIRE CORRECTIONS SYSTEM								
ΣN	\bar{X} AGE	\bar{X} SALARY	\bar{X} YEARS SERVICE	\bar{X} YEARS EDUCATION	% HI SCH GRAD ONLY	% SOME COLLEGE	% COLLEGE GRAD	% PREV EXP
854	46.2	\$5135	4.5	11.0	41.9%	9.8%	3.5%	49.9%

On the basis of this summary, the following profile of the personnel in the corrections system is offered:

The Average correctional system employee in Georgia is 46.2 years of age, and is making \$5,135 annually. He has been employed 4.5 years and has a fifty percent probability of having had some previous related experience. He has a 41.9% probability of being a high school graduate, a 9.8% probability of having done some college work, and a 3.5% probability of being a college graduate.

(See Table II.1)

As mentioned above, variations between and within categories do exist. Surprisingly, however, these are not as great as one might expect considering the five different levels of responsibility and expected expertise. In Table II.1, a Summary of Personnel Data by Department and by Category, narrow ranges in the mean ages, years of education, years of service and salary can be observed. Of particular interest is the small variation in mean age and salary in the administrative and the middle management categories. The range in age between the two is only two-tenths of one year and \$1,679 in salary. Within the administrative group, the range is 4.7 years in age and \$1,068 in salary. Within middle management, the range in mean age is only 1.9 years and \$780 in mean salary.

\bar{X} : INDICATES "MEAN"
 Σ : INDICATES "SUM"

Other areas of comparable similarity are (1) years of service between administrative personnel and middle management (1.2 years range), (2) mean years of education between administrative, middle management and other professional personnel (2.2 years range), and (3) percentage of high school graduates between the administrative and other professional personnel categories (1.5% range).

One factor of interest in contrasting Category IV, corrections custodial personnel, and Category V, corrections supportive and maintenance personnel, is the similarity in mean salaries. The mean salary for supportive personnel (clerical staff, bookkeepers, switchboard operator, etc.) is over a hundred dollars more than the annual salary of correctional officers II and almost \$600 more than the annual salary of correctional officers I. The mean salary of the maintenance personnel (storekeepers, cooks, mechanics, construction workers, nurserymen, etc.) while only \$20 less than the mean annual salary of the top supervisory custodial officers, is almost \$1,400 more than correctional officers I receive and over \$800 more than the mean annual salary of correctional officers II. (See Table II.1)

Of course, the mean is at best a measure of central tendency and is often distorted by even a few far-spread figures when, as in the present study, the number of cases is small. Therefore, the similarities noted may actually be smaller or even greater, according to the internal distributions of each subcategory. In the following sections, these distributions will be discussed according to both length of service and location of duty station. Notwithstanding the internal figures, the general clustering of all categories around a relatively narrow range in mean age, length of service, salary, and education is of interest, if not of statistical significance. This clustering assumes even greater implications when the categories are considered by department. This point will be elaborated in subsequent sections in which each department is presented independently.

PAROLE DEPARTMENT

An overall summary for the department exclusive of supporting clerical personnel follows:

SUMMARY FOR ENTIRE PAROLE DEPARTMENT								
N	\bar{X} AGE	\bar{X} SALARY	\bar{X} YEARS SERVICE	\bar{X} YEARS EDUCATION	% HI SCH GRAD ONLY	% SOME COLLEGE	% COLLEGE GRAD	% PREV EXP
54	47.5	\$6,677	6.6	12.3	42.7%	31.5%	12.9%	38.9%

In the personnel structure of the parole department, only two major classifications were reviewed. These are the administrative staff and the parole officers.

SUMMARY FOR PAROLE ADMINISTRATORS								
N	\bar{X} AGE	\bar{X} SALARY	\bar{X} YEARS SERVICE	\bar{X} YEARS EDUCATION	% HI SCH GRAD ONLY	% SOME COLLEGE	% COLLEGE GRAD	% PREV EXP
7	47.8	\$8,343	12.3	13.1	57.1%	28.7%	14.2%	57.1%

SUMMARY FOR PAROLE OFFICERS								
N	\bar{X} AGE	\bar{X} SALARY	\bar{X} YEARS SERVICE	\bar{X} YEARS EDUCATION	% HI SCH GRAD ONLY	% SOME COLLEGE	% COLLEGE GRAD	% PREV EXP
47	47.4	\$6,429	5.7	12.7	40.6%	31.9%	12.7%	36.1%

There were at the time of the study 47 personnel classified as parole officers in the State Parole Department. As illustrated in Table III.1,

these officers are widely dispersed to facilitate more effective supervision.

The overall picture of the Parole Department personnel surveyed is illustrated in Table III.2 and above. The greatest distinctions between the two categories are in salary and years of service. The parole administrator is most likely to have served a longer period (mean, 12.3 years) than the parole officer (mean, 5.7 years). Also, the mean salary is almost \$2,000 more annually for the administrators. Yet, this difference is not as high as one might expect considering that the administrative staff has a greater likelihood of having had previous related experience (57.1% versus 36.1%) and has a slightly higher grade level achievement (13.1 for administrators as opposed to 12.7 for parole officers). Also, the responsibility differential would predict a greater salary range between the two.

The Parole Department shows 42.7% of its parole officers had attained high school graduation only, although it has the highest percentage of college graduates (12.9%) of the three departments. There are, however, 12.9% or seven parole officers who have not completed high school. Four of these have only two to three years service. As can be noted in the education section for parole officers in Table III.4, the two to three years of service category indicates a heavy hiring period. Possibly there were not enough eligible applicants to fill all positions. This could account for four non-high school graduates being clustered in this group. Two of the five new officers hired this year have had some college work and three are college graduates. Also, these five are 15.9 years below the mean age for all state parole officers. These facts may indicate a trend toward recruitment of younger and better educated officers.

All members of the seven-man parole administrative staff are high school graduates, and 28.2% have some college while 14.2% show college graduation.

They have a slightly higher percentage of previous related experience (57.1%) than the correctional system as a whole (49.9%) and the parole officers (36.1%) in specific. The entire Parole Department, while having the lowest percentage of previous related experience, has the longest average length of service (6.6 years).

PROBATION DEPARTMENT

The Probation Department personnel number 91, 56 of which are probation officers, 27, chief probation officers, and 8, administrators. As in the Parole Department, the officers are distributed throughout the state. Probation officers are located according to judicial circuits with more than one officer frequently assigned to one district. As Table IV.1 indicates, the officers are not generally clustered, although there are certain areas of concentration. Some of these, observable in Appendix I are in the Houston-Peach-Bibb-Dooley County area and the Fulton-DeKalb-Gwinnett County area.

SUMMARY FOR ENTIRE PROBATION DEPARTMENT								
N	\bar{X} AGE	\bar{X} SALARY	\bar{X} YEARS SERVICE	\bar{X} YEARS EDUCATION	% HI SCH GRAD ONLY	% SOME COLLEGE	% COLLEGE GRAD	% PREV EXP
91	47.9	\$6,737	4.3	13.1	58.3%	31.8%	7.7%	45.0%

The Probation Department personnel reviewed includes the administrative staff, the chief probation officers and the probation officer staff. Summary data on each category follows:

SUMMARY FOR PROBATION ADMINISTRATORS								
N	\bar{X} AGE	\bar{X} SALARY	\bar{X} YEARS SERVICE	\bar{X} YEARS EDUCATION	% HI SCH GRAD ONLY	% SOME COLLEGE	% COLLEGE GRAD	% PREV EXP
8	52.4	\$9,585	6.9	14.3	25%	37.5%	37.5%	50.0%

SUMMARY FOR CHIEF PROBATION OFFICERS								
N	\bar{X} AGE	\bar{X} SALARY	\bar{X} YEARS SERVICE	\bar{X} YEARS EDUCATION	% HI SCH GRAD ONLY	% SOME COLLEGE	% COLLEGE GRAD	% PREV EXP
27	49	\$6,665	7.2	13.0	59.2%	33.3%	3.7%	37.0%

SUMMARY FOR PROBATION OFFICERS								
N	\bar{X} AGE	\bar{X} SALARY	\bar{X} YEARS SERVICE	\bar{X} YEARS EDUCATION	% HI SCH GRAD ONLY	% SOME COLLEGE	% COLLEGE GRAD	% PREV EXP
56	45.4	\$6130	2.5	12.9	62.7%	30.3%	5.3%	49.2%

The Probation Department personnel as a whole has slightly higher mean age than the other departments and annually receives \$40 less salary than the Parole Department and almost \$2,000 more than the Corrections Department average. The Probation Department has a higher educational achievement (13.1 year mean) than the Correctional system as a whole. All personnel in the department has graduated from high school and about forty percent have either done some college work or completed a four-year degree. (Table IV.2)

The age ranges between the three levels of probation personnel reflect the responsibility levels of each category. In every case, as rank increases, the mean ages increase. The range is seven years with a mean of 47.9 years. 35% of Probation Department personnel have been employed from one to twelve months and 25.5% from two to three years. Surprisingly, 45 of the 56 probation officers (80%) have been with the department less than four years. The mean years of service of this group as a whole is only 2.5 years, a figure which exceeds only one other sub-category in the system - corrections officer I (2.3 years mean). (Tables IV.4 and IV.5)

The Probation Department personnel have a wider range of previous related experience than the correctional system as a whole, although the probability of having had some related experience is somewhat less (45.6% versus 49.9%). Chief probation officers fall 12.9% short of the system average, exceeding only the 36.1% average for parole officers. The most commonly reported previous experience is a position as either a "sheriff" or "deputy sheriff".

Seventeen of the forty-one Probation Department employees who had any previous experience listed this background, with the next highest figure, seven, listing police experience. Only three listed an educational background, each of which indicated "teacher".

Although salaries in the chief probation officer sub-category are concentrated in two income levels (mean, \$6,665), the range for probation officers is distributed over five levels with a mean of \$6,130. However, 39 of the 56 officers are concentrated at one level with only one officer receiving \$7,032 or \$336 more than the next level. Salaries for the administrative personnel cluster around two wide-spread poles - approximately \$5,200 on one end and approximately \$10,500 on the other for a mean of \$9,585. (Table IV.3)

CORRECTIONS DEPARTMENT

The Corrections Department represents 83% or 709 of the total correctional system personnel included in the study. They are located at the sixteen state prison institutions and the central office in Atlanta. The greatest concentration is at the Alto Industrial Institute for Youthful Offenders and the Reidsville State Prison. Table V.1 gives the staff/inmate breakdown by institution and locates the prisons in the state. Each of these are graphically located in Appendix 1. Data is summarized below:

SUMMARY OF ENTIRE CORRECTIONS DEPARTMENT								
N	\bar{X} AGE	\bar{X} SALARY	\bar{X} YEARS SERVICE	\bar{X} YEARS EDUCATION	% HI SCH GRAD ONLY	% SOME COLLEGE	% COLLEGE GRAD	% PREV EXP
709	46.0	\$4,877	4.3	10.5	40.0%	5.3%	2.2%	51.4%

Each of the five categories of personnel are represented in the Corrections Department. A departmental profile was prepared indicating the following dimensions: the average Corrections Department employee is 46.0 years of age, has been employed for 4.3 years and receives an annual salary of \$4,877. His educational level is 10.5 years. He has a 40% probability of being a high school graduate and a 7.5% probability of having done some college work or graduating from college. The average Corrections Department employee has slightly over a 50% probability of having had previous related experience. He is also more likely to have been employed previously in the same capacity than personnel in the other two departments. (Table V.1)

The administrative personnel is stationed either in the State Office in Atlanta or at one of two state prisons, Reidsville or Alto. The seventeen administrators at the Atlanta office have a 13.3 year mean grade level achievement with only one non-high school graduate. While earning approximately the mean of combined Alto and Reidsville administrators, (\$8,731), the Atlanta personnel earn approximately \$600 less annually than the Alto staff. However, the Alto mean educational level is 15.0 years with 50% being college graduates and 50% with some college work. Also, the Alto mean years of service, (14.8) is almost seven years more than the other two groups. (Table V.3)

On the average, the administrators are 51.9 years of age and have served for 8.2 years. The mean educational level, 12.8, is slightly lower than the same category in the other groups (parole and probation administrators), but, in the Corrections Department is exceeded only by treatment personnel.

SUMMARY OF CORRECTIONS ADMINISTRATORS								
N	\bar{X} AGE	\bar{X} SALARY	\bar{X} YEARS SERVICE	\bar{X} YEARS EDUCATION	% HI SCH GRAD ONLY	% SOME COLLEGE	% COLLEGE GRAD	% PREV EXP
26	51.9	\$8,517	8.2	12.9	38.4%	15.5%	7.8%	38.5%

The staff comprising the second level of authority in the Corrections Department, the wardens and deputy wardens, is all located at the state prison branches. Since vacancies currently exist in several institutions, only 14 wardens and 15 deputy wardens were included in the study. There is less than a year separating the mean ages of the two groups and only \$1,306 between the mean annual salaries. Wardens and deputy wardens employed in the last few years have been somewhat younger than the total mean age (45 years versus 52.4) and have been better educated (12.9 years versus 10.1 years). However,

only 35% of the middle management group are represented in this one to four years service group. An even lower mean educational achievement is indicated for the remaining 65% than the total 10.1 mean would suggest. (Table V.5)

SUMMARY FOR CORRECTIONS WARDENS & DEPUTY WARDENS								
ΣN	\bar{X} AGE	\bar{X} SALARY	\bar{X} YEARS SERVICE	\bar{X} YEARS EDUCATION	% HI SCH GRAD ONLY	% SOME COLLEGE	% COLLEGE GRAD	%PREV EXP
29	51.9	\$5,885	7.6	10.9	41.5%	6.8%	3.4%	51.7%

The most nearly comparable group in terms of salary and education to the wardens and deputy wardens is the maintenance and supportive staff. There is only about \$1,000 separating the mean annual salaries for the two categories. The maintenance group receives only about \$500 less yearly than the heads of their employing institutions. On the whole, the maintenance and supportive group has a slight advantage in educational level achieved (11.5 versus 10.9), but the maintenance group when taken alone has a mean of only 10.1 years. The maintenance and supportive group is younger than the wardens and deputy wardens and has a lower percentage of previous related experience. (Table V.14)

SUMMARY OF MAINTENANCE AND SUPPORTIVE STAFF								
ΣN	\bar{X} AGE	\bar{X} SALARY	\bar{X} YEARS SERVICE	\bar{X} YEARS EDUCATION	% HI SCH GRAD ONLY	% SOME COLLEGE	% COLLEGE GRAD	% PREV EXP
115	40.6	\$4,859	5.6	11.5	57.4%	13.7%	2.6%	49.4%

In what has been loosely termed "treatment" have been placed the fifty Correctional Department personnel listed as other professional personnel. Included in these fifty are the eight categories analyzed in Table V.7. There is a physician in each of the state prisons except for Battey Prison Branch which is located at a medical facility. Eleven of these fifteen are on a fee

basis in attendance only during sick-call hours. In the total treatment category, thirty-one of the fifty reviewed were part-time receiving a mean fee of \$1,547.

Surprisingly, the group with the highest mean age (54.5 years of age) is the recreation group, all of which are part time. The groups with the next highest mean ages are all in the medical services category with a mean age of 45.7 for the entire treatment personnel. (Table V.7)

38% or 19 of the 50 have less than two years of service with the remaining staff distributed over the scale. The analysis of treatment personnel using years of service as a constant included only those categories most traditionally considered treatment: recreation specialists, teachers, and correctional counselors. The mean grade achieved by this group of twelve staff members (16.0) greatly exceeds that of the Corrections Department as a whole (10.5). Also, it is only .8 less than the mean for the treatment category when the medical personnel and chaplains were included. (Table V.8)

A startling feature is the relatively low mean salary of the correctional counselors which at \$4,928 is less than maintenance personnel and corrections supervisory custodial personnel receive. It is over \$1,000 less than the mean annual salary for parole and probation officers. The range between educational achievement of parole and probation officers and the correctional counselors is 2.7 years (15.5 for correctional counselors versus 12.7 for parole and probation combined). The percentage of previous experience of the counselors exceeds both the parole and probation officers percentage and the counselors have a longer period of service than the probation and parole officers (5.1 versus 3.9 years). The distribution over the years of service scale does not indicate any significant trend toward higher salaries for the counselors or for the non-medical treatment group as a whole. (Table V.8)

SUMMARY OF TREATMENT PERSONNEL								
ΣN	\bar{X} AGE	\bar{X} SALARY	\bar{X} YEARS SERVICE	\bar{X} YEARS EDUCATION	% HI SCH GRAD ONLY	% SOME COLLEGE	% COLLEGE GRAD	% PREV EXP
50	43.7	\$8270	3.8	16.8	6%	10.0%	70%	72%

The largest personnel category in the correctional system is that of the corrections custodial staff. The 489 employees in the category comprise distinct levels of responsibility and advancement. The bottom step is composed of 281 correctional officers I, commonly referred to as "guards". Moving one step up, one finds 191 correctional officers II also generally identified as guards. The final step in the ladder is occupied by seventeen supervisory officers, which are internally stratified in the following manner: eleven lieutenants, five captains, and one major. These supervisory officers are all located at either Reidsville or Alto State Prison Branches. (Tables, V.9, V.11, and V.12)

Within the custodial category there is a direct relationship between length of service, educational achievement and rank. The higher the educational achievement and the lower the length of service, the lower the rank. That is, the lowest rank, correctional officer I, has the highest educational achievement and the lowest mean length of service (2.3 years). The highest rank, supervisory custodial officers, has the lowest educational achievement (8.9) and the highest mean length of service (11.5). Previous experience is also inversely related to rank - the higher the percentage of previous experience, the lower the rank. (Table 11.1)

There is only a narrow range in mean education between the three categories, however (1.2 years). Also the ranges in age and mean annual salary are some-

what small (age, 3.9 years and salary, \$1,406). The important distinction between the three categories would seem to be in the years of service with a wide range of 9.2 years - a range which is higher than in any other category in the correctional system.

Since 67% of the correctional officers I have been employed for less than one year, the data on this group is of great interest. The breakdown using length of service was completed for each of the other sub-categories (correctional officers II and supervisory custodial officers) as well. Trends toward slightly younger personnel is indicated and the educational level is edging upward at a slow, yet progressive, rate. (Tables V.10 and V.13)

SUMMARY FOR CUSTODIAL OFFICERS								
N	\bar{X} AGE	\bar{X} SALARY	\bar{X} YEARS SERVICE	\bar{X} YEARS EDUCATION	% HI SCH GRAD ONLY	% SOME COLLEGE	% COLLEGE GRAD	% PREV EXP
489	46.9	\$4,206	3.7	9.6	39.0%	2.2%	.2%	50.4%

By analyzing Table V.9, V.11, and V.12 in which the three groups of custodial personnel are presented by location, one can see a relatively tight distribution in all variables. There are institutions in which no officer has completed high school. Over 50% of the correctional officers II have not completed high school and a similar percentage of correctional officers I fall in this classification as do the supervisory officers. In some cases, a high percentage of these non-high school graduates are clustered in a few institutions. Battey, Decatur, Pulaski and Montgomery illustrate this concentration.

Similarly, the personnel with the lowest period of service is concentrated in specific institutions. For example, at Alto, thirty of the thirty-five correctional officers I have served less than a year. Over 60% at Reidsville were employed within the last year, and at Chatham and Decatur 100% of the

custodial staff have less than a year's service. Years of service is more evenly distributed in the correctional officers II and supervisory category.

SUMMARY

With a backward glance at the preceding sections, one can identify a small yet significant group of characteristics of the Georgia correctional system personnel. Enumerated, these assume the following dimensions.

- ① AGE: They are older than might be expected (46.2 years of age) and there is no significant trend in any group toward younger employees.
- ① SALARY: They receive a mean salary not necessarily corresponding to their level of achievement or responsibility (\$5,135)
- ① LENGTH OF SERVICE: They remain in service for a relatively short period of time (4.5 years)
- ① PREVIOUS RELATED EXPERIENCE: They do not enter service with any great degree of previous related experience (49.9%).
- ① EDUCATION: They have not achieved a high level of education (11.0) and there are no significant trends to predict improvements in the near future.
- ① CAREER ADVANCEMENT: Employees are clustered in a relatively small number of positions with little chance for advancement in most categories. For example, 472 correctional officers conceivably hope to achieve rank as a correctional lieutenant, captain or major. Currently, there are seventeen such positions.
- ① LOCATION: Correctional system employees are distributed throughout the state. However, areas of concentration can be distinguished in certain sections of Georgia.

CONCLUSION

The foregoing discussion of the personnel in the Georgia correctional system is not offered as a complete analysis. Rather, an attempt was made to point out factors which might not be obvious with only a casual review of the attached tables and other appendices. Most trends within the system are clearly reflected in these tables and do not need elaboration. On the basis of the salient characteristics of the personnel data outlined in the body of this report and in the tables attached, a number of implications for the development of a training program in the state seem to be apparent.

- The low average length of service and high percentage of correctional officer personnel with less than one year service indicate the need for a continuous training program at the orientation or induction level.
- The relative low percentage of related experience shown by those entering the service emphasizes the need for sensitivity training geared to acquaint personnel with those factors particularly related to the correctional process and to the offender. The fact that the correctional department makes wide use of personnel assigned by other state departments underscores this need.
- The general educational level of personnel requires, at least initially, training geared to the high school level or below. This is further indicated by the relatively high number of personnel forty-five years of age and over.
- The distribution of personnel throughout the state emphasizes the feasibility of training on a regional basis for all departments.

- The lack of a career ladder and current salary levels constitute serious barriers in terms of individual motivation.
- The lack of college background for the majority of personnel in all departments including those rendering specialized services indicates the need for specific training in the social sciences and related fields.
- The need for additional training officers within the system is urgent. Except for the Department of Corrections which has one training officer designated as such there are no such positions reflected in the organizational structures.
- The success of Police Science and training programs in the state indicates the need for further study concerning the applicability of methods used in these programs to correctional training.
- While In-Service Training is the most urgent need, consideration should be given to the development of college level curricular and in the training and recruitment of personnel in this expanding field.

APPENDIX I

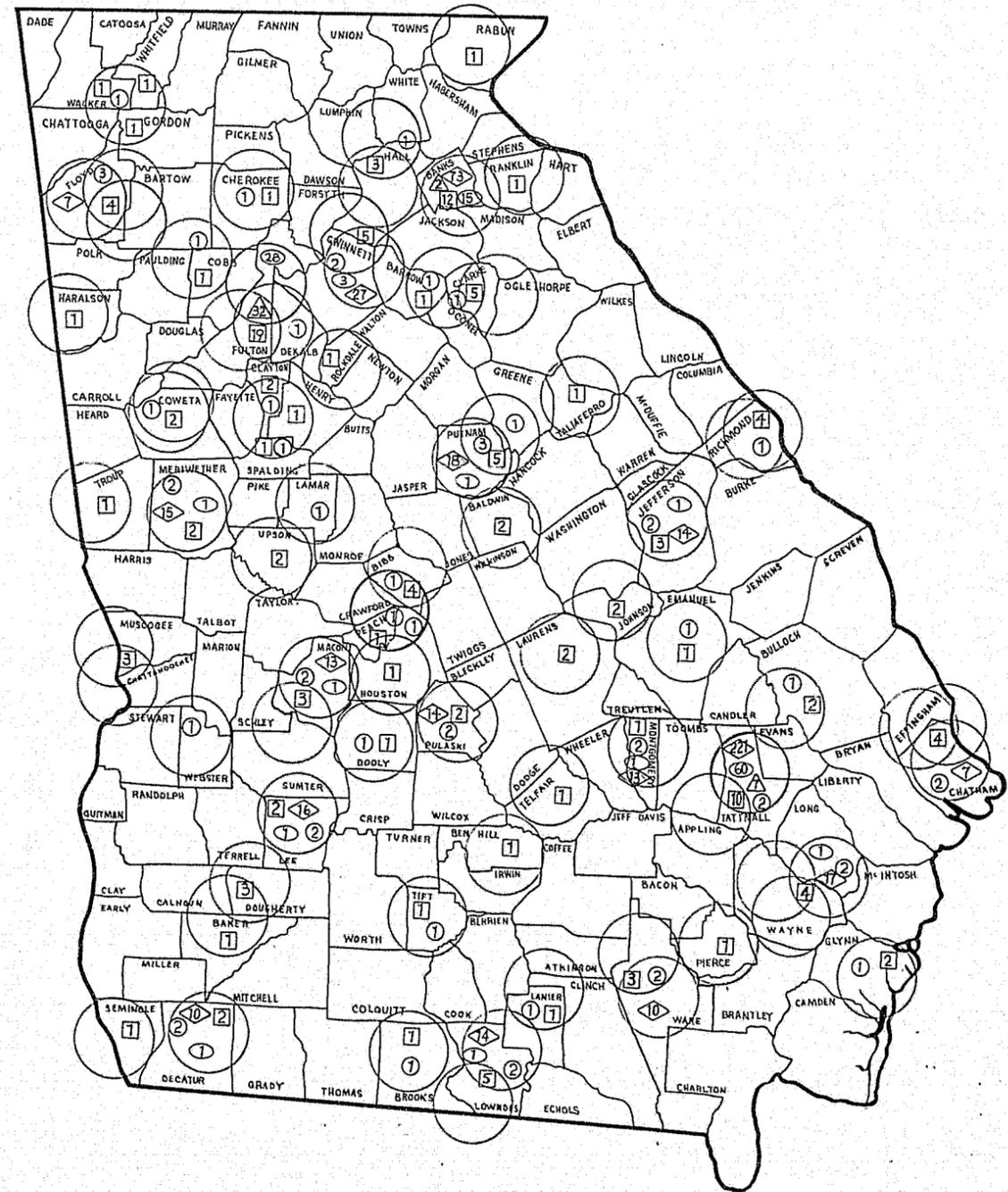
STATEWIDE DISTRIBUTION OF PERSONNEL

GEORGIA DEPARTMENTS OF PAROLE,
PROBATION AND CORRECTIONS

General Explanation of Map

The three different colors on the map correspond to each of the three departments. If personnel is illustrated with only one circle around it, then that group represents only one department, with the color of the circle indicating which department. If more than one circle is around the symbols, then the number inside each symbol signifies the total number of personnel in that category in both departments. For example in Dougherty County there is both a parole and a probation office. Thus, the colored circles indicating these Departments are placed around the symbol which denotes "Other Professional Personnel", in this case, Parole and Probation Officers.

State Probation Department State Corrections Department State Parole Department



LEGEND

Administration	△	Parole	○
Middle Management	○	Corrections	○
Other Professionals	□	Probation	○
Custodial	◇		
Supportive - Maintenance	○		

APPENDIX II

SUMMARY DATA

Georgia Departments of Parole,
Probation and Corrections

Table II. 1 Summary of entire Correctional System by Category
and by Department

Table II. 2 Summary of Correctional System by Department

TABLE 11.1 - SUMMARY BY CATEGORY AND DEPARTMENT
 STATE CORRECTIONS, PROBATION, AND PAROLE DEPARTMENTS
 SUMMARY OF PERSONNEL DATA, BY CATEGORY AND BY DEPARTMENT

	ΣN	\bar{X} AGE	\bar{X} SALARY	\bar{X} YEARS SERVICE	\bar{X} YEARS EDUCATION	% HI SCH GRAD ONLY	% SOME COLLEGE	% COLLEGE GRAD	% PREVIOUS EXPERIENCE
I. Administrative Personnel									
A. Probation	8	52.4	\$9585	6.9	14.3	25.0	37.5	37.5	50.0
B. Parole	7	47.8	\$8343	12.3	13.1	57.1	28.7	14.2	57.1
C. Corrections	26	51.9	\$8517	8.2	12.8	38.4	15.5	7.8	38.5
TOTAL	41	50.7	\$8696	8.6	13.1	38.9	22.1	14.7	43.9
II. Middle Management									
A. Corrections Wardens & Deputy Wardens	29	51.9	\$5885	7.6	10.9	41.5	6.8	3.4	51.7
B. Chief Probation Officers	27	49	\$6665	7.2	13.0	59.2	33.3	3.7	37.0
TOTAL	56	50.5	\$6917	7.4	11.9	50.0	19.6	3.5	44.6
III. Other Professional Personnel									
A. Probation Officers	56	45.4	\$6130	2.5	12.9	62.7	30.3	5.3	48.2
B. Parole Officers	47	47.4	\$6429	5.7	12.7	40.6	31.9	12.7	36.1
C. Corrections Treatment Personnel	50	43.7	\$8270	3.8	16.8	6.0	10.0	70.0%	72.0
TOTAL	153	45.5	\$6921	3.9	14.1	37.4	24.2	28.7%	52.3

TABLE 11.1 - SUMMARY BY CATEGORY AND DEPARTMENT
 STATE CORRECTIONS, PROBATION, AND PAROLE DEPARTMENTS
 SUMMARY OF PERSONNEL DATA, BY CATEGORY AND BY DEPARTMENT

	ΣN	̄X AGE	̄X SALARY	̄X YEARS SERVICE	̄X YEARS EDUCATION	% HI SCH GRAD ONLY	% SOME COLLEGE	% COLLEGE GRAD	% PREVIOUS EXPERIENCE
IV. <u>Corrections Custodial Personnel</u>									
A. Supervisory Personnel	17	50.4	\$5385	11.5	8.9	35.0	6.0	None	35.0
B. Correctional Officer I	281	46.5	\$3978	2.3	10.1	45.0	2.7	.3	56.2
C. Correctional Officer II	191	47.1	\$4437	5.0	9	30.6	1.0	None	43.4
TOTAL	489	46.9	\$4206	3.7	9.6	39.0	2.2	.2	50.4
V. <u>Supportive Staff & Corrections Maintenance Personnel</u>									
A. Supportive Personnel	71	35.7	\$4548	3.7	12.4	67.6	21.1	1.4	50.7
B. Maintenance Personnel	44	48.6	\$5361	8.6	10.1	45.5	2.0	4.5	47.7
TOTAL	115	40.6	\$4859	5.6	11.5	57.4	13.7	2.6	49.4
GRAND TOTAL	854	46.2	\$5135	4.5	11.0	41.9	9.8	3.5	49.9

TABLE 11.2

GRAND TOTALS BY DEPARTMENT

	PROBATION	PAROLE	CORRECTIONS
ΣN	91	54	709
\bar{x} AGE	47.0	47.5	46.0
\bar{x} SALARY	\$6737	\$6677	\$4877
\bar{x} YEARS SERVICE	4.3	6.6	4.3
\bar{x} YEARS EDUCATION	13.1	12.8	10.5
% HI SCH GRAD ONLY	58.3	42.7	40.0
% SOME COLLEGE	31.8	31.5	5.3
% COLLEGE GRAD	7.7	12.9	5.9
% PREVIOUS EXPERIENCE	45.0	38.9	51.4

APPENDIX III

PAROLE DEPARTMENT PERSONNEL DATA

- Table III. 1 Location of officers and number of parolees
- Table III. 2 Overall Summary of Parole Department by
category of Personnel
- Table III. 3 Parole Officers and Administrators by
category
- Table III. 4 Parole Officers and administrators by Length
of Service

TABLE III.1
 LOCATION OF PAROLE
 OFFICERS AND NUMBERS
 OF PAROLEES*

	LOCATION	# OF OFFICERS		# OF PAROLEES	RATIO OFFICER/PAROLEES
		F***	V****		
1.	ATLANTA	14	1	499	1/83
2.	ALBANY	1	1	102	1/102
3.	ATHENS	2		86	1/43
4.	AUGUSTA	2		106	1/53
5.	BLACKSHEAR	1	1	53	1/53
6.	COLUMBUS	2		139	1/69
7.	DUBLIN	2		83	1/41
8.	GAINESVILLE	2		77	1/38
9.	GA. INDUSTRIAL INSTITUTE	1		N.A.	N.A.
10.	GA. STATE PRISON	1		N.A.	N.A.
11.	JESUP	2		63	1/31
12.	MACON	2		109	1/54
13.	MILLEDGEVILLE	2		78	1/39
14.	NEWMAN	2		121	1/60
15.	OCILLA	2		79	1/39
16.	OGLETHORPE	1	1	61	1/61
17.	ROME	2		92	1/46
18.	SAVANNAH	2		49	1/24
19.	THOMASTON	2		89	1/44
20.	VALDOSTA	2		93	1/46
TOTAL		47	4	1979	1/44

* AS OF SEPTEMBER, 1967

** FILLED

*** VACANT

**** These figures are not true representations of the actual caseloads since there is a trend toward having an "investigator" who makes pre-sentence reports and assumes most other field duties and a "supervisor" who conducts most of the counseling and additional interviewing.

TABLE III.2

SUMMARY
PAROLE DEPARTMENT
PERSONNEL

	ADMINISTRATORS	PAROLE OFFICERS	TOTAL
N	7	47	54
\bar{X} AGE	47.8	47.4	47.5
\bar{X} SALARY	\$8343	\$6429	\$6677
\bar{X} YEARS SERVICE	12.3	5.7	6.6
\bar{X} YEARS EDUCATION	13.1	12.7	12.8
% HI SCH GRAD ONLY	57.1%	40.6%	42.7%
% SOME COLLEGE	28.7%	31.9%	31.5%
% COLLEGE GRAD	14.2%	12.7%	12.9%
% PREVIOUS EXPERIENCE	57.1%	36.1%	38.9%

TABLE III, 3

STATE PAROLE DEPARTMENT PERSONNEL

AGE:	Administrative Staff	Parole Officers	TOTAL
20-24			
25-34	2	10	12
35-44	1	8	9
45-54	1	15	16
55-64	2	9	11
65-70	1	5	6
Over 70			
Unlisted			
TOTAL	7	47	54
MEAN	47.8 yrs	47.4 yrs	47.5 yrs

SALARY:

\$5784-6072	1	21	22
6372-6696	1	17	18
7032-7752	1	9	10
8136	1		1
8976	1		1
9420	1		1
12,012	1		1
TOTAL	7	47	54
MEAN	\$8343	\$7429	\$6671

TABLE III.3 - PAROLE OFFICERS AND PAROLE ADMINISTRATORS BY CATEGORY
STATE PAROLE DEPARTMENT PERSONNEL

YRS OF SERVICE:	Administrative	Parole Officer	TOTAL	%
0-1	1	5	6	11.1
2-3	1	16	17	31.7
4-5	1	11	12	22.2
6-7		3	3	5.5
8-10		4	4	7.4
11-14	2	3	5	9.2
15-20	1	3	4	7.4
Over 20	1	1	2	3.7
Unlisted		1	1	1.8
TOTAL	7	47	54	100%
MEAN	12.3	5.7	6.6	

EDUCATION

5-7		1 (2.1%)	1	1.8
8-9		4 (8.5%)	4	7.4
10-11		2 (4.2%)	2	3.7
High School Grad.	4 (57.1%)	19 (40.6%)	23	42.5
Some College	2 (28.7%)	15 (31.9%)	17	31.7
College Grad.	1 (14.2%)	6 (12.7%)	7	12.9
TOTAL	7	47	54	100%
MEAN	13.1 yrs	12.7 yrs	12.8 yrs	

TABLE III.3 - PAROLE OFFICERS AND PAROLE ADMINISTRATORS BY CATEGORY
STATE PAROLE DEPARTMENT PERSONNEL

PREVIOUS EXPERIENCE:	Administrative	Parole Officers	TOTAL
Probation Officer		1	1
Clerk	1		1
Investigator	1		1
Police	2	9	11
Warden		1	1
Military		1	1
Counselor		1	1
Tax Agent		1	1
Sheriff		3	3
TOTAL	4	17	21
%	57.1	36.1	40.3

REEMPLOYMENT:

DATA NOT AVAILABLE

STATE PAROLE ADMINISTRATORS TABLE III.4 - PAROLE OFFICERS AND ADMINISTRATORS BY LENGTH OF SERVICE STATE PAROLE OFFICERS

EDUCATION	YEARS OF SERVICE										YEARS OF SERVICE										GRAND TOTAL	
	0-1	2-3	4-5	6-7	8-10	11-14	15-20	20+	Not Listed	TOTAL	0-1	2-3	4-5	6-7	8-10	11-14	15-20	20+	Not Listed	TOTAL		
0-2																						
3-4																						
5-7																						
8-9																						
10-11																						
Hi Sch Grad	1(100)		1(100)				1(100)	1(100)		4(57.1)												
Some College						2(100)				2(28.5)	2(40)	2(12.4)	4(36.6)	2(66.7)	2(50)							
College Grad		1(100)								1(14.4)	3(60)	2(12.6)	1(9)									
Additional Degree																						
Unlisted																						
TOTAL	1	1	1			2	1	1		7	5	16	11	3	4	3	3	1	1		47	54
MEAN	12	14	12			14	12	12		13.1	15.2	11.8	12.8	13.3	13	12	12.8	8.5	14		12.7	12.8

AGE

AGE	0-1	2-3	4-5	6-7	8-10	11-14	15-20	20+	Not Listed	TOTAL	0-1	2-3	4-5	6-7	8-10	11-14	15-20	20+	Not Listed	TOTAL	GRAND TOTAL	
20-24																						
25-34										2	4	4	2								10	12
35-44	1	1								1	1	1	2		2		1		1		8	9
45-54						1				1	6	4	1	1	1	1	2				15	16
55-64			1					1		2	3	3	1	1	1	1					9	11
65-70							1			1	2			1		1			1		5	6
70 +																						
Unlisted																						
TOTAL	1	1	1			2	1	1		7	5	16	11	3	4	3	3	1	1		47	54
MEAN	39.5	29.5	59.5			39.5	67.5	59.5		47.8	31.5	48	46.8	58.8	47	58.8	46.2	67.5	39.5		47.4	47.5

TABLE 111.4 - PAROLE OFFICERS AND ADMINISTRATORS BY LENGTH OF SERVICE
 STATE PAROLE ADMINISTRATORS STATE PAROLE OFFICERS

	YEARS OF SERVICE										YEARS OF SERVICE										GRAND TOTAL	
	0-1	2-3	4-5	6-7	8-10	11-14	15-20	20+	Not Listed	TOTAL	0-1	2-3	4-5	6-7	8-10	11-14	15-20	20+	Not Listed	TOTAL		
SALARY																						
5,784											5	9									14	14
6,072	1									1		2	3	2							7	8
6,372 - 6,696		1								1		5	8	1	2		1				17	18
7,032 - 7,757						1				1					2	3	2	1	1		9	10
8,136			1							1											1	1
8,926						1				1											1	1
9,420									1	1											1	1
12,012									1	1											1	1
TOTAL	1	1	1			2	1	1		7	5	16	11	3	4	3	3	1	1	47	54	
MEAN	6,072	6,534	8,136			8,160	12,012	9,420		8,356	5,784	6,054	6,408	6,226	6,965	7,395	7,108	7,395	7,395	6,407	6,66	

REEMPLOYMENT NOT AVAILABLE

One Time																					
Two Times +																					
TOTAL																					
MEAN																					

PREVIOUS EXPERIENCE

Military													1								1	1
Guard																						
Police						1	1			2		3	4			1			1		9	11
Sheriff-Warden												2		1		1					4	4
Education																						
Other	1		1							2		3									3	5
TOTAL	1		1			1	1			4		8	5	1		2			1		17	21
MEAN	100		100			50	100			57.1		50	45.4	33.3		66.7			100		36.1	40.1

APPENDIX IV

PROBATION DEPARTMENT PERSONNEL DATA

- | | |
|-------------|---|
| Table IV. 1 | Location of Officers and number of Probationers |
| Table IV. 2 | Overall Summary of Probation Department by Category of Personnel |
| Table IV. 3 | Probation Administrators, Chief Probation Officers and Probation Officers by Category |
| Table IV. 4 | Probation Administration by Length of Service |
| Table IV. 5 | Chief Probation Officers and Probation Officers by Length of Service |

TABLE IV.1
LOCATION OF PROBATION
OFFICERS AND NUMBERS
OF PROBATIONERS*

CIRCUITS	LOCATION	# OF OFFICERS		# UNDER SUPERVISION	RATIO OFFICER/PROBATIONER
		CHIEF OFFICERS	OTHER OFFICERS		
Alapaha	Lakeland	1	1	292	1/146
Atlanta	Atlanta	1	4	190	1/95
Atlantic	Reidsville		1	125	1/125
Augusta	Augusta	1	2	367	1/122
Blue Ridge	Canton	1	2	428	1/143
Brunswick	Brunswick	1		105	1/105
	Jesup		1	116	1/116
Chattahoochee	Columbus		1	152	1/152
Cherokee	Calhoun		1	145	1/145
Clayton	Jonesboro	1	2	446	1/149
Cobb	Marietta	1	1	260	1/130
Conasauga	Dalton	1	1	284	1/142
Cordele	Vienna	1	1	208	1/104
Coweta	LaGrange		1	113	1/113
	Newnan	1		119	1/119
Dougherty	Albany		1	129	1/129
Dublin	Dublin	1		89	1/89
	Wrightsville		1	98	1/98
Eastern	Savannah		1	169	1/169
Flint	Barnesville	1		134	1/134
	McDonough		1	134	1/134
Griffin	Griffin		1	102	1/102
	Thomaston	1	1	204	1/102
Gwinnett	Lawrenceville	1	1	304	1/152
Lookout Mountain	LaFayette	1	1	237	1/119
Macon	Fort Valley	1	1	247	1/124
	Macon	1	1	233	1/117
	Perry	1		141	1/141
	Warner Robins	1	1	181	1/91
Middle	Sandersville		1	138	1/138
	Swainsboro	1		114	1/114
Mountain	Clayton		1	164	1/164
Northeastern	Gainesville	1	1	221	1/111
Northern	Carnesville		1	146	1/146
Ocmulgee	Eatonton	1	1	166	1/83
	Greensboro		1	117	1/117
	Milledgeville	1	1	204	1/102
Oconee	McRae		1	90	1/90
Ogeechee	Statesboro	1	2	356	1/119
Pataula	Donalsonville		1	145	1/145
Piedmont	Winder		1	130	1/130
Rome	Rome	1	1	235	1/116
Southern	Quitman	1	1	243	1/122
South Georgia	Newton		1	133	1/133
Southwestern	Preston	1	1	323	1/162
Stone Mountain	Decatur		2	140	1/70
Tallapoosa	Buchanan		1	173	1/173
Tifton	Tifton	1	1	202	1/101
Toombs	Crawfordville		1	127	1/127
Waycross	Waycross	1	1	213	1/107
Western	Athens	1	2	346	1/115
TOTAL		30	54	9878	1/118

*AS OF OCTOBER 1, 1967

TABLE IV.2

SUMMARY
PROBATION DEPARTMENT PERSONNEL

	ADMINISTRATORS	CHIEF PROBATION OFFICERS	PROBATION OFFICERS	TOTAL
ΣN	8	27	56	91
\bar{X} AGE	52.4	49.0	45.4	47.9
\bar{X} SALARY	\$9585	\$6665	\$6130	\$6737
\bar{X} YEARS SERVICE	6.9	7.2	2.5	4.3
\bar{X} YEARS EDUCATION	14.3	13.0	12.9	13.1
% HI SCH GRAD ONLY	25.0%	59.2%	62.7%	58.3%
% SOME COLLEGE	37.5%	33.3%	30.3%	31.8%
% COLLEGE GRAD	37.5%	3.7%	5.3%	7.7%
% PREVIOUS EXPERIENCE	50.0%	37.0%	48.2%	45.0%

TABLE IV.3 - PROBATION ADMINISTRATIVE OFFICERS AND CHIEFS BY CATEGORY
STATE PROBATION DEPARTMENT PERSONNEL

AGE:	Administrative	Chief Probation Officers	Probation Officers	TOTAL
20-24			1	1
25-34		4	12	16
35-44	1	5	11	17
45-54	3	6	16	25
55-64	3	10	12	25
65-70		1	2	3
Over 70				0
Unlisted	1	1	2	4
TOTAL	8	27	56	91
MEAN	52.4	49.0	45.4	47.0

SALARY:	Administrative	Chief Probation Officers	Probation Officers	TOTAL
\$4752	1			1
5784	1		7	8
6072			39	39
6372		15	4	19
6696			5	5
7032		12	1	13
8544	1			1
10,500	4			4
15,600	1			1
TOTAL	8	27	56	91
MEAN	\$9585	\$6665	\$6130	\$6592

TABLE IV.3 - PROBATION ADMINISTRATIVE OFFICERS AND CHIEFS BY CATEGORY
STATE PROBATION DEPARTMENT PERSONNEL

YRS OF SERVICE:	Administrative	Chief Probation Officers	Probation Officers	TOTAL	%
0-1	2	2	28	32	35.3
2-3		6	17	23	25.5
4-5	1	5	5	11	12.0
6-7	2	2	1	5	5.4
8-10		2	2	4	4.3
11-14	2	10	3	15	16.4
15-20					
Over 20					
Unlisted	1			1	1.0
TOTAL	8	27	56	91	100%
MEAN	6.9 yrs	7.2 yrs	2.5 yrs	4.3 yrs	

EDUCATION:					
0-7					
8-11					
High School Grad.	2 (25.0%)	16 (59.2%)	35 (62.7%)	53	58.5
Some College	3 (37.5%)	9 (33.3%)	17 (30.3%)	29	31.8
College Grad.	2 (25.0%)	1 (3.7%)	3 (5.3%)	6	6.6
Masters	1 (12.5%)	1 (3.7%)	1 (1.7%)	3	3.3
TOTAL	8	27	56	91	100%
MEAN	14.3	13.0	12.9	13.1	

TABLE IV.3 - PROBATION ADMINISTRATIVE OFFICERS AND CHIEFS BY CATEGORY

STATE PROBATION DEPARTMENT PERSONNEL

PREVIOUS EXPERIENCE:	Administrative	Chief Probation Officers	Probation Officer	TOTAL
Military		1		1
Police		2	5	7
Guard		1	1	2
Sheriff or Dep.		4	12	16
Tax Agent				0
Teacher	1	1	3	5
Law Practice	1		2	3
Clerk Superior Ct.			3	3
Board of Corrections	2			2
Warden (PWC)				0
Minister			1	1
Parole Officer		1		1
TOTAL	4	10	27	41
%	50%	37%	48.2%	45.6%

TABLE IV.4 - PROBATION ADMINISTRATORS BY LENGTH OF SERVICE

EDUCATION	STATE PROBATION OFFICERS										CHIEF PROBATION OFFICERS										GRAND TOTAL			
	YEARS OF SERVICE										YEARS OF SERVICE													
	0-1	2-3	4-5	6-7	8-10	11-14	15-20	20+	Not Listed	TOTAL	0-1	2-3	4-5	6-7	8-10	11-14	15-20	20+	Not Listed	TOTAL				
0-2																								
3-4																								
5-7																								
8-9																								
10-11																								
Hi Sch Grad	8(64)	11(64.7)	4(80)		1(50)	1(33.3)				35(62.5)	2(100)	6(100)	3(50)		1(50)	4(40)						16(99.2)	51	
Some College	9(32.1)	5(29.4)		1(100)	1(50)	1(33.3)				17(30.3)			2(40)	2(100)		5(50)						7(33.3)	26	
College Grad	1(3.9)	1(5.9)								3(5.4)					1(50)							1(3.8)	4	
Additional Degree			1(20)							1(1.1)						1(10)						1(3.8)	2	
Unlisted																								
TOTAL	28	17	5	1	2	3				56	2	6	5	2	2	10						27	83	
MEAN	12.8	12.8	12.8	14	13	14				12.9	12	12	12.8	14	14	14.7						13.0	13	

AGE	STATE PROBATION OFFICERS										CHIEF PROBATION OFFICERS										GRAND TOTAL		
	YEARS OF SERVICE										YEARS OF SERVICE												
	0-1	2-3	4-5	6-7	8-10	11-14	15-20	20+	Not Listed	TOTAL	0-1	2-3	4-5	6-7	8-10	11-14	15-20	20+	Not Listed	TOTAL			
20-24	1									1													1
25-34	9	2	1							12		3	1									4	16
35-44	4	6							1	11	1		2	1								5	16
45-54	10	3	2	1						16	1		1	1	3							6	22
55-64	2	5	2		1	2				12		2	2	1	5							10	22
65-70	1				1					2					1							1	3
70 +																							
Unlisted	1	1								2		1										1	3
TOTAL	28	17	5	1	2	3				56	2	6	5	2	2	10						27	83
MEAN	41.7	46.4	49.5	49.5	63.5	52.8				45.3	44.5	41.5	45.5	44.5	54.5	55.3						49.0	46.4

TABLE IV.4 - PROBATION ADMINISTRATORS BY LENGTH OF SERVICE

STATE PROBATION OFFICERS

CHIEF PROBATION OFFICERS

SALARY	YEARS OF SERVICE										YEARS OF SERVICE										GRAND TOTAL
	0-1	2-3	4-5	6-7	8-10	11-14	15-20	20+	Not Listed	TOTAL	0-1	2-3	4-5	6-7	8-10	11-14	15-20	20+	Not Listed	TOTAL	
5,784	7									7											7
6,072	20	15	4							39											39
6,372	1	1	1	1						4	2	6	5	2							15
6,696		1			2	2				5											5
7,032						1				1				2	10						12
Unlisted																					
TOTAL	28	17	5	1	2	3				56	2	6	5	2	2	10					27
MEAN	6,011	6,126	6,132	6,372	6,696	6,808				6,130	6,372	6,372	6,372	6,372	7,032	7,032					6,665

REEMPLOYMENT NOT AVAILABLE

	0-1	2-3	4-5	6-7	8-10	11-14	15-20	20+	Not Listed	TOTAL	0-1	2-3	4-5	6-7	8-10	11-14	15-20	20+	Not Listed	TOTAL	GRAND TOTAL	
One Time																						
Two Times +																						
TOTAL																						
MEAN																						

PREVIOUS EXPERIENCE

	0-1	2-3	4-5	6-7	8-10	11-14	15-20	20+	Not Listed	TOTAL	0-1	2-3	4-5	6-7	8-10	11-14	15-20	20+	Not Listed	TOTAL	GRAND TOTAL
Military															1						1
Guard		1								1						1					1
Police	2	1	1		1					5		2									7
Sheriff-Warden	9	2	1							12			2	1		1					16
Education	2		1							3						1					4
Other	3		1	1		1				6					1						7
TOTAL	16	4	4	1	1	1				27		2	2	1	2	3					37
MEAN	57.1	23.5	80	100	50	33.3				48.2		100	40	20	100	30					37

TABLE IV.5 - PROBATION OFFICERS BY LENGTH OF SERVICE

PROBATION ADMINISTRATIVE STAFF	YEARS OF SERVICE									
	0-1	2-3	4-5	6-7	8-10	11-14	15-20	20+	Not Listed	TOTAL
EDUCATION										
0 - 2										
3 - 4										
5 - 7										
8 - 9										
10 - 11										
Hi Sch Grad	1(50)			1(50)						2(25)
Some College				1(50)		1(50)			1	3(37.5)
College Grad	1(50)		1(100)			1(50)				3(37.5)
Additional Degree										
Unlisted										
TOTAL	2		1	2		2			1	8
MEAN	14		16	13		15			14	14.3

AGE

20-24										
25-34										
35-44						1				1
45-54	2			1						3
55-64			1	1		1				3
65-70										
70 +										
Unlisted									1	1
TOTAL	2		1	2		2			1	8
MEAN	49.5		59.5	54.5		49.5			1	52.4

SALARY

4,752	1									1
5,784									1	1
8,544				1						1
10,500			1	1		2				4
15,600	1									1
Unlisted										
TOTAL	2		1	2		2			1	8
MEAN	10,176		10,500	9,522		10,500			5,784	9,585

REEMPLOYMENT

NOT AVAILABLE

One Time										
Two Times+										
TOTAL										

PREVIOUS EXPERIENCE

Military										
Guard										
Police										
Sheriff-Warden										
Education	1									1
Other			1			2				3
TOTAL	1		1			2				4
PERCENT	50%		100%			100%				50%

APPENDIX V

CORRECTIONS DEPARTMENT PERSONNEL DATA

Table V. 1	Location of State Prisons and number of inmates
Table V. 2	Overall Summary of Corrections Department by Category
Table V. 3	Corrections Administrators by Location
Table V. 4	Corrections Administrators by Length of Service
Table V. 5	Corrections Wardens and Deputy Wardens by Category
Table V. 6	Corrections Wardens and Deputy Wardens by Length of Service
Table V. 7	Corrections Treatment Personnel by Category
Table V. 8	Corrections Treatment Personnel by Length of Service
Table V. 9	Corrections Supervisory Custodial Personnel by Category
Table V. 10	Corrections Supervisory Custodial Personnel by Length of Service
Table V. 11	Corrections Correctional Officers II by Location
Table V. 12	Corrections Correctional Officers I by Location
Table V. 13	Corrections Correctional Officers I and II by Length of Service
Table V. 14	Corrections Maintenance and Supportive Personnel by Location

CONTINUED

1 OF 2

TABLE V.1
 DISTRIBUTION OF PERSONNEL
 AND INMATES BY INSTITUTION*
 CORRECTIONS DEPARTMENT

Prisons	Inmates	C.O. I	C.O. II	Treatment	Capt., Lt., Maj.	Maintenance	Supportive
Batley	18	7		1			
Chatham	46	3	4	1			
Decatur	51	5	5	2			1
G. I. I. (Alto)	996	35	33	12	5	10	5
G. T. D. (Buford)	174	18	9	4		1	2
G. S. P. (Reidsville)	2857	151	58	9	12	33	27
Jefferson	88	8	6	3			1
Lee	94	8	8	2			1
Lowndes	78	5	9	3			1
Macon	59	6	7	2			1
Meriwether	66	7	8	2			1
Montgomery	74	6	7	1			1
Pulaski	62	6	8	2			
Putnam	127	6	12	2			1
Ware	78	2	8	2			
Wayne	57	8	9	2			1
State Office (Atlanta)							28
TOTAL	4925	281	191	50	17	44	71

*AS OF AUGUST 31, 1967

TABLE V.2

SUMMARY
CORRECTIONS DEPARTMENT
PERSONNEL

	ADMINISTRATORS	WARDENS AND DEP WARDENS	TREATMENT	CUSTODIAL OFFICERS	MAINTENANCE AND SUPPORTIVE	TOTAL
N	26	29	50	489	115	709
\bar{X} AGE	51.9	51.9	43.7	46.9	40.6	46.0
\bar{X} SALARY	\$8517	\$5885	\$8270	\$4206	\$4859	\$4877
\bar{X} YEARS SERVICE	8.2	7.6	3.8	3.7	5.6	4.3
\bar{X} YEARS EDUCATION	12.8	10.9	16.8	9.6	11.5	10.5
% HI SCH GRAD ONLY	38.4%	41.5%	6.0%	39.0%	57.4%	40%
% SOME COLLEGE	15.5%	6.8%	10.0%	2.2%	13.7%	5.3%
% COLLEGE GRAD	7.8%	3.4%	70.0%	.2%	2.6%	5.9%
PREVIOUS EXPERIENCE	38.5%	51.7%	72.0%	50.4%	49.4%	51.4%

TABLE V.2.a

SUMMARY
CORRECTIONS CUSTODIAL
PERSONNEL

	SUPERVISORY	CO I	CO II	TOTAL
N	17	281	191	489
\bar{X} AGE	50.4	46.5	47.1	46.9
\bar{X} SALARY	\$5385	\$3978	\$4436	\$4206
\bar{X} YEARS SERVICE	11.5	2.3	5.0	3.7
\bar{X} YEARS EDUCATION	8.9	10.1	9.0	9.6
% HI SCH GRAD ONLY	35.0%	45.0%	30.6%	39.0%
% SOME COLLEGE	6.0%	2.7%	1.0%	2.2%
% COLLEGE GRAD	NONE	.3%	NONE	.2%
% PREVIOUS EXPERIENCE	35.0%	56.2%	43.4%	50.4%

TABLE V.3 - CORRECTIONS ADMINISTRATORS BY LOCATION
 STATE ADMINISTRATIVE PERSONNEL
 (BY DUTY STATION)
 CORRECTIONS DEPARTMENT

AGE:	ALTO	REIDSVILLE	STATE OFFICE	TOTAL
20-24				
25-34		1		1
35-44		1	3	4
45-54	1	3	2	6
55-64		2	6	8
65-70			1	1
Over 70				
Unlisted	1		5	6
TOTAL =	2	7	17	26
MEAN =	49.5	48.1	53.7	51.9

SALARY:

\$5244 - 5784			5	5
6072 - 7032	1	3		4
7752 - 8544		2	3	5
8976 - 10380		1	4	5
10896 - 18190	1		4	5
Fee Basis		1		1
Not Listed			1	1
TOTAL =	2	7	17	26
MEAN =	\$9397.50	\$7655.00	\$8731.13	\$8517.63

(Exclusive of fees)

TABLE V.3 - CORRECTIONS ADMINISTRATORS BY LOCATION
STATE ADMINISTRATIVE PERSONNEL
(BY DUTY STATION)

	ALTO	REIDSVILLE	STATE OFFICE	TOTAL	%
YRS SERVICE:					
0-1		2	3	5	
2-3		1	6	7	
4-5	1		1	2	
6-7		1		1	
8-10		1		1	
11-14			1	1	
15-20		1	1	2	
Over 20	1	1	2	4	
Unlisted			3	3	
TOTAL =	2	7	17	26	
MEAN =	14.8 yrs	8.8 yrs	7.2 yrs	8.2 yrs	

	ALTO	REIDSVILLE	STATE OFFICE	TOTAL	%
EDUCATION:					
7		1 (14.28)		1	3.8%
11			1 (5.88)	1	3.8%
Hi Sch Grad		4 (57.16)	7 (41.18)	11	42.3%
Some College	1 (50%)	1 (14.28)	2 (11.76)	4	15.5%
College Grad	1 (50%)	1 (14.28)		2	7.8%
Master's Degree			2 (11.76)	3	11.5%
Unlisted			5 (29.42)	5	19.2%
TOTAL =	2	7	17	26	
MEAN =	15 yrs	12.1 yrs.	13.3 yrs	13.1	

TABLE V.7 - TREATMENT BY CATEGORIES
STATE TREATMENT PERSONNEL (BY CATEGORY)

	CORRECTIONAL COUNSELOR	TEACHER	RECREATION SUPERVISOR	CHAPLAIN	STAFF PHYSICIAN	STAFF DENTIST	LAB TECH - NURSE	TOTAL	%
YRS SERVICE:									
0-1	3	1		9	3	3		19	
2-3	1			2	2		1	6	
4-5			2	1				3	
6-7	1			2	1			4	
8-10					1	1		2	
11-14	2				2			4	
15-20							1	1	
Over 20									
Unlisted	1		1	3	6			11	
TOTAL =	8	1	3	17	15	4	2	50	
MEAN =	5.1	.5	4.5	1.9	5.2	.6	10.0	3.8	

EDUCATION:

9-11				2 (16.7%)				2	4%
Hi Sch Grad				3 (25%)				3	6%
Some College	2 (25%)			1 (AA) (8.3%)			2 (AA, RN)	5	10%
College Grad	5 (62.5%)	1	2 (66 2/3%)	1 (8.3)				9	18%
Masters, BD	1 (12.5%)		1 (33 1/3%)	5 (41.7%)				7	14%
MD, DDS					15	4		19	38%
Unlisted				5				5	10%
TOTAL =	8	1	3	17	15	4	2	50	
MEAN =	15.5	16	16.3	14.25	20.0	20.0	14.0	16.8	

TABLE V.7 - TREATMENT BY CATEGORIES

STATE TREATMENT PERSONNEL (BY CATEGORY)

	CORRECTIONAL COUNSELOR	TEACHER	RECREATION SUPERVISOR	CHAPLAIN	STAFF PHYSICIAN	STAFF DENTIST	LAB TECH - NURSE	TOTAL
PREVIOUS EXPERIENCE:								
Minister	1			9				10
Teacher	2	1	3					6
Private Practice Counselor					15	4		19
Counselor	1							1
TOTAL =	4	1	3	9	15	4		36
PERCENT =	50%	100%	100%	52.94%	100%	100%	0%	72%

MARITAL STATUS:

Married	8	1	3	13	10	4	2	41
Single								
Divorced								

REEMPLOYMENT:

One Time								
Two Times	1							1
Three Times								
Four Times								
TOTAL =	1							1

RACE:

Non-White								3
TOTAL =	1		1	1				3

TABLE V.8 - TREATMENT BY LENGTH OF SERVICE

CORRECTIONS TREATMENT PERSONNEL	YEARS OF SERVICE									
	0-1	2-3	4-5	6-7	8-10	11-14	15-20	20+	Not Listed	TOTAL
EDUCATION										
0 - 2										
3 - 4										
5 - 7										
8 - 9										
10 - 11										
Hi Sch Grad										
Some College		1(100)			1(100)					2(16.7)
College Grad	3(75)		2(100)			2(100)			1(50)	8(66.6)
Additional Degree	1(25)								1(50)	2(16.7)
Unlisted										
TOTAL	4	1	2	1		2			2	12
MEAN	16.5	14	16	14		16			17.0	16.0

AGE

20-24	1									1
25-34	1	1		1					1	4
35-44	1		1			1				3
45-54	1					1				2
55-64										
65-70									1	1
70 +										
Unlisted			1							1
TOTAL	4	1	2	1		2			2	12
MEAN	34.5	29.5	39.5	29.5		44.5			54.5	39.5

SALARY

600 (Fee)	1		1						1	3
2,016 (Fee)			1							1
2,700 (Fee)	1									1
4,752	2	1		1						4
4,992						2				2
5,508									1	1
Unlisted										
TOTAL	4	1	2	1		2			2	12
MEAN	4,752	4,752		4,752		4,992			5,508	4,928
MEAN FEE	1,650		1,308						1,600	1,303

REEMPLOYMENT

One Time										
Two Times+				1						1
TOTAL				1						1

PREVIOUS EXPERIENCE

Military										
Guard										
Police										
Sheriff-Warden										
Education	2		2			1			1	6
Other	2					1				3
TOTAL	4		2			2			1	9
PERCENT	100		100			100			50	75

TABLE V.9 - CORRECTIONS SUPERVISION CUSTODIAL OFFICERS BY CATEGORY
STATE CORRECTIONAL MAJORS, CAPTAINS, AND LIEUTENANTS
REIDSVILLE AND ALTO

AGE:	REIDSVILLE				ALTO		
	CAPTAINS	LIEUTENANTS	TOTAL		MAJORS	CAPTAINS	LIEUTENANTS
20-24							
25-34		1	1				
35-44		3	3		1		1
45-54	1	3	4	1	1		2
55-64	2	1	3			1	1
65-70		1	1			1	1
Over 70							
Unlisted							
TOTAL =	3	9	12	1	2	2	5
MEAN =	55	47.3	49.3	49.5	44.5	64.5	53.5

SALARY:

\$4752		6	6				
4992		3	3			2	2
5784					1		1
6072	2		2		1		1
6696	1		1				
7380				1			1
TOTAL =	3	9	12	1	2	2	5
MEAN =	\$6280	\$4832	\$5195	\$7380	\$5928	\$4992	\$5385

TABLE V.9 - CORRECTIONS SUPERVISION CUSTODIAL OFFICERS BY CATEGORY
STATE CORRECTIONAL MAJORS, CAPTAINS, AND LIEUTENANTS
REIDSVILLE AND ALTO

YRS SERVICE:	REIDSVILLE				ALTO				
	CAPTAINS	LIEUTENANTS	TOTAL	%	MAJOR	CAPTAINS	LIEUTENANTS	TOTAL	%
0-1		1	1						
2-3						1		1	
4-5	1		1						
6-7									
8-10		2	2			1		1	
11-14		3	3						
15-20		2	2		1		2	3	
Over 20	2		2						
Unlisted		1	1						
TOTAL =	3	9	12		1	2	2	5	
MEAN =	9.83 yrs	11.4 yrs	11.0 yrs		17.5 yrs	5.8 yrs	17.5 yrs	12.7 yrs	

EDUCATION:

	REIDSVILLE	LIEUTENANTS	TOTAL	%	MAJOR	CAPTAINS	LIEUTENANTS	TOTAL	%
0-2									
3-4							1 (50%)	1	(20%)
5-7	2 (66 2/3%)	3 (33 1/3%)	5	(41.6%)			1 (50%)	1	(20%)
8-9		2 (22 1/3%)	2	(16.6%)					
10-11		1 (11%)	1	(8.3%)					
Hi Sch Grad		3 (33 1/3%)	3	(25.0%)	1 (100%)	2 (100%)		3	(60%)
Some College	1 (33 1/3%)		1	(8.3%)					
TOTAL =	3	9	12		1	2	2	5	
MEAN =	8.7 yrs	9 yrs	8.9	(99.8%)	12 yrs	12 yrs	4 yrs	9	

TABLE V.9 - CORRECTIONS SUPERVISION CUSTODIAL OFFICERS BY CATEGORY
 STATE CORRECTIONAL MAJORS, CAPTAINS, AND LIEUTENANTS
 REIDSVILLE AND ALTO

	REIDSVILLE				ALTO		
	CAPTAINS	LIEUTENANTS	TOTAL		MAJORS	CAPTAINS	LIEUTENANTS
PREVIOUS EXPERIENCE:							
Military	1		1		1		1
Police Work		1	1		1		1
Guard						2	2
TOTAL =	1	1	2		2	2	4
PERCENT=	33 1/3%	11%	16.6%		100%	100%	80%

MARITAL STATUS:

Married	3	9	12	1	2	2	5
Single							
Divorced							

REEMPLOYMENT:

One Time		1	1				
Two Times		1	1		1		1
Three Times							

TABLE V.10 - SUPERVISORS BY LENGTH OF SERVICE

CORRECTIONS
SUPERVISION
CUSTODIAL
OFFICERS

EDUCATION	YEARS OF SERVICE								TOTAL	
	0-1	2-3	4-5	6-7	8-10	11-14	15-20	20+		Not Listed
0 - 2										
3 - 4							1(20)			1(58)
5 - 7					1(33.3)	1(33.3)	2(40)	2(100)		6(35.2)
8 - 9						1(33.3)	1(20)			2(11.7)
10 -11					1(33.3)					1(5.8)
Hi Sch Grad	1(100)	1(100)			1(33.3)	1(33.3)	1(20)		1(100)	6(35.2)
Some College			1(100)							1(5.8)
College Grad										
Additional Degree										
Unlisted										
TOTAL	1	1	1		3	3	5	2	1	17
MEAN	12	12	14		9.5	8.8	7.2	6	12	9.0

AGE

20-24										
25-34						1				1
35-44					2		1		1	4
45-54	1	1	1			1	2			6
55-64					1		1	2		4
65-70						1	1			2
70 +										
Unlisted										
TOTAL	1	1	1		3	3	5	2	1	17
MEAN	49.5	49.5	49.5		46.2	48.8	53.1	59.5	39.5	50.4

SALARY

4,752	1				1	1	2		1	6
4,992					1	2	2			5
5,784		1								1
6,072			1		1			1		3
6,696								1		1
7,380							1			1
Unlisted										
TOTAL	1	1	1		3	3	5	2	1	17
MEAN	4,752	5,784	6,072		5,272	4,912	5,373	6,384	4,752	5,385

REEMPLOYMENT

One Time										
Two Times+					2					2
TOTAL					2					2

PREVIOUS EXPERIENCE

Military		1						1		2
Guard							2			2
Police	1				1					2
Sheriff-Warden										
Education										
Other										
TOTAL	1	1			1		2	1		6
PERCENT	100	100			33.3		40	50		35.2

TABLE V.11 - CUSTODIAL II BY LOCATION

STATE CORRECTIONAL OFFICERS II (BY INSTITUTION)

	ALTO	BATTEY	BUFORD	CHATHAM	DECATUR	JEFFERSON	LEE	LOWNDES	MACON	MERIWETHER	MONTGOMERY	PULASKI	PUTNAM	REIDSVILLE	WARE	WAYNE	TOTAL
AGE:																	
20-24			1						1					3			5
25-34	5		3			1	1	1	1	2	1			11	2	3	31
35-44	3			1		1		2		2		3	2	9		1	24
45-54	12		3	2	5	2	4	5	3	4	2	4	3	19	4	2	74
55-64	11		2	1		2	3	1	2		3	1	6	13	2	3	50
65-70	2										1			2			5
Over 70																	
Unlisted													1	1			2
TOTAL =	33		9	4	5	6	8	9	7	8	7	8	12	58	8	9	191
MEAN =	50		42	49.5	49.5	47.8	51.0	46.2	45.6	42.0	53.8	47.0	53.1	45.6	47.0	45.1	47.1 yrs.

SALARY:

\$3912																	
4104																	
4308	11		5	2	1	3	4	4	3	5		5	5	21	4	4	77
4524	22		4	2	4	3	4	5	4	3	7	3	7	37	4	5	114
4992																	
TOTAL =	33		9	4	5	6	8	9	7	8	7	8	12	58	8	9	191
MEAN =	\$4452		4404	4416	4480	4416	4416	4428	4431	4389	4524	4389	4434	4408	4416	4428	\$4437

TABLE V.11 - CUSTODIAL II BY LOCATION
STATE CORRECTIONAL OFFICERS II (BY INSTITUTION)

	ALTO	BATTEY	BLUFORD	CHATHAM	DECATUR	JEFFERSON	LEE	LOWNDES	MACON	MERIWETHER	MONTGOMERY	PULASKI	PUTNAM	REIDSVILLE	WARE	WAYNE	TOTAL
YRS SERVICE:																	
0-1	10		3	1	2	1	4	4	2	3		2	4		3	2	41
2-3	6		1	2	2	2	2	2	2	3	1	3	2	11	1	2	42
4-5	5		2	1	1	1	1	2	2	1	2	3	4	11	3	2	41
6-7	4		1								1		1	8		1	16
8-10	3					2		1		1	1			13	1	1	23
11-14	4		2								2			3		1	12
15-20	1						1							10			12
Over 20														2			2
Unlisted									1				1				2
TOTAL =	33		9	4	5	6	8	9	7	8	7	8	12	58	8	9	191
MEAN =	4.9		4.9	2.5	2.1	4.7	3.6	2.8	2.5	2.8	7.4	2.8	2.9	8.8	3.3	4.8	5 yrs

EDUCATION:

	ALTO	BATTEY	BLUFORD	CHATHAM	DECATUR	JEFFERSON	LEE	LOWNDES	MACON	MERIWETHER	MONTGOMERY	PULASKI	PUTNAM	REIDSVILLE	WARE	WAYNE	TOTAL	%
0-2	2		1									1	1				5	2.6
3-4						1	1	1			2		1	1			7	4.2
5-7	8			1	3		1		2		3	1	1	21	2	1	44	23.4
8-9	4		2		1	4	1	2	4	2		5	4	10		4	43	22.4
10-11	6		3	2		1		3		1			3	5	3	1	28	14.8
Hi Sch Grad	12		3		1		5	2	1	4	2	1	2	20	3	3	59	30.6
Some College	1							1									2	1.0
College Grad																		
Unlisted				1						1				1			3	1.3
TOTAL =	33		9	4	5	6	8	9	7	8	7	8	12	58	8	9	191	
MEAN =	9.2yr		9.6	9.0	7.7	8.0	9.8	10.0	8.3	10.8	7.0	7.7	8.6	8.9	9.9	9.6	9 yrs	

TABLE V.11 - CUSTODIAL 11 BY LOCATION

STATE CORRECTIONAL OFFICERS 11 (BY INSTITUTION)

ALTO BATTEY BUFORD CHATHAM DECATUR JEFFERSON LEE LOWNDES MACON MERIWETHER MONTGOMERY PULASKI PUTNAM REIDSVILLE WARE WAYNE TOTAL

PREVIOUS EXPERIENCE:

Military	9		1	3	1	1	4		3	1	3	3	9	1	3	42
Police work	2	3	2			1	1	2	1	1	2	2	4	3		24
Guard duty	1	1		1	1	1		2	2	1	1	2	1	2		16
Dep. Sheriff																
Alcohol tax agent				1												1
TOTAL =	12	4	3	5	2	3	5	4	6	3	6	7	14	6	3	83
PERCENT =	.36	.44	.75	100	.33 1/3	.38	.56	.57	.75	.43	.75	.58	.24	.75	.33	43.4%

MARITAL STATUS:

MARRIED	31	8	2	3	6	8	8	7	8	6	8	11	56	5	6	173
SINGLE	2	1	1	1						1		1	2	2	2	13
DIVORCED			1	1			1							1	1	5

REEMPLOYMENT:

One time	1	2					1			1	1	2	1	1		10
Two times												2		1		3
Three times		1														1
Four times																
TOTAL	1	3					1			1	1	4	1	2		14

TABLE V.12 - CUSTODIAL I BY LOCATION

STATE CORRECTIONAL OFFICERS I (BY INSTITUTION)

	ALTO	BATTEY	BUFORD	CHATHAM	DECATUR	JEFFERSON	LEE	LOWNDES	MACON	MEKI WETHER	MONTGOMERY	PULASKI	PUTNAM	REIDSVILLE	WARE	WAYNE	TOTAL
AGE:																	
20-24	3		1							1	1		1	20		1	28
25-34	9		2			1	1	2	1	2	2			28	1	3	52
35-44	5	1	2		1	2	1	1				2	2	37		2	56
45-54	16	4	12	2	4	3	4	1	4	1	1	3	2	29	1	2	90
55-64	2	2	1	1		1	2	1	1	3	1	1	1	31			47
65-70						1					1			5			7
Over 70																	
Unlisted														1			1
TOTAL =	35	7	18	3	5	8	8	5	6	7	6	6	6	151	2	8	281
MEAN =	41.1	50.9	45.2	52.8	55.2	48.2	48.2	41.5	47.8	44.1	43.2	47.8	43.2	41.6	39.5	36.1	43.2

SALARY:

\$3912	32	3	14	3	4	5	7	4	4	3		5	4	88	2	6	184
4104	3	4	4		1	3	1	1	2	4	6	1	2	63		2	97
4308																	
4524																	
4992																	
TOTAL =	35	7	18	3	5	8	8	5	6	7	6	6	6	151	2	8	281
MEAN =	\$3928	4022	3955	3912	3950	3984	3936	3950	3976	4022	4104	3944	3976	3992	3912	3960	\$3978

TABLE V.12 - CUSTODIAL I BY LOCATION

STATE CORRECTIONS OFFICERS I (BY INSTITUTION)

YRS SERVICE:	ALT	BATTLY	EUJORD	CHATHAM	DECATUR	JEFFERSON	LEE	LOWDES	P. COI	H. CIVETER	MONTGOMERY	PULASKI	PUTNAM	REIDSVILLE	WARE	WAYNE	TOTAL
0-1	30	2	15	3	5	5	5	4	4	5	3	4	3	88	2	8	186
2-3	3		1			1	2	1	1	1			3	23			36
4-5						1			1		2	2		7			13
6-7	1		1								1			10			13
8-10		2	1							1				9			13
11-14		1												6			7
15-20		1				1								2			4
Over 20														2			2
Unlisted	1	1					1							4			7
TOTAL	35	7	18	3	5	8	8	5	6	7	6	6	6	151	2	8	281
MEAN	8.5	8.1	1.4	.5	.5	3.4	1.1	.9	1.5	2.0	2.8	2.8	1.8	2.3	5	5	2.3yr

EDUCATION:

	ALT	BATTLY	EUJORD	CHATHAM	DECATUR	JEFFERSON	LEE	LOWDES	P. COI	H. CIVETER	MONTGOMERY	PULASKI	PUTNAM	REIDSVILLE	WARE	WAYNE	TOTAL	%
0-2												1					1	.3
3-4								1				1		5			7	2.5
5-7	2	2	2	1							2			22	1		32	11.4
8-9	11	2	2		3	4	1		1	2		3	2	31		1	63	22.5
10-11	4	1	2	1	1	1	2	1	2		2		2	19	1	3	42	15
Hi Sch Grad	17	1	12	1	1	2	5	3	3	4	2	1	2	68		4	126	45
Some College	1									1				6			8	2.7
College Grad		1															1	.3
Unlisted						1											1	.3
TOTAL =	35	7	18	3	5	8	8	5	6	7	6	6	6	151	2	8	281	
MEAN =	10.4	9.6	10.8	9.5	9.6	9.8	11.2	10.5	11	11.3	9.5	7	10.3	10	8.2	11	10.1	

TABLE V.12 - CUSTODIAL I BY LOCATION

STATE CORRECTIONAL OFFICERS I (BY INSTITUTION)

PREVIOUS EXPERIENCE:	ALTO	BATTEY	BUFORD	CHATHAM	DECATUR	JEFFERSON	LEE	LOWNDIS	MACON	MERIWETHER	MONTGOMERY	PULASKI	PUTNAM	REIDSVILLE	WARE	WAYNE	TOTAL
Military	15	2	7	1	1	2	2	2	2	3	3	1	3	74	1	3	120
Police work	2				2	2	2		2	1	1	2	1	4			19
Guard duty	1		2	2	1		1			1		2		5	1		16
Dep. Sheriff																	
Alcohol tax agent												1					1
TOTAL =	18	2	9	3	4	4	5	2	4	5	4	6	4	83	2	3	158
PERCENT =	.51	.28	.50	100	.80	.50	.62	.40	.66	.71	100	100	.66	.54	100	.37	56.2%

MARITAL STATUS:

MARRIED	30	6	13	2	5	6	7	5	3	6	4	5	2	127	2	6	229
SINGLE	3	1	1	1		1			3	1	2		4	21		2	40
DIVORCED	2					1	1					1		3			8

REEMPLOYMENT:

One time	1		1			1						1		7			11
Two times							1							4		1	6
Three times														1			1
Four times														1			1
TOTAL	1		1			1	1					1		13		1	19

TABLE V.13 - CUSTODIAL I AND II BY LENGTH OF SERVICE

CORRECTIONAL OFFICER I

CORRECTIONAL OFFICER II

EDUCATION	YEARS OF SERVICE										YEARS OF SERVICE										GRAN TOTAL	
	0-1	2-3	4-5	6-7	8-10	11-14	15-20	20+	Not Listed	TOTAL	0-1	2-3	4-5	6-7	8-10	11-14	15-20	20+	Not Listed	TOTAL		
0 - 2			1							1		2	1			2					5	6
3 - 4		2	2		1	2				7		1	1		2	1	2				7	14
5 - 7	7	7	4	4	5	2		2	1	32	2	3	10	8	7	6	6	1	1		44	76
8 - 9	37	10	2	5	5	1	3			63	11	6	9	3	4	3	4		1		43	106
10 - 11	34	3	3		1				2	43	10	5	5	4	3						27	70
Hi Sch Grad	102	14	1	4	1	1			2	125	19	22	11	2	5						60	185
Some College	6								2	8			2								2	10
College Grad						1				1												1
Additional Degree																						
Unlisted							1			1	1	1		1							3	4
TOTAL	186	36	13	13	13	7	4	2	7	281	43	42	39	17	22	12	12	2	2	191	472	
MEAN	10.9	9.3	7.1	8.8	7.6	8.6	8.5	6.0	11.3	10.1	10.4	10.0	9.2	8.2	8.3	5.6	6.4	9.0	7.5	9.0	9.7	

AGE

20-24	27								1	28	2	3									5	33
25-34	46	4		1					1	52	14	9	3	3	2						31	83
35-44	44	8		2					2	56	9	6	2	1	5			1			24	80
45-54	58	12	6	6	1	3	2		2	90	15	17	22	5	6	4	3		2		74	164
55-64	11	11	4	4	11	3	1	1	1	47	3	7	11	7	7	7	6	2			50	97
65-70			3		1	1	1	1		7				1	2	1	1				5	12
70 +																						
Unlisted		1								1			1								2	3
TOTAL	186	36	13	13	13	7	4	2	7	281	43	42	39	17	22	12	12	2	2	191	472	
MEAN	38.8	48.1	56.7	49.5	59.3	56.4	56.5	63.5	41.3	43.2	40.3	43.5	50.3	50.6	50.2	56.8	55.7	59.5	49.5	47.4	44.9	

TABLE V.13 - CUSTODIAL I AND II BY LENGTH OF SERVICE

CORRECTIONAL OFFICER I

CORRECTIONAL OFFICER II

SALARY	YEARS OF SERVICE										YEARS OF SERVICE										GRAND TOTAL
	0-1	2-3	4-5	6-7	8-10	11-14	15-20	20+	Not Listed	TOTAL	0-1	2-3	4-5	6-7	8-10	11-14	15-20	20+	Not Listed	TOTAL	
3,912	157	9	4	4	2	2	1		5	184											184
4,104	29	27	9	9	11	5	3	2	2	97											97
4,308											37	18	13	3	3	2	1				77
4,524											6	24	26	14	19	10	11	2	2	2	114
Unlisted																					
TOTAL	186	36	13	13	13	7	4	2	7	281	43	42	39	17	22	12	12	2	2	191	472
MEAN	3,942	4,056	4,045	4,045	4,074	4,049	4,056	4,104	3,967	3,978	4,338	4,431	4,452	4,486	4,495	4,488	4,506	4,524	4,524	4,437	4,164

REEMPLOYMENT

	0-1	2-3	4-5	6-7	8-10	11-14	15-20	20+	Not Listed	TOTAL	0-1	2-3	4-5	6-7	8-10	11-14	15-20	20+	Not Listed	TOTAL	GRAND TOTAL	
One Time	4	3	1		1	1				10	3		4	2		1				10	20	
Two Times +	2	4		1		1				8		1	2			1				4	12	
TOTAL	6	7	1	1	1	2				18	3		6	2		2				14	32	
MEAN																						

PREVIOUS EXPERIENCE

	0-1	2-3	4-5	6-7	8-10	11-14	15-20	20+	Not Listed	TOTAL	0-1	2-3	4-5	6-7	8-10	11-14	15-20	20+	Not Listed	TOTAL	GRAND TOTAL
Military	92	11	4	1	2	1			3	114	13	21	6	2	1					43	157
Guard	10	1	1							12	6	6	7	1	3	1				24	36
Police	9	3	1	2	1					16	6	3	2	1	2		1		1	16	32
Sheriff-Warden																					
Education																					
Other											1									1	1
TOTAL	111	15	6	3	3	1			3	142	26	30	15	4	6	1	1		1	84	226
MEAN	59.6	41.6	46.1	23.0	23.0	14.2			42.8	50.5	60.4	71.4	38.4	23.5	27.2	8.3	8.3		50	43.9	48.1

TABLE V.14 - CORRECTIONS MAINTENANCE AND SUPPORTIVE BY LOCATION
 STATE MAINTENANCE AND SUPPORTIVE SERVICES PERSONNEL
 (BY DUTY STATION)

AGE:	MAINTENANCE				SUPPORTIVE SERVICES				
	ALTO	REIDSVILLE	OTHER	TOTAL		REIDSVILLE	STATE OFFICE	OTHER	TOTAL
20-24		1		1		10	14		24
25-34	1	5		6		3	5	3	11
35-44	3	4		7		7	1	4	12
45-54	4	9	1	14		6	4	5	15
55-64	2	12		14		1	2	4	7
65-70		2		2					
Over 70									
Unlisted									
TOTAL	10	33	1	44		27	28	16	71
MEAN	46.5	49.2	49.5	48.6		34.5	30.7	45.7	35.7

SALARY:

\$3216-3912		1		1		10	8	1	19
4104-4308		5		5		5	4	2	11
4524-4752	2	10	1	13		7	5	12	24
4992-5244	4	9		13		5	3	1	9
5508-7380	2	7		9			8		8
7752-9888	2	1		3					
TOTAL	10	33	1	44		27	28	16	71
MEAN	\$6027	5181	4638	5361		4250	4837	4547	4548

TABLE V.14 - CORRECTIONS MAINTENANCE AND SUPPORTIVE BY LOCATION
 STATE MAINTENANCE AND SUPPORTIVE SERVICES PERSONNEL
 (BY DUTY STATION)

YRS SERVICE:	MAINTENANCE				SUPPORTIVE SERVICES				
	ALTO	REIDSVILLE	OTHER	TOTAL		REIDSVILLE	STATE OFFICE	OTHER	TOTAL
0-1	1	5	1	7		9	17	4	30
2-3	4	2		6		8	5	6	19
4-5		5		5		4	2	2	8
6-7	1	3		4		1		3	4
8-10	2	5		7		1		1	2
11-14		6		6		2	1		3
15-20	2	3		5		2	3		5
Over 20		4		4					
Unlisted									
TOTAL	10	33	1	44		27	28	16	71
MEAN	5.4	9.8	.5	8.6 yrs		4.4	3.3	3.4	3.7 yrs

EDUCATION:

0-2									
3-4		1		1 (2%)					
5-7	1	8		9 (20.5%)					
8-9	1	8		9 (20.5%)				1	1 (1.4%)
10-11	2			2 (4.5%)			1	1	2 (2.8%)
Hi Sch Grad	4	15	1	20 (45.5%)		20	15	13	48 (67.6%)
Some College	1			1 (2%)		0	9		15 (21.1%)
College Grad	1	1		2 (4.5%)		1			1 (1.4%)
Unlisted							3	1	4 (5.6%)
TOTAL	10	33	1	44		27	28	16	71
MEAN	11.4	9.6	12	10.1		12.6	12.7	11.6	12.4

TABLE V.14 - CORRECTIONS MAINTENANCE AND SUPPORTIVE BY LOCATION
 STATE MAINTENANCE AND SUPPORTIVE SERVICES PERSONNEL
 (BY DUTY STATION)

PREVIOUS EXPERIENCE:	MAINTENANCE				SUPPORTIVE SERVICES				
	ALTO	REIDSVILLE	OTHER	TOTAL		REIDSVILLE	STATE OFFICE	OTHER	TOTAL
Military	3	4	1	8		5		5	10
Teaching	1			1					
Police Work	2	1		3				1	1
Dairy Work		1		1					
Sewing		1		1					
Building	1	4		5					
Butcher		1		1					
Farming		1		1					
Custodial						1			1
Secretarial						10	12	2	24
TOTAL	7	13	1	21		16	12	8	36
PERCENT	70%	39.3%	100%	47.7%		59.2%	42.8%	50%	50.7%

MARITAL STATUS:

Married	9	32	1			19	12	14	
Single	1					7	15		
Divorced		1				1	1	2	

REEMPLOYMENT:

One Time		2				3			
Two Times		1							

END

7. 10. 1951