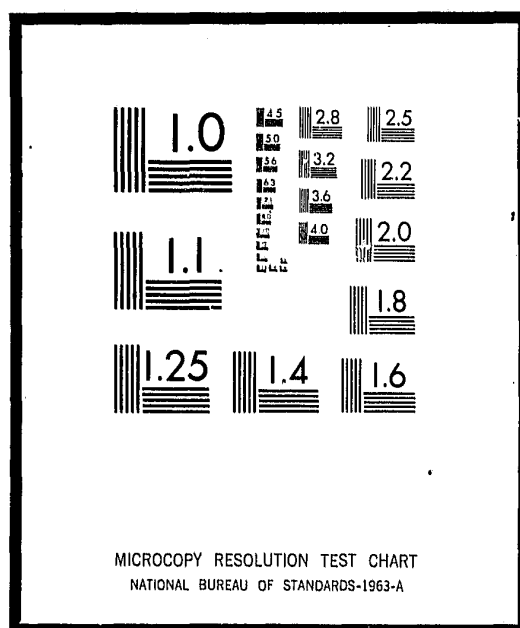


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U.S. DEPARTMENT OF JUSTICE
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
NATIONAL CRIMINAL JUSTICE REFERENCE SERVICE
WASHINGTON, D.C. 20531

Date filmed 5/2/75

00996.00.000220

ACCESSION NUMBER:

TITLE:

00996.00.000220

MANPOWER, THE ADMINISTRATION OF CRIMINAL JUSTICE, AND
NEW RECRUITMENT TARGET GROUPS, FINAL REPORT - PHASE 1

PUBLICATION DATE:

700220

AUTHOR(S):

NEWMAN, C. L.; PRICE, B. R.

NUMBER OF PAGES:

160

ISSUING AGENCY:

PENNSYLVANIA STATE UNIV

SPONSORING AGENCY:

NILECJ

SALES/SOURCE:

NCJRS DOCUMENT LOAN PROGRAM

GRANT/CONTRACT:

NI 69-077

LOAN DOCUMENT:

LOAN

ANNOTATION:

THIS STUDY DIRECTED ITS ATTENTION TO THE MANPOWER COMPONENTS RELATED TO
THE PREVENTION AND CONTROL OF CRIME IN PENNSYLVANIA

ABSTRACT:

DETERMINATIONS WERE MADE CONCERNING THE NUMBER AND TYPES OF POSITIONS IN
THE ADMINISTRATION OF THE CRIMINAL JUSTICE SYSTEM, THE GENERAL STATE OF
MANPOWER IN THE SYSTEM, MANPOWER PROBLEMS, CAREER SYSTEMS, IMPEDIMENTS IN
THE SYSTEM WHICH DISCOURAGE JOB APPLICANTS. PROJECT OBJECTIVES INVOLVED
CONVERTING ANALYZED DATA INTO ACTION PROGRAMS TO PROVIDE EMPLOYMENT
OPPORTUNITIES AND TRAINING STRATEGIES FOR SELECTED TARGET POPULATIONS.
EMPLOYABLE TARGET POPULATIONS INCLUDE INDIGENTS, MINORITY GROUPS, AND
REHABILITATED FORMER OFFENDERS.

The National Criminal
Justice Reference Service

Manpower, the Administration of Criminal
Justice, and New Recruitment Target Groups

Final Report - Phase I

by

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February 20, 1970

This project was supported by Grant No. NI-077
awarded by the Law Enforcement Assistance Administration,
U.S. Department of Justice, under the Omnibus Crime Con-
trol and Safe Streets Act of 1968, as amended. Points of
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MANPOWER, THE ADMINISTRATION OF CRIMINAL
JUSTICE, AND NEW RECRUITMENT TARGET GROUPS

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TABLE OF CONTENTS

Chapter I - Introduction. 1

Chapter II - Findings - Police Services 5

Chapter III - Probation Services. 16

Chapter IV - Correctional Institution 27

Chapter V - Summary. 36

Appendix - Tables 39

LIST OF TABLES

<u>NUMBER</u>	<u>TITLE</u>
1	Educational Requirements for Patrolmen
2	Entrance Requirement Psychological Examination
3	Use of Local Police Academies for Orientation
4	State Police Academy Used for Orientation
5	Orientation By Assignment to Experienced Officer
6	Assignment to Superior Officer for Orientation
7	Probation Period of Entering Officers
8	Personnel Coverage Status
9	Department Use of Police Cadets (Ever)
10	Department Use of Police Cadets (Current)
11	Number of Cadets Employed (Current)
12	Cadet Assignments
13	Cadet Salary
14	Age Limits for Appointment As Cadet
15	Cadet Employment Minimum Age Requirement
16	Cadet Employment Maximum Age Requirement
17	Factors as a Bar to Employment
18	Employment of Former Offenders (Current)
19	Current Employment of Former Offenders
20	Recruitment Techniques Mailings to Other Departments

<u>NUMBER</u>	<u>TITLE</u>
21	Recruitment Techniques: High School Career Day Participation
22	Recruitment Techniques: Contact Military Discharge Centers
23	Recruitment Techniques: Planned Public Relations Program
24	Recruitment Techniques: Newspaper Advertisements
25	Recruitment Techniques: Aid of Civil Service Agency
26	Recruitment Techniques: Public Service Announcements on Radio and Television
27	Recruitment Techniques: Circulars or Announcements To Colleges and University Students
28	Recruitment Techniques: Advertisements in Professional Journals
29	Reported Problems in Recruitment
30	Job Turnover Factors as Reported by Departments
31	Next Employment Persons Who Leave Departmental Employ
32	Personnel Anticipating Regular Advancements
33	Departments Reporting Promotions, 1968
34	Reported Special Policing Problems
35	Report of Civil Disorder by Departments
36	Police Departments With Positions Budgeted and Filled by Frequencies and Percentages
37	Selected Police Positions Budgeted and Filled by Frequency and Percentage
38	Reported Vacancies by Police Departments at Command and Management Levels by Frequency and Percentage
39	Reported Vacancies by Police Departments at Supervisory and Field Levels

<u>NUMBER</u>	<u>TITLE</u>
40	Reported Practices in Female Employment in Police Departments by Frequencies and Percentage
41	Reported Practices in Male Employment of Police Departments by Frequencies and Percentage
42	Reported Departures of Personnel (Voluntary and Discharged) by Frequencies and Percentage
43	Reported Destination of Departed Personnel by Frequencies and Percentages
44	Reported Promotions by Police Departments by Frequencies and Percentages
45	Reported Numbers Non-Whites Employed by Police Departments by Frequencies and Percentages
46	Reported Numbers of Positions Needed in Police Departments But Not Budgeted by Frequencies and Percentages
47	Educational Requirements for Probation Officers
48	Entrance Requirements Psychological Examination
49	Use of Formal In-Service Training for Orientation
50	Supervisory Staff Talks Used for Orientation by Frequencies and Percentages
51	Distribution of Literature as Orientation
52	On the Job Training for Orientation
53	On the Job Training with Period Evaluation
54	Probationary Period for Entering Officers
55	Personnel Coverage Status
56	Agency Employment of Trainees
57	Number Trainees Currently Employed by Agencies

<u>NUMBER</u>	<u>TITLE</u>
58	Trainee Assignments
59	Age Limits for Appointment as Probation Officer
60	Probation Officer Employment: Minimum Age Requirement
61	Probation Officer Employment-Maximum Age
62	Factors as a Bar to Employment
63	Agency Policy on Employment of Former Offenders
64	Agency Expression of Interest in Employing Former Offenders
65	Recruitment Techniques: Mailings to Other Departments
66	Recruitment Techniques: High School Career Day Participation
67	Recruitment Techniques: Newspaper Advertisements
68	Recruitment Techniques: Circulars or Announcements to College and University Students
69	Recruitment Techniques: Use of Billboards and Posters
70	Recruitment Techniques: Public Service Announcements on Radio and Television
71	Recruitment Techniques: Aid of Civil Service Agency
72	Job Turnover Factors as Reported by Agencies
73	Next Employment of Persons Who Left Agency
74	Personnel Anticipation of Advancement
75	Agency Recruitment Problems
76	Reported Special Department Problems
77	Number of Probation Agencies Reporting Departures by Frequencies and Percentages
78	Promotions in Probation Agencies by Frequencies and Percentages

<u>NUMBER</u>	<u>TITLE</u>
79	Probation Agency - Positions Budgeted and Filled by Frequencies and Percentage
80	Probation Agency Vacancies and Needed Positions (Unbudgeted) by Frequencies and Percentages
81	Probation Agencies Reporting Nos. of Females Employed, Nos. of Part-Time Employees Nos. of Non-Whites by Frequencies and Percentages
82	Nos. of Departments Reporting Hiring of New Personnel in 1968 and No. of Departments Hiring Experienced New Personnel by Frequencies and Percentages
83	Educational Requirements for Correctional Officers
84	Entrance Requirement: Psychological Examination
85	Formal In-Service Training of Correctional Officers for Orientation
86	Talks by Warden and Supervisory Staff for Orientation or Correctional Officers
87	Use of State Bureau of Correctional Training for Orientation
88	Use of Manuals and Training Literature for Orientation
89	Use of On-the-Job Training for Orientation
90	Personnel Coverage Status
91	Probation Period of Entering Correctional Officers
92	Minimum Age Requirement for Entering Correctional Officers
93	Factors as a Bar to Employment of Correctional Officers
94	Current Employment of Former Offenders
95	Recruitment Techniques: Mailings to Other Departments
96	Recruitment Techniques: High School Career Day Participation

<u>NUMBER</u>	<u>TITLE</u>
97	Recruitment Techniques: Contact Military Discharge Centers
98	Recruitment Techniques: Planned Public Relations Program
99	Recruitment Techniques: Aid of Civil Service Agency
100	Recruitment Techniques: Newspaper Advertisements
101	Recruitment Techniques: Public Service Announcements on Radio and Television
102	Recruitment Techniques: Circulars or Announcements to College and University Students
103	Reported Problems in Manpower Recruitment of Correctional Officers
104	Job Turnover Factors as Reported by Correctional Institutions
105	Next Employment of Persons Who Leave Institutional Employ
106	Institution Policy on Regular Advancement
107	Number of Institutions Reporting Antiquated Facilities as a Problem
108	Institutions Reporting Overcrowding as a Problem
109	Institutions Reporting Lack of Available Qualified Training Personnel as a Problem
110	Institutions Reporting Lack of Specialists (Counselors, Teachers) as a Problem
111	Institutions Reporting Lack of Custodial Personnel as a Problem
112	Institutions Reporting No Rehabilitation Program as a Special Problem
113	Institutions Reporting Insufficient Community Cooperation and/or Community Agency Cooperation
114	Institutions Reporting Lack of Funds as a Special Problem

<u>NUMBER</u>	<u>TITLE</u>
115	Positions Budgeted and Filled in Correctional Institutions by Frequencies and Percentages
115 A	Positions Budgeted and Filled in Correctional Institutions by Frequencies and Percentages
116	Current Vacancies and Nos. of Positions Needed But Not Budgeted in Correctional Institutions
117	Correctional Institutions Reporting Numbers of Part-Time, New and Experienced New Personnel
118	Institutions Reporting Correctional Officers Discharged from Duty and Voluntary Departures
119	Institutions Reporting Next Employment of Departed Staff
120	Institutions Reporting Employment of Non-Whites

FINAL REPORT
PHASE I Supported under "Exercise Acorn" (NI-077)

CHAPTER I - INTRODUCTION

Nature of the Problem

The problem of crime in American communities is one which has been rehearsed with regularity in the public press, the mass media, and in daily conversations. The President's Commission on Law Enforcement and the Administration of Justice, documented the need for a critical upgrading of law enforcement services in the United States. This study directed its attention to the manpower components related to the prevention and control of crime. Specifically we were interested in determining for Pennsylvania:

- (1) who is working in the administration of criminal justice system;
- (2) identification of settings; numbers and types of positions;
- (3) the job descriptions and role expectations (actual vs. expected roles);
- (4) the general state of manpower in the criminal justice system;
- (5) the manpower problems as they exist (availability of positions; retention of incumbent personnel, quality of incumbent personnel; recruitment strategies);
- (6) identification of career systems and finally;
- (7) what impediments exist within the system which discourage individuals or groups from seeking justice jobs.

Nature of the Study

The goal of the first phase of the project, "Manpower, the Administration of Criminal Justice, and New Recruitment Target Groups," as set forth

in the original proposal submitted for first phase funding to the Law Enforcement Assistance Administration under "Exercise Acorn" Projects, was the development of a comprehensive pool of information on the personnel situation in the administration of criminal justice in Pennsylvania. As part of the first phase the project developed three questionnaires for police, probation, correctional institutions personnel. An attitude inventory of feelings about minority groups was generated and pretested with police personnel. The long range goal of the study was the prime design factors considered in the development of the foregoing items. The objective of the project involves converting analyzed data into action programs to provide employment opportunities and training strategies for selected target populations, heretofore assumed to be under-represented in the administration of criminal justice. Those designated as potentially employable target populations include indigents, minority groups, and rehabilitated former offenders.

Hypothesis

The initial hypothesis of the study, as detailed in the original "Acorn" proposal, stated that it can be assumed that agencies are having significant difficulties in obtaining applicants to fill positions and that at the same time, agencies have failed to perceive, or at least failed to pursue, the identified target groups of this study as manpower resources. The study, then, on the basis of the above assumptions predicts that jobs can be identified, that persons can be recruited and trained to perform efficiently the

jobs now vacant and available.

Nature of Population Studied

Unique questionnaires were designed for police, institutional and correctional field services personnel. The design and mailing phase of the project required approximately two months. Returns reached a peak in early November.

Police departments in Pennsylvania can be divided by government jurisdiction into cities, boroughs, first class townships, and second class townships. The total number of identified departments in Pennsylvania is 1191. The procedure followed was to survey all cities. Forty-one cities out of 44 replied. Fifty percent of the boroughs were surveyed and 125 replied out of a total of 345. The large number of boroughs and townships necessitated surveying only 50%. Sixty-three townships (1st and 2nd class combined) out of 215 surveyed replied. This relatively low return rate of townships is probably attributable in part to the fact that most township departments are one or two-man forces and lack any clerical help. In sum, 33% of all police departments surveyed replied.

All county adult probation agencies and every county and State correctional institution in Pennsylvania was surveyed. Returns are at 44% on correctional institutions and 58% on probation agencies. All of the data was compiled and analyzed and appears in the appendix. Following a few brief comments on data limitations, the findings will be discussed on police, probation and corrections. (Chapters II, III, IV)

Limitations of Data

In analyzing the data, certain assumptions must be made. The following comprise the major assumptions of the data: (1) that those responding are accurate in their reports; (2) that those responding are characteristic of the non-responders; (3) that lack of responses are attributable, in general, to the existence of a preponderance of small departments or agencies. For example, most police departments in Pennsylvania, as noted above, have less than five men, many only part-time chiefs, with no secretarial personnel.

CHAPTER II

FINDINGS - POLICE SERVICES

Who is working in the administration of criminal justice system?

Positions Budgeted and Filled

We examined the numbers of positions budgeted and filled in police departments across Pennsylvania as reported to us. Tables 36 and 37 give figures on the number of departments cross-tabulated with the number of full-time employees by police rank ranging from the position of chief to patrolman. It is clear from Table 37 that personnel are most frequently employed at the patrolman rank, followed by sergeant and lieutenant ranks. Of the departments reporting, 13% have no full-time chief of police. Over one out of four (26%) of the reporting departments do not have full-time patrolmen. Actually, such departments should be classified as something other than police departments. Experts in the field agree that it takes four men minimum to have a police department (one to cover each shift and one for relief). Departments having less than four men cannot begin to give adequate protection or coverage to the community no matter how small the area or population. The relatively large number of part-time forces in Pennsylvania has been mentioned earlier in this report and it is important to reiterate that they account for a significant proportion of all departments in Pennsylvania.

Females, Part-time Personnel, Non-Whites

After examining the over-all picture on full-time positions, we turned next to a more detailed look at particular hiring practices. Table 40 shows that 86% of all departments reporting do not employ women as full-time police. There is a restricted utilization of women on a part-time basis, with only 9% of the departments responding affirmatively. (Table 41).

The use of males as police on a part-time basis is much more commonly practiced. Table 40 shows that almost 60% of all departments employ males part-time. The townships, as noted earlier, employ a relatively larger number of part-time personnel; over 33% of all departments responding employ from one to three men part-time. Another 25% report employing from four to eight men. Those departments reporting the use of male part-time personnel are predominantly townships (see Table 41).

It should be a high priority objective of all communities with a substantial minority population to recruit minority group officers and to deploy and promote them fairly.

The Challenge of Crime in a Free Society p. 102

Employment figures on non-whites are given in Table 45. In 78% of all departments responding, non-whites are not employed. Although our data is not analyzed by urban population composition, we can detect a significant shortage of non-whites in police work. The 1960 U.S. Census report indicates that 8.1% of the population in Pennsylvania is non-white. This underrepresentation of minority groups in police work is quite evident.

Where do administration of criminal justice system people work?

Identification of Settings

Police departments in Pennsylvania fall under three separate jurisdictions; cities, boroughs, and townships. Almost 4% of all police departments are in cities; just over 59% are in boroughs and 37% are in townships. Since returns were highest for cities, the cities are somewhat over-represented in the data and townships under-represented.

Numbers and Types of Positions

Both the numbers of positions existing in Pennsylvania and the types of positions are shown in Tables 36 and 37 and have been discussed above. When the types of positions were tabulated, we noted that no department reported using the position of Community Service Officer, which was envisioned by the President's Crime Commission as replacing the police cadet category. There was also no department reporting the use of Police Agent, a rank above the police officer in which, as the Commission suggested, "complicated, sensitive, and demanding" police jobs would be handled. (p. 108) In sum, no imaginative or innovative programs in terms of position types appear to be currently implemented as reported by our survey population.

Philadelphia, which did not respond to the questionnaire, is the one exception, in that it has instituted an imaginative program. In Philadelphia young men of 19 are being accepted for training as full-fledged, sworn patrolmen. The only other city in the nation which currently uses 19 year olds as patrolmen is Houston, Texas.

Although this new program appears contrary to the Crime Commission recommendation that college credentials be required for patrolmen, it does have the effect of broadening the base for recruiting. According to George O'Conner,

Chief of the Police Operations Division of the Law Enforcement Assistance Administration in the Department of Justice, law enforcement has taken itself out of the labor market at the crucial point when high school graduates are job hunting. With the development of this new program candidates can take all examinations and undergo screening at 18 years of age. On the day the candidate turns 19 he is appointed and begins police academy training with full patrolman's pay. Given the very limited supply of police candidates programs, this new program with intensive testing and screening of candidates shows promise of alleviating the manpower shortage.

What are they doing?

Job Description and Role Expectations

In developing our questionnaires it was determined that this type of information was not adaptable to nor readily codified using mail-out survey methods. It is the intention of the project to attempt some systematic investigation of this topic during the second phase when field interviews will be held.

What manpower problems exist?

Availability of Positions

Actual vacancies, that is positions budgeted and unfilled, are shown in Tables 38 and 39. Few vacancies are reported at the command level. It should be recalled, however, that 13% of the departments are run by part-time chiefs. The numbers of vacancies increase perceptibly at the lower ranks. Almost 13% of all departments reporting indicate having some vacancies for field personnel. We can speculate with fair certainty, given the reported recruitment problems, that if funds were available, we could antici-

pate an even larger number of budgeted and unfilled positions.

Retention of Incumbent Personnel

Both recruitment and job turnover factors encompass manpower problems in general and retention in particular. Table 29 shows that the lack of applicants is the most frequently cited reason for department difficulties in recruitment. The age gap plays a role here. Most young men graduate from high school and are job hunting at age 18, yet few police departments accept recruits under 21. By age 21 they are settled in jobs and no longer consider police work. The second most frequently cited problem in securing new personnel is the deterring effect of low salaries.

Job turnover factors are shown in Table 30. Low salary predominates as the reported cause of turnover. Personnel discharged for a cause and those leaving voluntarily are tabulated in Table 42. The figures show that four out of ten departments lost personnel by voluntary resignation. This is both expensive and disruptive to community safety. Only one out of ten departments report discharging personnel for cause. The relatively low discharge rate suggests high tolerance levels on the part of administrators or extremely good selection techniques. Since such techniques were not evidenced from the survey, we are left with the unhappy conclusion that once hired, police personnel are not subjected to rigid performance evaluation.

Contrary to the frequently stated opinion of city and township police administrators that many of their good men leave for State police employment, the most frequently cited reported destination of departed personnel is private industry and non-criminal justice work (Table 31). Table 43

gives both the numbers and destinations of departed personnel.

Quality of Incumbent Personnel

Quality of personnel is not easily measured short of individual assessments of department members. However, some yard sticks readily arrived at are available as indicators of quality. The Crime Commission suggests quality be thought of in a general, comprehensive sense. For example, a high department standard of education can mean quality but it alone doesn't ensure quality. Physical dexterity, devotion to duty, knowledge of law enforcement procedures are all necessary to quality personnel. The Commission further suggests that quality "means personnel who represent all sections of the community that the police serve." (p. 107)

Table 1 indicates that 23% of the departments reporting have no education requirement at all. The majority of departments require a high school diploma. No indication is evident of departments directing efforts towards establishing college credit requirements.

Until reliable tests are devised for identifying and measuring the personal characteristics that contribute to good police work, intelligence tests, thorough background investigations and personal interviews should be used by all departments as absolute minimum techniques to determine the moral character and intellectual and emotional fitness of police candidates.

The use of a psychological screening examination to eliminate individuals possessing unacceptable and inappropriate personality patterns can play an important role in working towards developing quality staff and screening out those lacking maturity of judgement, a crucial qualification for line officers. Table 2 indicates, however, that only 10% of all departments currently

administer such tests. Philadelphia is using such tests in its new program of hiring 19 year old patrolmen.

The use of orientation and post-employment training procedures enter into the development of quality personnel. Various orientation techniques are both available and used by police departments. Tables 3-6 show procedures now being used by the departments reporting. The Commission recommends: "Formal police training programs for recruits in all departments, large and small, should consist of an absolute minimum of 400 hours of classroom work..." (p. 112). Table 3 indicates that over 66% do not conduct police academies on a local level and only 6.5% require 320 hours or more.

An adequate probationary period and careful evaluation by administrators can help contribute to a quality staff. Table 7 gives data on probationary period practices. Sixty percent of departments reporting have a 6-12 month period. This falls somewhat short of Commission recommendations:

Entering officers should serve probation periods of, preferably, 18 months and certainly no less than 1 year. During this period the recruit should be systematically observed and rated. Chief administrators should have the sole authority of dismissal during the probation period and should willingly exercise it against an unsatisfactory officer. (p. 113)

Finally, adequate financial security can contribute in attracting and holding quality personnel. Our data indicates that most departments, almost 60%, report using civil service coverage. Over 21% of all departments report having no coverage (Table 8).

Identified Need for Additional Personnel

The need for additional personnel not budgeted is shown in Table 46.

Thirty-two percent of all departments reporting indicate needing up to six more men. Another 5.7% report needing from seven to sixty additional men. Since police chiefs are realists when it comes to such matters as budgets and personnel, we can presume that these figures are on the low side reflecting mainly what the chiefs believe possible to attain.

Recruitment-Strategies and Other Problems

Recruitment strategies are given in Tables 20-28. Newspaper advertisements appear to be the most frequently used recruiting technique, followed by the use of civil service agencies (Tables 24, 25).

Police departments should recruit far more actively than they now do, with special attention to college campuses and inner-city neighborhoods.
(p. 109)

The emphasis on recruiting from college campuses is in accordance with the Commission's interest in seeing "that it should be the long-range goal of all departments to raise their educational standards." (p. 109) In fact, the Commission recommends:

The ultimate aim of all police departments should be that all personnel with general enforcement powers have baccalaureate degrees.
(p. 109)

Table 27 indicates that Pennsylvania police departments have not, according to departments reporting, been recruiting from colleges and universities. The educational requirements as shown in Table 1 would explain this lack of recruitment effort directed towards college students.

General Problem Areas Related to Manpower

In Table 34 the reported special problems of police departments are given. The city departments most frequently report having to deal with large segments

of low income people as the major problem encountered. This is followed next in frequency by a report of a combination of low income and high density as a major problem. Totals in this table suggest that policing rural areas is the most frequently reported problem of police departments reporting. This is largely, however, a result of the second class townships which report at a rate of 62% that rural policing is a problem. Table 35 indicates that most departments (almost 80%) report no civil disorder in 1967, 1968, and 1969. The largest report of disorder comes, not surprisingly, from the cities reporting disorder in 1968 and 1969.

Identification of Career Systems

The identification of career systems was approached in terms of inquiring into the frequency with which cadet programs were employed throughout the Commonwealth and the degree to which promotions could be anticipated by incumbents.

Determining the existence of pre-established promotion policies within departments should suggest the existence of, or lack of, career systems. Tables 32 and 33 give this data. In Table 32 we see that 30% of all departments reporting state that regular advancement cannot be anticipated and another 34% indicate that only sometimes can regular advancement be anticipated by incumbent police personnel. Twenty-two percent of all departments reporting do have regular promotions as department policy. This, then, is the extent of career systems as measured by promotion policies. In Table 33 it can be seen that actual advancements by departments were somewhat lower than the percentage of departments which indicated that regular advancements can be anticipated. However, the cities report promotions at a much higher rate than their policy response. We can conclude from this data that career

systems do exist within Commonwealth departments in roughly one out of every five departments, based on promotion policy figures. We can also conclude that the cadet program is very weak in terms of numbers and not carrying the burden of attracting new personnel to criminal justice work nor providing the first rung on the career ladder.

Tables 9-16 give data on police cadet programs. Since 92% of all departments reporting indicate that they have never had cadet programs (Table 9), we must conclude that the use of cadet programs is not a good indicator of the existence of career systems at the entry level. Currently only 1.3% of all departments responding report having police cadets in their employ (Table 10). The total number of police cadets employed by those departments range from five to six men (Table 11).

Identification of Career Ladders for Positions

No specific attempt was made to attain this data other than the inquiry into the cadet program. It would, in the judgement of the researchers, be more appropriate to attempt in-depth interviewing in selected large police departments during Phase II in order to further pursue this subject.

Impediments Existing Within the System Which Discourage Individuals or Groups From Seeking Justice Jobs

The inquiry into impediments focused on former offenders and minority group members. Tables 17, 18, and 19 show data relating to the hiring policy of departments concerning persons with criminal records. Only 4.8% of all departments reporting do not have a policy which specifically rules out consideration of some types of former offenders for employment (Table 17). Almost 30% of all departments reporting have a policy of not considering persons with any type

of criminal record. We can, on the basis of the data, conclude that a previous arrest record, whether juvenile or adult, a misdemeanor conviction and a felony conviction comprise impediments within the system for keeping individuals from being considered for justice jobs. Table 45 shows employment figures on non-whites. These figures have already been discussed under the first section, "Who is working in the administration of Criminal Justice?" Although not necessarily suggesting a policy of discrimination, it is evident that there is significant under-representation of non-white personnel in the police establishment in Pennsylvania. This is perhaps not a result of planned policy, but rather, because the system has not perceived a need to actively recruit from inner-city and high minority group population areas. It can be surmised that minority groups do not perceive police work as a prime target when job hunting given the fact that a disproportionate number have contract with the police in a negative capacity. Therefore, without in fact developing impediments to minority group applicants, the system has by its failure to perceive the problem and by its own inaction created a situation which discourages specific groups from seeking justice jobs.

CHAPTER III

PROBATION SERVICES

Who is working in the administration of criminal justice system?

Positions Budgeted and Filled

Table 79 shows probation agency job titles currently used and indicates the number of agencies reporting various positions budgeted and filled. Several Pennsylvania county probation agencies, it will be noted, do not have full-time probation chiefs and a substantial proportion (34%) report having no full-time probation officers. Job titles in the probation field are often ambiguous. Different titles may signify similar responsibilities from one agency to another. For example, a senior probation officer and a case worker may perform the same role in two different agencies or they may not. Urgently needed are clear job descriptions which hold uniformly for all agencies across the nation. The Joint Commission on Correctional Manpower and Training recommends:

Uniform job title should be developed in correctional institutions and probation/parole agencies to provide a meaningful basis for lateral mobility between agencies and across jurisdictional boundaries.

A Time to Act, p. 17

Females, Part-time Personnel, Non-whites

Opportunities for women should be expanded.
Work roles should be reassessed to determine
the maximum feasible utilization of females.

p.14

Employment practices for females and part-time personnel are given in Table 81. Almost 56% of all agencies responding to the survey employ females full-time. However, in terms of raw numbers only 23% of the total probation work force of agencies responding is female. Nationally, the entire adult working force is 40% female which suggests that probation agencies in falling well below the national figure are not fully tapping a manpower source.

Part-time female personnel are used by less than 20% of all agencies responding; part-time male personnel by 23%. Employment of non-whites also presents a picture of less than maximum utilization of another manpower source. Table 81 shows that five agencies each employ one non-white and one agency reports employing three non-whites. Although 20% of all agencies reporting employ non-whites, less than 3% of all probation personnel are non-white. This figure is even lower than the percentage of non-white police currently employed and also well below the 8.1% of the population in Pennsylvania which according to the 1960 census is non-white.

Correctional agencies at all levels of government should intensify efforts to recruit more Negroes, Mexican-Americans, and other minority group members into correctional work. Training programs should be developed to ensure that they have opportunities for career advancement in the field.

p.14

Where do administration of criminal justice system people work?

Identification of Settings

The probation agencies surveyed in this study were under county administration. In the Commonwealth of Pennsylvania all probation agencies are organized and operated on the county level. Most of the statistical tables on the probation agencies are cross-tabulated by regions. Region refers to the eight regional planning areas designated by the Pennsylvania Crime Commission.

Numbers and Types of Positions

Both the numbers and types of positions are shown on Table 79.

What are they doing?

Job Descriptions and Role Expectation

As in the case with the police survey, it was determined that this information could be most successfully obtained during field interviews planned for the 2nd phase of the study. In general, for Pennsylvania, duties of probation personnel are not specified in the law but are designated in general terms as "the performance of such duties as the court shall direct."

Probation methods in Pennsylvania vary greatly ranging from intensive case study and supervision to a single interview.

What manpower problems exist?

Availability of Position

Current vacancies reported are shown in Table 80. Positions reported as needed but not budgeted are also shown. Twenty-five percent of all agencies responding indicate that vacancies currently exist. Thirty-three percent report a need for more positions than are presently budgeted, and, as with police chiefs, it is our belief that these latter figures are highly conservative. Probation chiefs soon come to realize that budget shortages preclude planning for the ideal situation.

Retention of Incumbent Personnel

Table 77 gives figures on departures of probation officers from agencies. Although less than 15% report discharging officers for cause, almost 50% of all agencies reporting indicated that officers have left voluntarily. A total of 85% of all agencies reporting had departures. Clearly these are extremely high turnover rates. Data on reasons for job turnover are shown on Table 72. "Low salary and lack of advancement opportunities" is reported most frequently followed by "low salary."

Quality of Incumbent Personnel

As mentioned in the police survey report, quality is difficult to assess. In a mail-out survey only limited indicators are available for examination. At

best, these can provide clues as to the quality of incumbent personnel. The educational standards of an agency are one such indicator. It should be noted that county probation agencies are autonomous units, free to set their own standards unless subsidized by certain state funds to employ probation officers. Under those conditions where Grant in Aid is in effect, the county agency must adhere to standards of officer qualification as prescribed by the State. Table 47 shows that 36% of all agencies require a college degree, 11% require a college degree plus experience and 2% require some college. This makes a total of 50% requiring college attendance. The final report of the Joint Commission on Correctional Manpower and Training recommends:

The undergraduate degree should become the standard educational requirement for entry-level work in probation and parole agencies and for comparable counselor and classification positions in institutions.

p.30

Orientation techniques used with new officers are shown in Tables 49-53. Sixty-one percent of all agencies reporting state that formal in-service training is not used (Table 49), although almost 66% report using on-the-job training, presumably of an informal nature. When asked if on-the-job training was coupled with periodic evaluation, the positive response rate drops to just over 40%. The conclusion, then, is that training indeed does occur but of a generally informal nature.

As with police recruit procedures, an adequate probation period for new probation officers can contribute to staff quality. However, no particular time limit has been shown to be ideal. It should be noted that Table 54 shows 22.7% of all agencies report no probationary period and almost 16% did not respond to this question. Fifty percent of all agencies report a six months or longer probationary period.

The large majority of probation officers are not covered by either merit or civil service systems (Table 55). Sixty-one percent report "not covered."

The indicators examined for appraisal of quality level of personnel suggest that improvements could be made. College educated probation officers with basic training in social sciences and counseling skills would appear to be essential to all probation agencies for upgrading probation service. Concurrently, salaries should be competitive with other fields hiring college graduates. Improved in-service training, an adequate probationary period, effective evaluation of new personnel as well as improved financial security would contribute considerably to improving the quality of officers.

Identified Need for Additional Personnel

The need for personnel in excess of numbers budgeted is shown on Table 80. Almost 34% of all departments reporting have indicated a need for more positions than presently budgeted. As with the police, we can speculate that these figures are conservative. Fifteen agencies report a need for from one to four more positions.

Recruitment - Strategies and Other Problems

Data on agency use of trainees is given in Tables 56-58. Almost 70% of all agencies do not employ nor never have employed trainees (Table 56). Fourteen percent indicate that they currently use trainees and of those 11% indicate that they employ from one to three trainees (Table 57). Table 58 shows that "accompanying experienced officer" and "assigning limited caseload" are the most common trainee assignments used by the agencies reporting.

Recruitment of new probation officers is not limited by an age minimum for 77% of all agencies reporting. Another 11% report twenty or twenty-one years as the minimum they accept. This would seem rational if college training is to be required for applicants.

A comprehensive nationwide recruitment program using brochures, television, magazines, and other mass media should be developed immediately. A major public information program is required to change the present low image of corrections as a career choice. The national program should be supplemented at state and local levels by tours, job fairs, campus recruitment, and other kinds of person-to-person contacts.

A Time to Act, p. 13

Recruitment techniques as practiced by the agencies are shown in Tables 65-71. Over 30% of all agencies use announcements to colleges and universities; almost 16% use referrals from civil service agencies, newspaper advertisements and mailing to other departments in recruiting new personnel. It is surprising in view of the reported educational requirements (Table 47: 36% require college degrees, 11% require college degree plus experience; 2% require some college) that more agencies do not report active recruitment from colleges and universities.

General Problems Related to Manpower

Table 75 details reported recruitment problems of the agencies. Twenty-five percent of the agencies report that lack of applicants is a problem and 20% report that the low salary offered is a hindrance in attracting recruits. Again, competitive salaries are essential in attracting quality personnel.

Salaries, retirement plans, and other employee fringe benefits should be continually assessed and efforts made to keep them in line with comparable positions in government and industry in the same geographical area. Annual cost-of-living increases should be made an integral feature of salary negotiations.

A Time to Act, p.20

Table 76 shows reported special agency problems - lack of community support agencies is the most frequently expressed agency problem. The existence of the problems cited in Table 76 relates both directly and indirectly to the ability of agencies to attract and retain personnel. It is interesting to note that seven agencies report no problems.

Identification of Career Systems

Data on trainee programs has been discussed under Recruitment - and in terms of the small percentage of departments (14%) currently employing trainees, we can conclude that trainee programs have only limited value as an indicator of the existence or non-existence of career systems.

Promotion policies of the agencies reporting which are perhaps a more reliable indicator are shown in Table 74. In response to the question, "can a person anticipate regular advancement once employed in your department (assuming he has necessary professional qualifications)?" 31.8% of the agencies said yes, 36% no, and 22% responded "sometimes." Career systems, as suggested by this indicator, exist in only about half of all agencies reporting.

Identification of Career Ladders for Positions

As with the police data, career ladders were not explored during Phase I. It was determined that in-depth personal interviewing techniques would be most appropriate in attaining career ladder data.

Impediments Existing Within the System Which Discourage Individual or Groups from Seeking Justice Jobs.

Impediments were examined in terms of job opportunities for rehabilitated offenders and the existence of minority group members within probation work.

Most agencies report that either possession of arrest records or conviction records are bars to employment in their agency (Table 62). Slightly over 13% report that these factors are not a bar to employment. In Table 63, however, a different picture emerges. The agencies were asked if they employ former offenders and if it were possible under agency policy to employ these people. In response to this question 43% of all agencies reporting, maintain that agency police does not preclude employment of former offenders. At the time of the survey one agency reported having one former offender on its staff. Thirty-four percent of the agencies reporting indicated an interest in such individuals as potential staff members. (Table 64). There would, then, appear to be a place for properly prepared and trained rehabilitated offenders within the probation field.

Correctional agencies should re-examine their policies and practices regarding the employment of offenders and ex-offenders. Criminal records should not automatically prevent persons from being considered for employment in corrections. Increased experimentation is encouraged to delineate further the special contribution which can be made to corrections by those who have been through the system.

A Time to Act, p. 79

The use of minority group members in probation work has been discussed earlier in this report. If actual impediments exist relative to employment for this group, as the low numbers of non-whites would suggest, they were not discernable from this survey. However, it would appear that non-whites are not strongly attracted to probation work nor do recruitment techniques as reported focus any special efforts on attracting them.

CHAPTER IV

CORRECTIONAL INSTITUTION PERSONNEL

Who is working in the system?

Positions Budgeted and Filled

There are in Pennsylvania sixty-seven county prisons, three Philadelphia city prisons, and eight State Correctional Institutions. The questionnaires were mailed to all seventy-eight institutions. Thirty-six were returned completed. The positions which these institutions have budgeted and filled are shown in Tables 115 and 115a. Perusal for personnel shortages show that 29 institutions have no rehabilitation counselors or vocational teachers on staff and 26 have no academic teachers. The President's Crime Commission has recommended:

Correctional institutions should upgrade educational and vocational training programs, extending them to all inmates who can profit from them. They should experiment with special techniques such as programmed instruction.

States should, with Federal support, establish immediate programs to recruit and train academic and vocational instructors to work in correctional institutions.

The Challenge of Crime in a
Free Society, p. 175

Those institutions which responded appear to fall well short of Commission recommendations when measured by reported counseling and educational staff members. Perhaps it should be noted here that Pennsylvania's county correctional

system is currently in a transitional stage. A regional plan has been instituted whereby eventually the county jails will be used only for sentences of six months or less. The regional institutions - there will be eight throughout the Commonwealth - will take over the functions of incarceration and development of rehabilitation programs for all prisoners sentenced to two years or less. Those sentenced to longer than two years will continue to be sent to the State institutions.

Females, Part-time Personnel, Non-whites

Clearly, women have a role to play in correctional work. But it is a role largely controlled by the number of female inmates in a given institution. Therefore, given the lower female inmate population, it is hardly surprising to find almost half of the responding institutions use female staff on a part-time basis. By law, whenever there is one female inmate incarcerated, there must be a matron or female staff member on duty. Many institutions, given the comparatively low rate of female inmates, find it more economical to employ female staff on a part-time basis. This way people are called on duty only when needed. Only seven institutions report hiring females in 1968, suggesting again the limited role played by females in corrections work. The Pennsylvania Crime Commission Task Force Report states:

On a selected basis, women should be housed in specialized community correctional centers. Those requiring closer controls should be sent to the State Correctional Institution at Muncy. The practice of housing women in county jails should be abolished.

Corrections in Pennsylvania, p. 27

Seventy percent of our sample report using male staff part-time. We can surmise that this is a result of both budgetary considerations and low inmate populations. Obviously, part-time help is not conducive to producing high quality performance. The emerging regional jail system should solve this problem by consolidating prisoner populations in larger groups, in turn making financially feasible a full-time trained professional staff.

We found that 16% non-whites working in the correctional field in Pennsylvania was not indicative of the situation as it actually exists because one institution of considerable size reports having 50% non-white staff. When this institution is omitted from the calculations the percentage of non-whites drops to 3%, suggesting an under-representation of non-whites as staff. The non-white population in Pennsylvania exceeds 8% (1960 census data).

Where do people work in institutional corrections?

Identification of Settings

Pennsylvania jails, as noted above, are located in each of the 67 counties. In addition, there are eight State Institutions. Once the Pennsylvania Crime Commission's regional plan goes into full effect, the eight regional jails will form a super-structure over the county jails. These regional jails are expected to provide more comprehensive, professional and economical service to the Commonwealth than can be given by the county jails as they now function.

Numbers and Types of Positions

Job titles abound within the correctional institutions and only the most frequently used are shown on Table 115 and 115a. We might note that the Joint Commission on Correctional Manpower and Training recommendation of uniformity of job titles and role is relevant here. All but three of the institutions reporting had full-time wardens. These three institutions were so small that sheriffs doubled as part-time wardens. In twelve jails there were no full-time correctional officers which again indicates the size of the operations in some of the county jails.

What are they doing?

Job Description and Role Expectation

We anticipate developing this information during field trips conducted in the second phase.

What manpower problems exist?

Availability of Positions

Findings of vacancies at the correctional officer level are shown on Table 116. These are numbers of positions which are budgeted but unfilled. Forty percent of the institutions reporting have such openings. Thirty percent of the agencies have vacancies above the correctional officer level. When the institutions were asked to give the total number of positions needed but not budgeted, the responses were fairly low. Only 25% indicated any need at all and 15% of those said that one more position was needed.

Retention of Incumbent Personnel

The outstanding cause of job turnover as reported by the institutions is low salary. Table 104 shows that no other cause is considered significant by the respondents. Institutions reporting departures are shown on Table 118. Over 53% report no discharges in 1968. Eighty-three percent report having voluntary departures. There is no question that turnover is high. Where, then, do departed staff go? The figures in Table 105 attempt to answer this question. Unfortunately when one leaves the employ of an institution, it is not necessary to report to the administration what one's next employment plans are. Therefore, the 17% retirement figure is the only totally reliable one in the table. However, we can get some insight as to next employment of those resigning from institutional work. One fairly popular alternative is non-criminal justice work (14%). The phrase 'other' was a catch-all for administrators to count personnel whose next employment was unknown to them.

Quality of Incumbent Personnel

We concentrated our assessment of quality on correctional officers since this study is particularly interested in the entry level job situation. Generally, all indicators suggest that the quality potential of correctional officers is lower than that of both probation and parole officers. Table 83 shows that 47% of the institutions require a high school diploma for job entry. Almost 39% have no educational requirement. The majority of the county jails have no professional standards for their personnel and generally appointments are made

on a patronage basis. If correctional officers are to serve in any but the most rudimentary custodial capacity, the possession of a high school education would seem essential.

Table 84 indicates that approximately 14% of the reporting institutions use psychological screening tests prior to employment of correctional officers. One might wonder about what provision, if any, is used to screen out deviant or immature personalities in the remaining 86% of institutions?

In Table 85-89, orientation procedures for new officers are detailed. Not surprising is the frequency with which on-the-job training is reported. (Table 89) followed next in frequency by 'talks by warden and supervisory staff'.

The personnel coverage situation is shown in Table 90. Over 50% of the institutions report that staff are not covered by either civil service, merit system or any other form of security program. This fact added to the low salary scale, as noted earlier, suggests some of the factors contributing to high turnover rates, recruitment problems and low morale.

Probationary periods for correctional officers are lower than either those for probation or police officers. Less than 14% indicate a 12 month or longer period. (See Table 91).

To summarize, the indicators of quality of correctional officers show that turnover rates are high, salary and financial security are low, educational requirements are low, and training is primarily on-the-job and informal. All of these factors reflect to a large extent the lower level of responsibility accorded

to correctional officers as compared to patrolmen and probation officers.

However, if the future direction of corrections of more extensive rehabilitative needs is to be met, the situation will require some drastic revision and upgrading. Correctional officers within the institution are the first line of defense; they can perform effective day-to-day counseling; they can contribute to the prisoner's rehabilitation both directly by establishing a positive relationship with inmates and indirectly by incisive written and oral reports and by early detection of trouble and individual problems. The correctional officer's own sense of value is enhanced when he feels that he is participating in the rehabilitative process.

Identified Need For Additional Personnel

As we have stated above, Table 116 gives numbers of positions reported as needed but not budgeted and it is, we feel, a conservative estimate taking into account only the current institutional structure. Once the regional jails are completed, the need for qualified personnel, trained in rehabilitative and educational specialties will increase considerably. The President's Commission on Law Enforcement and Administration of Justice recommends:

Correctional institutions should upgrade educational and vocational training programs, extending them to all inmates who can profit from them. They should experiment with special techniques such as programmed instruction. States should, with Federal support, establish immediate programs to recruit and train academic and vocational instructors to work in correctional institutions.

The Challenge of Crime in a Free Society, p.175

Recruitment Strategies and Other Problems

Recruitment techniques are shown in Table 95-102. In decreasing order of frequency, newspaper advertisements are most often used (Table 100), then civil service agencies, contacting military discharge centers, planned public relations, and mailings to other institutions. It is interesting to note in light of the above, that the major recruitment problem reported is lack of applicants (Table 103). Our findings on recruitment techniques seems to suggest a passive recruitment program. What these figures most suggest is the need for a drastic revitalization of institutional policy. For example, only one institution reports 'usually participating in high school career day' (Table 96). The Joint Commission on Correctional Manpower and Training suggests:

In order to attract younger persons to the correctional field a concerted effort should be made to encourage high school junior college, and college counselors to channel students in correctional agencies to test career decisions and thereby promote recruitment of young people, should be expended.

A Time to Act, p. 14

General Problem Areas Related to Manpower

Special problems of the institutions are shown in Tables 107-114. In the questionnaire we asked, "What special problems does your institution have relative to both custodial and rehabilitative programs?" Several alternatives were listed for the respondent to check as well as space to list other problems. All of the items are either directly or indirectly related to attracting and retaining

personnel. Table 109 shows that 27% reported having a lack of qualified training personnel and a shortage of specialists such as counselors and teachers (Table 110). Thirty percent of the institutions report having no rehabilitation program and consider this a serious problem. (Table 112). Only 17% report insufficient community cooperation as a problem (Table 113). More than half of the institutions report insufficient funds as a special problem (Table 114).

Identification of Career Systems

No trainee programs or pre-employment practices were reported by the correctional institutions. It was, therefore, not feasible to investigate career systems at entry level. We did ask if regular promotion policies existed at institutions and Table 106 shows the tabulations. Almost 39% responded affirmatively; another 22% reported that promotion could sometimes "be anticipated."

Identification of Career Ladders for Positions

This topic was not pursued for correctional personnel. It is, undoubtedly, an area in which much investigation is needed and a great deal can be discovered. We would hope to go into this area in personnel interviewing during the second phase of the study.

Impediments Existing Within the System Which Discourage Individuals or Groups from Seeking Justic Jobs

We were interested in discovering if institutions in Pennsylvania have a policy which allows for the hiring of former offenders. We asked if a previous arrest record either juvenile or adult was a bar to employment and if a conviction (misdemeanor or felony) was a bar to employment. The results of the questionnaire are shown in Table 93. Almost 28% responded that any or all of the above factors would rule out employment. Eleven percent reported that

none of these factors would act as a bar to employment. Other combinations of responses are also shown. In effect, however, only a very small minority of the institutions were, according to their present policy, able to hire former offenders. We have often commented on the fact that rehabilitated former offenders have the potential for making a considerable contribution to the criminal justice system. The Joint Commission on Correctional Manpower and Training recommends:

Correctional agencies should reexamine their policies and practices regarding the employment of offenders and ex-offenders. Criminal records should not automatically prevent persons from being considered for employment in corrections. Increased experimentation is encouraged to delineate further the special contributions which can be made to corrections by those who have been through the system.

A Time to Act, p. 45

CHAPTER V

SUMMARY

The general state of manpower in the criminal justice system in Pennsylvania presents a negative picture: fragmented jurisdictional control for agencies and departments; understaffed agencies and departments with untrained or inadequately trained personnel; low personnel morale and low job satisfaction (as evidenced by high turnover rates); underemployment of females and non-whites; overuse of part-time personnel; untapped resources (especially of the potential contribution resulting from the employment of rehabilitated former offenders); lack of aggressive and innovative recruitment policies and programs directed towards key sub-population groups; lack of directed efforts at upgrading both the professional and educational standards for new personnel; weak or ineffectual public relations programs.

On the positive side we found: many supervisory and administrative personnel strongly dedicated to their job, their agency and their staff; willingness and often eagerness to try new recruitment and training programs; an imaginative pilot recruitment and training program in police hiring procedures in one large city; an expression of strong interest in in-service training on the part of field personnel and administrators; a desire on the part of administrators to upgrade entry standards and salaries; a willingness on the part of field personnel and supervisory staff to participate in new and experimental programs as well

as a desire to see department policy updated in terms of bringing it in line with social and political realities, and an eagerness on the part of all personnel to participate in effective public relations programs so that an informed public can be aroused to the problems and needs of the criminal justice system.

The Task Force Report - Corrections in Pennsylvania in its summary section succinctly itemizes the basic needs for Pennsylvania's field and institutional services. Our data as analyzed and discussed in Chapters II, III, and IV reaffirms the need for actuating the following seven points:

- 1) Salaries that will attract and retain qualified people.
- 2) Civil service procedures at county, regional, and state levels to select the best qualified personnel and to give them job security in return for capable performance.
- 3) Setting and maintaining standards of personnel qualifications and of agency operations to ensure correctional services of uniformly high quality.
- 4) Limiting caseloads to levels that are manageable and consistent with effective individualized services.
- 5) Intensive, aggressive, and creative recruiting programs to stimulate interest in corrections careers in well-qualified people.
- 6) Recruitment and in-service training programs to meet the dynamic needs of modern corrections practice.
- 7) Working conditions that attract and hold qualified people.

Corrections in Pennsylvania
(p. 51-52)

Realization of the above points will be costly; but crime and wasted lives are obviously, and more importantly, finally acknowledged to be, more costly. The taxpayer must, in the final analysis, choose which costs are more bearable. The choice, however, should be based on facts and a well

presented, carefully documented public information program. This is the first step in the rational restructuring of the entire criminal justice system in the Commonwealth. The results of this study should, we feel, be available along with all other investigative work to citizens whose will must be expressed and whose taxes can create and support effective crime control programs.

TABLE ONE: EDUCATIONAL
REQUIREMENTS FOR PATROLMEN

<u>Political Subdivisions</u>	<u>N.R.*</u>	<u>High School Diploma</u>	<u>2 Years College</u>	<u>Other</u>	<u>No Requirements</u>	<u>Row Total</u>
First Class Township	0 0.0%	18 85.7%	0 0.0%	0 0.0%	3 14.3%	21 9.2%
Second Class Township	1 2.4%	30 71.4%	0 0.0%	1 2.4%	10 23.8%	42 18.3%
Borough	0 0.0%	87 69.6%	0 0.0%	2 1.6%	36 28.8%	125 54.6%
City	1 2.4%	34 82.9%	0 0.0%	1 2.4%	5 12.2%	41 17.9%
Column Total	2 .9%	169 73.8	0 0.0%	4 1.7%	54 23.6%	229

* No Response

TABLE TWO: ENTRANCE REQUIREMENT,
PSYCHOLOGICAL EXAMINATION

	<u>Yes</u>	<u>No</u>	<u>N.R.</u>	<u>Row Total</u>
First Class Twp.	3 14.3%	16 76.2%	2 9.5%	21 9.2%
Second Class Twp.	3 7.1%	35 83.3%	4 9.5%	42 18.3%
Borough	9 7.2%	112 89.6%	4 3.2%	125 54.6%
City	8 19.5%	33 80.5%	0 0.0%	41 17.9%
Column Total	23 10.0%	196 85.6%	10 4.4%	229

TABLE THREE: USE OF LOCAL POLICE
ACADEMIES FOR ORIENTATION

	N.R.	40 Hrs. or Less	80 Hrs.	120 Hrs.	160 Hrs.	200 Hrs.	240 Hrs.	280 Hrs.	320 Hrs. or More	Do Not Use	Row Total
First Class Twp.	2 9.5%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 14.3%	15 71.4%	21 9.2%
Second Class Twp.	7 16.7%	3 7.1%	2 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.4%	29 69.0%	42 18.3%
42 Borough	18 14.4%	7 5.6%	3 2.4%	1 .8%	0 0.0%	3 2.4%	1 .8%	0 0.0%	5 4.0%	87 69.6%	125 54.6%
City	4 9.8%	2 4.9%	1 2.4%	4 9.8%	0 0.0%	2 4.9%	0 0.0%	0 0.0%	6 14.6%	22 53.7%	41 17.9%
Column Total	31 13.5%	13 5.7%	6 2.6%	5 2.2%	0 0.0%	5 2.2%	1 .4%	0 0.0%	15 6.6%	153 66.8%	229

TABLE FOUR: STATE POLICE
ACADEMY USED FOR ORIENTATION

	N.R.	40 Hrs. or Less	80 Hrs.	120 Hrs.	160 Hrs.	200 Hrs.	240 Hrs.	280 Hrs.	320 Hrs. or More	Do Not Use	Row Total
First Class: Twp.	2 9.5%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 9.5%	0 0.0%	2 9.5%	14 66.7%	21 9.2%
Second Class Twp.	6 14.3%	4 9.5%	1 2.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.4%	30 71.4%	42 18.3%
43 Borough	17 13.6%	8 6.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 .8%	0 0.0%	3 2.4%	96 76.8%	125 54.6%
City	4 9.8%	4 9.8%	2 4.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 4.9%	29 70.7%	41 17.9%
Column Total	29 12.7%	17 7.4%	3 1.3%	0 0.0%	0 0.0%	0 0.0%	3 1.3%	0 0.0%	8 3.5%	169 73.8%	229

TABLE FIVE: ORIENTATION
BY ASSIGNMENT TO EXPERIENCED OFFICER

	<u>N.R.</u>	<u>40 Hrs. or Less</u>	<u>80 Hrs.</u>	<u>120 Hrs.</u>	<u>160 Hrs.</u>	<u>200 Hrs.</u>	<u>240 Hrs.</u>	<u>280 Hrs.</u>	<u>320 Hrs. or More</u>	<u>Do Not Use</u>	<u>Row Total</u>
First Class Twp.	2 9.5%	6 28.6%	2 9.5%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	3 14.3%	7 33.3%	21 9.2%
Second Class Twp.	7 16.7%	4 9.	5 11.9%	0 0.0%	2 4.8%	0 0.0%	1 2.4%	0 0.0%	3 7.1%	20 47.6%	42 18.3%
Borough	17 13.6%	25 20.0%	6 4.8%	6 4.8%	5 4.0%	2 1.6%	0 0.0%	0 0.0%	12 9.6%	52 41.6%	125 54.6%
City	4 9.8%	12 29.3%	4 9.8%	3 7.3%	0 0.0%	2 4.9%	0 0.0%	0 0.0%	3 7.3%	13 31.7%	41 17.9%
Column Total	30 13.1%	47 20.5%	17 7.4%	9 3.9%	8 3.5%	4 1.7%	1 .4%	0 0.0%	21 9.2%	92 40.2%	229

44

TABLE SIX: ASSIGNMENT TO SUPERIOR
OFFICER FOR ORIENTATION

	<u>N.R.</u>	<u>40 Hrs. or Less</u>	<u>80 Hrs.</u>	<u>120 Hrs.</u>	<u>160 Hrs.</u>	<u>200 Hrs.</u>	<u>240 Hrs.</u>	<u>280 Hrs.</u>	<u>320 Hrs. or More</u>	<u>Not Used</u>	<u>Row Total</u>
First Class Twp.	2 9.5%	9 42.9%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	9 42.9%	21 9.2%
Second Class Twp.	6 14.3%	18 42.9%	2 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.4%	15 35.7%	42 18.3%
Borough	17 13.6%	49 39.2%	5 4.0%	1 .8%	0 0.0%	0 0.0%	1 .8%	0 0.0%	1 .8%	51 40.8%	125 54.6%
City	4 9.8%	20 48.8%	4 9.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.4%	12 29.3%	41 17.9%
Column Total	29 12.7%	96 41.9%	11 4.8%	1 .4%	0 0.0%	1 .4%	1 .4%	0 0.0%	3 1.3%	87 38.0%	229

45

TABLE SEVEN: PROBATION PERIOD
OF ENTERING OFFICERS

	<u>0</u>	<u>12 Mos. or More</u>	<u>6-12 Mos.</u>	<u>Less than 6 Mos.</u>	<u>No Prob. Period</u>	<u>N.R.</u>	<u>Row Total</u>
First Class Twp.	0 0.0%	2 9.5%	15 71.4%	2 9.5%	0 0.0%	2 9.5%	21 9.2%
Second Class Twp.	1 2.4%	5 11.9%	24 57.1%	5 11.9%	4 9.5%	3 7.1%	42 18.3%
Borough	0 0.0%	13 10.4%	82 65.6%	8 6.4%	14 11.2%	8 6.4%	125 54.6%
City	0 0.0%	9 22.0%	18 43.9%	7 17.1%	4 9.8%	3 7.3%	41 17.9%
Column Total	1 .4%	29 12.7%	139 60.7%	22 9.6%	22 9.6%	16 7.0%	229

TABLE EIGHT: PERSONNEL
COVERAGE STATUS

	<u>0</u>	<u>Civil Service</u>	<u>Merit System</u>	<u>Not Covered</u>	<u>Other</u>	<u>N.R.</u>	<u>Row Total</u>
First Class Twp.	0 0.0%	16 76.2%	0 0.0%	3 14.3%	0 0.0%	2 9.5%	21 9.2%
Second Class Twp.	1 2.4%	5 11.9%	9 21.4%	13 31.0%	8 19.0%	6 14.3%	42 18.3%
Borough	0 0.0%	78 62.4%	4 3.2%	34 27.2%	1 .8%	8 6.4%	125 54.6%
City	0 0.0%	38 92.7%	0 0.0%	0 0.0%	0 0.0%	3 7.3%	41 17.9%
Column Total	1 .4%	137 59.8%	13 5.7%	50 21.8%	9 3.9%	19 8.3%	229

TABLE NINE: DEPARTMENT
USE OF POLICE CADETS (EVER)

	<u>0</u>	<u>Yes</u>	<u>NO</u>	<u>N.R.</u>	<u>Row Totals</u>
First Class Twp.	0 0.0%	0 0.0%	19 90.5%	2 9.5%	21 9.2%
Second Class Twp.	0 0.0%	0 0.0%	40 95.2%	2 4.8%	42 18.3%
Borough	0 0.0%	3 2.4%	118 94.4%	4 3.2%	125 54.6%
City	0 0.0%	4 9.8%	34 82.9%	3 7.3%	41 17.9%
Column Total	0 0.0%	7 3.1%	211 92.1%	11 4.8%	229

48

TABLE TEN: DEPARTMENT
USE OF POLICE CADETS (CURRENT)

	<u>0</u>	<u>Yes</u>	<u>No</u>	<u>N.Rel.</u>	<u>Row Totals</u>
First Class Twp.	0 0.0%	0 0.0%	2 9.5%	19 90.5%	21 9.2%
Second Class Twp.	0 0.0%	0 0.0%	1 2.4%	41 97.6%	42 18.4%
Borough	0 0.0%	0 0.0%	1 0.8%	124 99.2%	125 54.8%
City	0 0.0%	3 7.5%	1 2.5%	36 90.0%	40 17.5%
Column Total	0 0.0%	3 1.3%	5 2.2%	220 96.5%	228

49

TABLE ELEVEN: NUMBER OF
CADETS EMPLOYED (CURRENT)

	<u>N.R.</u>	<u>One</u>	<u>Two</u>	<u>Three</u>	<u>Four</u>	<u>Five</u>	<u>Six</u>	<u>Seven</u>	<u>Eight or More</u>	<u>Not- Rel.</u>	<u>Row Total</u>
First Class Twp.	1 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	20 95.2%	21 9.2%
Second Class Twp.	2 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	40 95.2%	42 18.3%
Borough	4 3.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	121 96.8%	125 54.6%
City	3 7.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 4.9%	1 2.4%	0 0.0%	0 0.0%	35 85.4%	41 17.9%
Column Total	10 4.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 0.9%	1 0.4%	0 0.0%	0 0.0%	216 94.3%	229

50

TABLE TWELVE: CADET ASSIGNMENTS

	<u>N.R.</u>	<u>Uses all following</u>	<u>Desk Wk.</u>	<u>2-man</u>	<u>Coach Recruit</u>	<u>Lab Asst.</u>	<u>Patrol Team</u>	<u>No Spcl Assgmt.</u>	<u>Beat Patrol</u>	<u>Not Rel.</u>	<u>Row Total</u>
First Class Twp.	1 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	20 95.2%	21 9.2%
Second Class Twp.	2 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	40 95.2%	42 18.3%
Borough	4 3.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 0.8%	0 0.0%	0 0.0%	120 96.0%	125 54.6%
City	3 7.3%	1 2.4%	1 2.4%	0 0.0%	1 2.4%	0 0.0%	1 2.4%	0 0.0%	0 0.0%	34 82.9%	41 17.9%
Column Total	10 4.4%	1 0.4%	1 0.4%	0 0.0%	1 0.4%	0 0.0%	2 0.9%	0 0.0%	0 0.0%	214 93.4%	229

51

52

TABLE THIRTEEN: CADET SALARY

	<u>N.R.</u>	<u>Less than</u> <u>\$300</u>	<u>\$300-</u> <u>\$400</u>	<u>Over</u> <u>\$400</u>	<u>Not</u> <u>Rel.</u>	<u>Row</u> <u>Total</u>
First Class Twp.	1 4.8%	0 0.0%	0 0.0%	0 0.0%	20 95.2%	21 9.2%
Second Class Twp.	2 4.8%	0 0.0%	0 0.0%	0 0.0%	40 95.2%	42 18.3%
Borough	4 3.2%	0 0.0%	0 0.0%	1 0.8%	120 96.0%	125 54.6
City	3 7.3%	1 2.4%	2 4.9%	1 2.4%	34 82.9%	41 17.9%
Column Total	10 4.4%	1 0.4%	2 0.9%	2 0.9%	214 93.4%	229



53

TABLE FOURTEEN: AGE LIMITS FOR APPOINTMENT AS CADET

	<u>N.R.</u>	<u>Yes</u>	<u>No</u>	<u>N.Rel.</u>	<u>Row Total</u>
First Class Twp.	1 4.8%	0 0.0%	0 0.0%	20 95.2%	21 9.2%
Second Class Twp.	2 4.8%	0 0.0%	0 0.0%	40 95.2%	42 18.3%
Borough	4 3.2%	1 0.8%	0 0.0%	120 96.0%	125 54.6%
City	3 7.3%	4 9.8%	0 0.0%	34 82.9%	41 17.9%
COLUMN TOTAL	10 4.4%	5 2.2%	0 0.0%	214 93.4%	229

TABLE FIFTEEN: CADET EMPLOYMENT
MINIMUM AGE REQUIREMENT

	<u>N.R.</u>	<u>17</u>	<u>17.5</u>	<u>18</u>	<u>19</u>	<u>20</u>	<u>21</u>	<u>Over 21</u>		<u>Not Rel.</u>	<u>Row Total</u>
First Class Twp.	1 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	20 95.2%	21 9.2%
Second Class Twp.	2 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.4%	0 0.0%	0 0.0%	39 92.9%	42 18.3%
Borough	4 3.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 0.8%	0 0.0%	120 96.0%	125 54.6%
City	3 7.3	1 2.4%	1 2.4%	1 2.4%	0 0.0%	0 0.0%	0 0.0%	1 2.4%	0 0.0%	34 82.9%	41 17.9%
COLUMN TOTAL	10 4.4%	1 0.4%	1 0.4%	1 0.4%	0 0.0%	0 0.0%	1 0.4%	2 0.9%	0 0.0%	213 93.0%	229

54

TABLE SIXTEEN: CADET EMPLOYMENT
MAXIMUM AGE REQUIREMENT

	<u>N.R.</u>	<u>18</u>	<u>19</u>	<u>20</u>	<u>21</u>	<u>Over 21</u>	<u>Not Rel</u>	<u>Row Total</u>
First Class Twp.	1 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	20 95.2%	21 9.2%
Second Class Twp	2 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.4%	39 92.9%	42 18.3%
Borough	4 3.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 0.8%	120 96.0%	125 54.6%
City	3 7.3%	0 0.0%	0 0.0%	2 4.9%	1 2.4%	1 2.4%	34 82.9%	41 17.9%
COLUMN TOTAL	10 4.4%	0 0.0%	0 0.0%	2 0.9%	1 0.4%	3 1.3%	213 93.0%	229

55

TABLE SEVENTEEN:
FACTORS AS A BAR TO EMPLOYMENT

REGION	N.R.	ABCD	None	AB (No) CD (yes)	AC (no) BD (Yes)	C (No) ABC (Yes)	ABC (No) D (Yes)	A (No) BCD(Yes)	BCD (No) A (Yes)	Other	Row Total
First Class Twp.	3 14.3%	8 38.1%	1 4.8%	2 9.5%	0 0.0%	0 0.0%	2 9.5%	5 23.8%	0 0.0%	0 0.0%	21 9.2%
Second Class Twp.	6 14.3%	15 35.7%	2 4.8%	4 9.5%	1 2.4%	0 0.0%	4 9.5%	8 19.0%	0 0.0%	2 4.8%	42 18.3%
Borough	35 28.0%	31 24.8%	8 6.4%	11 8.8%	1 0.8%	1 0.8%	6 4.8%	23 18.4%	1 0.8%	8 6.4%	125 54.6%
City	0 0.0%	14 34.1%	0 0.0%	6 14.6%	6 14.6%	1 2.4%	0 0.0%	11 26.8%	1 2.4%	2 4.9%	41 17.9%
Column	44 19.2%	68 29.7%	11 4.8%	23 10.0%	8 3.5%	2 0.9%	12 5.2%	47 20.5%	2 0.9%	12 5.2%	229

Key: A= Previous Arrest Record, Juvenile C= Misdemeanor Conviction
 B= Previous Arrest Record, Adult D= Felony Conviction

TABLE EIGHTEEN: EMPLOYMENT
OF FORMER OFFENDERS (CURRENT)

	N.R.	Yes	No	Row Total
First Class Twp.	3 14.3%	0 0.0%	18 85.7%	21 9.2%
Second Class Twp.	3 7.1%	0 0.0%	39 92.9%	42 18.3%
Borough	13 10.4%	1 0.8%	111 88.8%	125 54.6%
City	0 0.0%	1 2.4%	40 97.6	41 17.9
COLUMN TOTAL	19 8.3%	2 0.9%	208 90.8%	229

TABLE NINETEEN:
CURRENT EMPLOYMENT OF FORMER OFFENDERS

REGION	N.R.	One	Two	Three	Four	Five	Six	Seven	Eight or More	Not Rel.	Row Total
First Class Twp.	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	21 100.0%	21 9.2%
Second Class Twp.	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	42 100.0%	42 18.3%
Borough	7 5.6%	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	118 94.4%	125 54.6%
City	0 0.0	1 2.4%	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	40 97.6%	41 17.9%
COLUMN TOTAL	7 3.1%	1 0.4%	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	221 96.5%	229

TABLE TWENTY: RECRUITMENT TECHNIQUES
MAILINGS TO OTHER DEPARTMENTS

	N.R.	Always	Usually	Occasional	Never	Row Total
First Class Twp.	4 19.0%	0 0.0%	0 0.0%	0 0.0%	17 81.0%	21 9.2%
Second Class Twp.	7 16.7%	1 2.4%	4 9.5%	1 2.4%	29 69.0%	42 18.3%
Borough	14 11.2%	3 2.4%	1 0.8%	1 0.8%	106 84.8%	125 54.6%
City	1 2.4%	0 0.0%	0 0.0%	2 4.9%	38 92.7%	41 17.9%
COLUMN TOTAL	26 11.4%	4 1.7%	5 2.2%	4 1.7%	190 83.0%	229

TABLE TWENTY-ONE: RECRUITMENT TECHNIQUES:
HIGH SCHOOL CAREER DAY PARTICIPATION

	<u>N.R.</u>	<u>Always</u>	<u>Usually</u>	<u>Occasionally</u>	<u>Never</u>	<u>Row Total</u>
First Class Twp.	3 14.3%	2 9.5%	1 4.8%	1 4.8%	14 66.7%	21 9.2%
Second Class Twp.	7 16.7%	2 4.8%	2 4.8%	0 0.0%	31 73.8%	42 18.3%
Borough	14 11.2%	4 3.2%	2 1.6%	5 4.0%	100 80.0%	125 54.6%
City	1 2.4%	6 14.6%	3 7.3%	3 7.3%	28 68.3%	41 17.9%
COLUMN TOTAL	25 10.9%	14 6.1%	8 3.5%	9 3.9%	173 75.5	229

60

TABLE TWENTY-TWO: RECRUITMENT TECHNIQUES:
CONTACT MILITARY DISCHARGE CENTERS

	<u>No. Resp.</u>	<u>Always</u>	<u>Usually</u>	<u>Occasionally</u>	<u>Never</u>	<u>Row Total</u>
First Class Twp.	3 14.3%	1 4.8%	1 4.8%	0 0.0%	16 76.2%	21 9.2%
Second Class Twp.	7 16.7%	2 4.8%	1 2.4%	1 2.4%	31 73.8%	42 18.3%
Borough	14 11.2%	0 0.0%	2 1.6%	4 3.2%	105 84.0%	125 54.6%
City	1 2.4%	0 0.0%	0 0.0%	4 9.8%	36 87.8%	41 17.9%
Column Total	25 10.9%	3 1.3%	4 1.7%	9 3.9%	188 82.1%	229

61

TABLE TWENTY-THREE: RECRUITMENT TECHNIQUES:
PLANNED PUBLIC RELATIONS PROGRAM

	<u>No Resp.</u>	<u>Always</u>	<u>Usually</u>	<u>Occasionally</u>	<u>Never</u>	<u>Row Total</u>
First Class Twp.	3 14.3%	1 4.8%	0 0.0%	2 9.5%	15 71.4%	21 9.2%
Second Class Twp.	7 16.7%	2 4.8%	0 0.0%	3 7.1%	30 71.4%	42 18.3%
Borough	14 11.2%	2 1.6%	0 0.0%	5 4.0%	104 83.2%	125 54.6%
City	1 2.4%	5 12.2%	2 4.9%	2 4.9%	31 75.6%	41 17.9%
Column Total	25 10.9%	10 4.4%	2 0.9%	12 5.2%	180 78.6%	229

TABLE TWENTY-FOUR: RECRUITMENT
TECHNIQUES: NEWSPAPER ADVERTISEMENTS

	<u>No.Resp.</u>	<u>Always</u>	<u>Usually</u>	<u>Occasionally</u>	<u>Never</u>	<u>Row Total</u>
First Class Twp.	2 9.5%	16 76.2%	1 4.8%	0 0.0%	2 9.5%	21 9.2%
Second Class Twp.	7 16.7%	18 42.9%	5 11.9%	0 0.0%	12 28.6%	42 18.3%
Borough	14 11.2%	73 58.4%	11 8.8%	4 3.2%	23 18.4%	125 54.6%
City	1 2.4%	35 85.4%	2 4.9%	0 0.0%	3 7.3%	41 17.9%
Column Total	24 10.5%	142 62.0%	19 8.3%	4 1.7%	40 17.5%	229

TABLE TWENTY-FIVE: RECRUITMENT TECHNIQUES:
AID OF CIVIL SERVICE AGENCY

64

	<u>No.Resp.</u>	<u>Always</u>	<u>Usually</u>	<u>Occasionally</u>	<u>Never</u>	<u>Row Total</u>
First Class Twp.	3 14.3%	4 19.0%	1 4.8%	0 0.0%	13 61.9%	21 9.2%
Second Class Twp.	7 16.7%	0 0.0%	0 0.0%	0 0.0%	35 83.3%	42 18.3%
Borough	14 11.2%	29 23.2%	1 0.8%	1 0.8%	80 64.0%	125 54.6%
City	1 2.4%	15 36.6%	1 2.4%	2 4.9%	22 53.7%	41 17.9%
Column Total	25 10.9%	48 21.0%	3 1.3%	3 1.3%	150 65.5%	229

TABLE TWENTY-SIX: RECRUITMENT TECHNIQUES:
PUBLIC SERVICE ANNOUNCEMENTS ON RADIO AND TELEVISION

65

	<u>No Resp.</u>	<u>Always</u>	<u>Usually</u>	<u>Occasionally</u>	<u>Never</u>	<u>Row Total</u>
First Class Twp.	3 14.3%	2 9.5%	0 0.0%	3 14.3%	13 61.9%	21 9.2%
Second Class Twp.	7 16.7%	1 2.4%	0 0.0%	2 4.8%	32 76.2%	42 18.3%
Borough	14 11.2%	8 6.4%	2 1.6%	4 3.2%	97 77.6%	125 54.6%
City	1 2.4%	11 26.8%	3 7.3%	2 4.9%	24 58.5%	41 17.9%
Column Total	25 10.9%	22 9.6%	5 2.2%	11 4.8%	166 72.5%	229

TABLE TWENTY-SEVEN: RECRUITMENT TECHNIQUES: CIRCULARS
OR ANNOUNCEMENTS TO COLLEGES AND UNIVERSITY STUDENTS

	<u>No Resp.</u>	<u>Always</u>	<u>Usually</u>	<u>Occasionally</u>	<u>Never</u>	<u>Row Total</u>
First Class Twp.	3 14.3%	0 0.0%	0 0.0%	1 4.8%	17 81.0%	21 9.2%
Second Class Twp.	7 16.7%	0 0.0%	0 0.0%	0 0.0%	35 83.3%	42 18.3%
Borough	14 11.2%	0 0.0%	0 0.0%	1 0.8%	110 88.0%	125 54.6%
City	2 4.9%	0 0.0%	0 0.0%	1 2.4%	38 92.7%	41 17.9%
Column Total	26 11.4%	0 0.0%	0 0.0%	3 1.3%	200 87.3%	229

TABLE TWENTY-EIGHT: RECRUITMENT TECHNIQUES:
ADVERTISEMENTS IN PROFESSIONAL JOURNALS

	<u>No. Resp.</u>	<u>Always</u>	<u>Usually</u>	<u>Occasionally</u>	<u>Never</u>	<u>Row Total</u>
First Class Twp.	3 14.3%	0 0.0%	0 0.0%	0 0.0%	18 85.7%	21 9.2%
Second Class Twp.	7 16.7%	0 0.0%	0 0.0%	1 2.4%	34 81.0%	42 18.3%
Borough	14 11.2%	0 0.0%	1 0.8%	1 0.8%	109 87.2%	125 54.6%
City	1 2.4%	0 0.0%	0 0.0%	2 4.9%	38 92.7%	41 17.9%
Column Total	25 10.9%	0 0.0%	1 0.4%	4 1.7%	199 86.9%	229

TABLE TWENTY-NINE:
REPORTED PROBLEMS IN RECRUITMENT

REGION	N.R.	A	B	C	D	E	A & C	B & C	F	G	ROW TOTAL
First Class Twp.	2 9.5%	11 52.4%	1 4.8%	3 14.3%	0 0.0%	0 0.0%	2 9.5%	0 0.0%	1 4.8%	1 4.8%	21 9.2%
Second Class Twp.	5 11.9%	16 38.1%	11 26.2%	1 2.4%	0 0.0%	1 2.4%	0 0.0%	0 0.0%	6 14.3%	2 4.8%	42 18.3%
Borough	26 20.8%	40 32.0%	29 23.2%	3 2.4%	0 0.0%	2 1.6%	9 7.2%	9 7.2%	5 4.0%	2 1.6%	125 54.6%
City	5 12.2%	13 31.7%	7 17.1%	5 12.2%	0 0.0%	0 0.0%	6 14.6%	3 7.3%	2 4.9%	0 0.0%	41 17.9%
COLUMN TOTAL	38 16.6%	80 34.9%	48 21.0%	12 5.2%	0 0.0%	3 1.3%	17 7.4%	12 5.2%	14 6.1%	5 2.2%	229

KEY A= Few or No Applicants B= Salary Too Low C= Cannot pass written test
 D+ Language problems E= Cannot Pass Physical F= No Problems G= Other

TABLE THIRTY:
JOB TURNOVER FACTORS AS REPORTED BY DEPARTMENTS

REGION	N.R.	A	B	C	D	E	A&B	A&C	F	G	ROW TOTAL
First Class Twp.	5 23.8%	7 33.3%	2 9.5%	3 14.3%	1 4.8%	0 0.0%	1 4.8%	1 4.8%	0 0.0%	1 4.8%	21 9.2%
Second Class	19 45.2%	9 21.4%	0 0.0%	3 7.1%	1 2.4%	0 0.0%	4 9.5%	2 4.8%	1 2.4%	3 7.1%	42 18.3%
Borough	44 35.2%	35 28.0%	2 1.6%	3 2.4%	2 1.6%	0 0.0%	18 14.4%	13 10.4%	2 1.6%	6 4.8%	125 54.6%
City	15 36.6%	12 29.3%	0 0.0%	0 0.0%	0 0.0%	1 2.4%	5 12.2%	4 9.8%	1 2.4%	3 7.3%	41 17.9%
COLUMN TOTAL	83 36.2%	63 27.5%	4 1.7%	9 3.9%	4 1.7%	1 0.4%	28 12.2%	20 8.7%	4 1.7%	13 5.7%	229

KEY: A= Salary Too Low B= Working Conditions C= Lack of promotional opportuniti
 D= Georgraphical location E = Lack of fringe benefits F= All categories G= Other

TABLE THIRTY-ONE: NEXT EMPLOYMENT
PERSONS WHO LEAVE DEPARTMENTAL EMPLOY

REGION	N.R.	A	B	C	D	E	F	G	ABCF	Not Rel.	ROW TOTAL
First Class Twp.	2 9.5%	3 14.3%	0 0.0%	0 0.0%	1 4.8%	2 9.5%	4 19.0%	0 0.0%	0 0.0%	9 42.9%	21 9.2%
Second Class Twp.	6 14.3%	3 7.1%	1 2.4%	0 0.0%	0 0.0%	0 0.0%	10 23.8%	1 2.4%	0 0.0	21 50.0%	42 18.3%
Borough	16 12.8%	13 10.4%	6 4.8%	0 0.0%	4 3.2%	7 5.6%	18 14.4%	0 0.0%	0 0.0%	61 48.8%	125 54.6%
City	7 17.1%	4 9.8%	3 7.3%	0 0.0%	2 4.9%	3 7.3%	9 22.0%	0 0.0%	1 2.4%	12 29.3%	41 17.9%
COLUMN TOTAL	31 13.5%	23 10.0%	10 4.4%	0 0.0%	7 3.1%	12 5.2%	41 17.9%	1 0.4%	1 0.4%	103 45.0%	229

KEY: A= Municipal Agency B= State Police C= Federal Agencies D= Private Security
E= Retirement F= Private Industry G= Misc. Police Agency

TABLE THIRTY-TWO: PERSONNEL
ANTICIPATING REGULAR ADVANCEMENTS

	No Resp.	Yes	No	Sometimes	Row Total
First Class Twp	2 9.5%	5 23.8%	6 28.6%	8 38.1%	21 9.2%
Second Class Twp	7 16.7%	9 21.4%	10 23.8%	16 38.1%	42 18.3%
Borough	17 13.6%	29 23.2%	44 35.2%	35 28.0%	125 54.6%
City	4 9.8%	8 19.5%	9 22.0%	20 48.8%	41 17.9%
Column Total	30 13.1%	51 22.3%	69 30.1%	79 34.5%	229

TABLE THIRTY-THREE: DEPARTMENTS
REPORTING PROMOTIONS, 1968

	<u>No Resp.</u>	<u>Yes</u>	<u>No</u>	<u>Row Total</u>
First Class Twp.	3 14.3%	4 19.0%	14 66.7%	21 9.2%
Second Class Twp.	9 21.4%	5 11.9%	28 66.7%	42 18.3%
Borough	34 27.2%	18 14.4%	73 58.4%	125 54.6%
City	10 24.4%	18 43.9%	13 31.7%	41 17.9%
Column Total	56 24.5%	45 19.7%	128 55.9%	229

TABLE THIRTY-FOUR: REPORTED
SPECIAL POLICING PROBLEMS

	<u>No. Resp.</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>BCDF</u>	<u>DE</u>	<u>BD</u>	<u>DF</u>	<u>G</u>	<u>H</u>	<u>Row Total</u>
First Class Twp.	3 14.3%	4 19.0%	1 4.8%	0 0.0%	0 0.0%	1 4.8%	6 28.6%	1 4.8%	2 9.5%	0 0.0%	1 4.8%	0 0.0%	2 9.5%	21 9.2%
Second Class Twp.	1 2.4%	26 61.9%	3 7.1%	2 4.8%	0 0.0%	2 4.8%	2 4.8%	0 0.0%	0 0.0%	0 0.0%	1 2.4%	1 2.4%	4 9.5%	42 18.3%
Borough	26 20.8%	17 13.6%	12 9.6%	13 10.4%	17 13.6%	4 3.2%	9 7.2%	2 1.6%	3 2.4%	1 0.8%	1 0.8%	1 0.8%	19 15.2%	125 54.6%
City	3 7.3%	3 7.3%	4 9.8%	3 7.3%	7 17.1%	0 0.0%	5 12.2%	2 4.9%	4 9.8%	6 14.6%	0 0.0%	1 2.4%	3 7.3%	41 17.9%
Column Total	33 14.4%	50 21.8%	20 8.7%	18 7.9%	24 10.5%	7 3.1%	22 9.6%	5 2.2%	9 3.9%	7 3.1%	3 1.3%	3 1.3%	28 12.2%	229

Key- A= Ruraln B= High Density C= Industrial D= Low Income Area E= Minority Groups
F= Large Student Pop. G= Shortage Police Equipment H=No Problems

TABLE THIRTY-FIVE:
REPORT OF CIVIL DISORDER BY DEPARTMENTS

REGION	N.R.	A	B	C	D	E	F	G	H	I	ROW TOTAL
First Class Twp.	0 0.0%	18 85.7%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	1 4.8%	0 0.0%	21 9.2%
Second Class Twp.	6 14.3%	34 81.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.4%	1 2.4%	0 0.0%	0 0.0%	42 18.3%
Borough	12 9.6%	107 85.7%	2 1.6%	3 2.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 0.8%	0 0.0%	125 54.6%
City	4 9.8%	24 58.5%	2 4.9%	4 9.8%	1 2.4%	1 2.4%	0 0.0%	2 4.9%	2 4.9%	1 2.4%	41 17.9%
COLUMN TOTAL	22 9.6%	183 79.9%	4 1.7%	8 3.5%	1 0.4%	1 0.4%	2 0.9%	3 1.3%	4 1.7%	1 0.4%	229

KEY: A= None, 1967,68,69 C= Yes, 1968, 1969 E = Yes, 1967, 1969 G =Yes, 1968
B= Yes, 1967,1968,1969 D= Yes, 1967,1968 F= Yes, 1967 H=Yes, 1969 I= Other

TABLE THIRTY-SIX: POLICE DEPARTMENTS WITH
POSITIONS BUDGETED AND FILLED BY FREQUENCIES
AND PERCENTAGES

Number of Positions	NUMBER OF DEPARTMENTS UTILIZING POSITION TITLE:							
	Chief of Police	Deputy Chief*	Inspector	Detective Captain	Captain	Detective Lieutenant	Detective Sargeant	Corporal
1	198 86.5%	19 8.3%	2 .9%	11 4.8%	27 11.8%	8 3.5%	11 4.8%	7 3.1%
2	---	---	---	1 .4%	4 1.7%	4 1.7%	4 1.7%	2 .9%
3	---	1 .4%	---	---	6 2.6%	1 .4%	3 1.3%	1 .4%
4	---	---	---	---	1 .4%	1 .4%	1 .4%	4 1.7%
5	---	---	1 .4%	---	1 .4%	1 .4%	1 .4%	1 .4%
6	---	---	---	---	1 .4%	---	1 .4%	1 .4%
7	---	---	---	---	1 .4%	---	2 .9%	---
8	---	---	---	---	1 .4%	---	2 .9%	1 .4%
None	31 13.5%	209 91.3%	226 98.7%	217 94.8%	187 81.7%	214 93.4%	204 89.1%	212 92.9%
Total	229 100.0%	229 100.0%	229 100.0%	229 100.0%	229 99.8%**	229 99.8%**	229 99.9%**	229 99.9%**

* Also Deputy Commissioner and Deputy Superintendent
** This is a reflection of rounding error.

TABLE THIRTY-SEVEN: SELECTED POLICE POSITIONS
BUDGETED AND FILLED BY FREQUENCY AND PERCENTAGE

Number of Positions	Lieutenant	Sergeant	Detective	Patrolman
1 - 5	44 19.3%	75 32.8%	11 4.8%	89 40.1%
6 - 10	4 1.7%	8 3.4%	3 1.2%	33 14.9%
11 - 20	1 .4%	7 3.0%	3 1.2%	29 13.1%
21 - 50	0 0.0%	1 .4%	1 .4%	8 3.6%
51 - 75	1 .4%	0 0.0%	0 0.0%	3 1.3%
76 - 98	0 0.0%	0 0.0%	0 0.0%	1 .4%
None	179 78.2%	138 60.3%	211 92.1%	59 26.6%
Total	229 100.0%	229 99.9%*	229 99.7%*	222** 100.0%

* This is a reflection of rounding error.

** Seven departments reported more than 98 Patrolman (These departments reported 99, 100, 112, 120, 123, 141, 1446 men.)

TABLE THIRTY-EIGHT: REPORT VACANCIES POLICE
DEPARTMENTS AT COMMAND AND MANAGEMENT LEVELS BY
FREQUENCY AND PERCENTAGE

Number Vacancies	NUMBER OF DEPARTMENTS HAVING VACANCIES AT:	
	Command Level	Management Level
1	3 1.3%	6 2.6%
2	0 0.0%	2 .9%
3	1 .4%	0 0.0%
4	0 0.0%	1 .4%
5	0 0.0%	1 .4%
6	0 0.0%	0 0.0%
7	0 0.0%	0 0.0%
8	0 0.0%	0 0.0%
None	225 98.3%	219 95.6%
Total	229 100.0%	229 99.9%*

* This is a reflection of rounding error.

TABLE THIRTY-NINE: REPORTED VACANCIES BY POLICE DEPARTMENTS AT SUPERVISORY AND FIELD LEVELS

Number of Vacancies	NUMBER OF DEPARTMENTS HAVING VACANCIES	
	1st Line Supervisors	Field Personnel
1	7 3.1%	12 5.2%
2	0 0.0%	4 1.7%
3	0 0.0%	6 2.6%
4	1 .4%	1 .4%
5	1 .4%	3 1.3%
6	1 .4%	1 .4%
7 - 10	1 .4%	1 .4%
11 - 60	0 0.0%	1 .4%
None	218 95.2%	200 87.3%
Total	229 99.9%*	229 100.1%*

* This is a reflection of rounding error.

TABLE FORTY: REPORTED PRACTICES IN FEMALE EMPLOYMENT IN POLICE DEPARTMENTS BY FREQUENCIES AND PERCENTAGE

Number Of Females	Number of Departments Employing Full Time Females	Number of Departments Employing Part Time Females	Number of Departments Employing New Females in 1968
1	18 8.4%	9 4.1%	5 2.4%
2	7 3.3%	3 1.4%	3 1.4%
3	1 .5%	0 0.0%	1 .5%
4	1 .5%	0 0.0%	0 0.0%
5	0 0.0%	2 .9%	1 .5%
6	3 1.4%	0 0.0%	0 0.0%
7	0 0.0%	1 .5%	0 0.0%
8	0 0.0%	3 1.4%	0 0.0%
None	184 86.0%	200 91.3%	200 95.2%
No Response	15	10	19
Total	229 100.1%*	229 99.6%*	229 100.0%

* This is a reflection of rounding error.

TABLE FORTY-ONE: REPORTED PRACTICES IN MALE
EMPLOYMENT OF POLICE DEPARTMENTS
BY FREQUENCY AND PERCENTAGE

Number of Males	Number of Departments Employing Part Time Males	Number of Departments Hiring New Personnel	Number of Departments Hiring Experienced Males
1	34 15.5%	53 25.1%	37 17.9%
2	23 10.5%	34 16.1%	9 4.3%
3	17 7.7%	13 6.0%	1 .5%
4	15 6.8%	3 1.4%	1 .5%
5	15 6.8%	3 1.4%	1 .5%
6	11 5.0%	4 1.9%	0 0.0%
7	4 1.8%	2 .9%	0 0.0%
8	12 5.5%	2 .9%	0 0.0%
10 - 13	0 0.0%	4 1.9%	0 0.0%
18 - 21	0 0.0%	4 1.9%	0 0.0%
Questions Not Relevant	0 0.0%	0 0.0%	71 34.3%
None	89 40.5%	88 41.7%	87 42.0%
Total	220 100.1%*	210 99.2%*	207 100.0%
No Response	9	18	22
Total Number of Cases	229	228**	229

* This is a reflection of rounding error.
** One department reported hiring 127 New Personnel and this
Department was not entered in the table.

TABLE FORTY-TWO: REPORTED DEPARTURES
OF PERSONNEL (VOLUNTARY AND DISCHARGED) BY
FREQUENCIES AND PERCENTAGES

Number of Personnel	Number of Departments Having Voluntary Departures	Number of Departments Having Discharges
1	47 22.5%	18 8.7%
2	18 8.6%	4 1.9%
3	11 5.2%	2 1.0%
4	2 1.0%	0 0.0%
5	2 1.0%	0 0.0%
6	2 1.0%	0 0.0%
7	0 0.0%	0 0.0%
8	1 .5%	0 0.0%
None	126 60.3%	184 88.5%
Sub-Total	209 100.1%*	208 100.1%*
No Response	19	21
Total	228**	229

* This is a
reflection of
rounding error.
** One Department
reported 51 voluntary
departures and was
not included in the
table.

TABLE FORTY-THREE: REPORTED DESTINATION
OF DEPARTED PERSONNEL BY FREQUENCIES AND PERCENTAGES

Number of Personnel Reporting Destination	Number of Departments Reporting Personnel Went to Other Municipal Agencies	Number of Departments Reporting Personnel Went to Private Industry	Number of Departments Reporting Personnel Retired
1	22 11.1%	30 15.2%	12 6.1%
2	4 2.0%	13 6.6%	2 1.0%
3	0 0.0%	1 .5%	1 .5%
4	0 0.0%	0 0.0%	1 .5%
5	0 0.0%	1 .5%	0 0.0%
6	0 0.0%	1 .5%	2 1.0%
7	0 0.0%	0 0.0%	0 0.0%
8 or more	0 0.0%	0 0.0%	1 .5%
None	173 86.9%	152 76.8%	179 90.4%
Sub-Total	199 100.0%	198 100.1%*	198 100.0%
No Response	30	31	31
Total	229	229	229

* This is a reflection of rounding error.

TABLE FORTY-FOUR: REPORTED PROMOTIONS BY
POLICE DEPARTMENTS BY FREQUENCIES AND PERCENTAGES

Number of Personnel Promoted	Number of Departments Having Promotions to NCO	Number of Departments Having Promotions from NCO to Officer
1	20 11.2%	11 6.1%
2	8 4.5%	3 1.7%
3	2 1.1%	4 2.2%
4	1 .6%	1 .6%
5	3 1.7%	0 0.0%
6	0 0.0%	0 0.0%
7	2 1.1%	0 0.0%
8	0 0.0%	0 0.0%
9	1 .6%	1 .6%
None	141 79.2%	159 88.8%
Sub-Total	178 100.0%	179 100.0%
No Response	30	49
Total Cases	228*	228**

* One department reported 32 promotions to NCO and was not included in the table.

** One department reported 35 promotions from NCO to Officer.

TABLE FORTY-FIVE: REPORTED NUMBERS NON-WHITES
EMPLOYED BY POLICE DEPARTMENTS BY
FREQUENCIES AND PERCENTAGES

<u>Number of Non-Whites</u>	<u>Number of Departments Having Non-Whites</u>
1	17 8.1%
2	10 4.7%
3	7 3.3%
4	4 1.9%
5	3 1.4%
6	1 .5%
7	1 .5%
21 - 25	3 1.4%
None	165 78.2%
Sub-Total	211 100.0%
No Response	18
Case Total	229

CONTINUED

10F2

TABLE FORTY-SIX: REPORTED NUMBERS OF POSITIONS
NEEDED IN POLICE DEPARTMENTS BUT NOT BUDGETED
BY FREQUENCIES AND PERCENTAGES

<u>Number of Positions Needed</u>	<u>Number of Departments Reporting A Need For Additional Personnel</u>
1	19 8.4%
2	11 4.9%
3	20 8.8%
4	9 4.0%
5	7 3.1%
6	6 2.6%
7 - 10	3 1.3%
11 - 20	4 1.8%
30 - 50	3 1.3%
51 - 60	3 1.3%
None	141 62.4%
Sub-Total	226 99.9%**
No Response	2
Total	228*

* One department reported needing 150 additional personnel
and was not included in the table.

** This is a reflection of rounding error.

TABLE FORTY-SEVEN:
EDUCATIONAL REQUIREMENTS FOR PROBATION OFFICERS

REGION	N.R.	H.S. Diploma	H.S.Plus Experience	Some Col. Plus Exp.	College Degree	College Degree Plus Exp.	Other	No.Req.	ROW TOTAL
Allegheny	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.00%	0 0.0%	0 0.0%	0 0.0%	1 2.3%
Central	1 9.1%	1 9.1%	4 36.4%	0 0.0%	3 27.3%	2 18.2%	0 0.0%	0 0.0%	11 25.0%
Northeast	0 0.0%	1 12.5%	1 12.5%	0 0.0%	3 37.5%	2 25.0%	0 0.0%	1 12.5%	8 18.2%
Northwest	1 11.1%	0 0.0%	2 22.2%	0 0.0%	3 33.3%	0 0.0%	1 11.1%	2 22.2%	9 20.5%
Philadelphia	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%
Southcentral	1 14.3%	1 14.3%	0 0.0%	0 0.0%	5 71.4%	0 0.0%	0 0.0%	0 0.0%	7 15.9%
Southeast	0 0.0%	2 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 4.5%
Southwest	0 0.0%	1 20.0%	1 20.0%	1 20.0%	1 20.0%	1 20.0%	0 0.0%	0 0.0%	5 11.4%
COLUMN TOTAL	3 6.8%	7 15.9%	8 18.2%	1 2.3%	16 36.4%	5 11.4%	1 2.3%	3 6.8%	44

TABLE FORTY-EIGHT: ENTRANCE REQUIREMENTS
PSYCHOLOGICAL EXAMINATION

REGION	N.R.	YES	NO	ROW TOTAL
Allegheny	0 0.0%	1 100.0%	0 0.0%	1 2.3%
Central Region	1 9.1%	0 0.0%	10 90.9%	11 25.0%
Northeast Region	0 0.0%	0 0.0%	8 100.0%	8 18.2%
Northwest Region	1 11.1%	0 0.0%	8 88.9%	9 20.5%
Philadelphia	0 0.0%	0 0.0%	1 100.0%	1 2.3%
Southcentral Region	1 14.3%	0 0.0%	6 85.7%	7 15.9%
Southeast Region	0 0.0%	0 0.0%	2 100.0%	2 4.5%
Southwest Region	0 0.0%	0 0.0%	5 100.0%	5 11.4%
COLUMN TOTAL	3 6.8%	1 2.3%	40 90.9%	44

TABLE FORTY-NINE: USE OF FORMAL
IN-SERVICE TRAINING FOR ORIENTATION

Region	N.R.	Yes, 320 Hrs. Or More	Yes, Hrs. Not Specified	No	Row Total
Allegheny	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 2.3%
Central	2 18.2%	1 9.1%	2 18.2%	6 54.5%	11 25.0%
Northeast	1 12.5%	0 0.0%	1 12.5%	6 75.0%	8 18.2%
Northwest	2 22.2%	0 0.0%	1 11.1%	6 66.7%	9 20.5%
Philadelphia	0 0.0%	0 0.0%	1 100.0%	0 0.0%	1 2.3%
Southcentral	1 14.3%	0 0.0%	3 42.9%	3 42.9%	7 15.9%
Southeast	0 0.0%	0 0.0%	0 0.0%	2 100.0%	2 4.5%
Southwest	0 0.0%	0 0.0%	2 40.0%	3 60.0%	5 11.4%
Column Total	6 13.6%	1 2.3%	10 22.7%	27 61.4%	44

TABLE FIFTY: SUPERVISORY STAFF TALKS USED FOR
ORIENTATION BY FREQUENCIES AND P

Region	N.R.	Yes 40 Hrs. Or Less	Yes, More Than 320 Hrs.	Yes, Hrs. Not Specified	No	Row Total
Allegheny	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	1 2.3%
Central	2 18.2%	1 9.1%	1 9.1%	1 27.3%	4 36.4%	11 25.0%
Northeast	1 12.5%	0 0.0%	1 12.5%	2 25.0%	4 50.0%	8 18.2%
Northwest	2 22.2%	1 11.1%	0 0.0%	1 11.1%	5 55.6%	9 20.5%
Philadelphia	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	1 2.3%
Southcentral	1 14.3%	0 0.0%	0 0.0%	5 71.4%	1 14.3%	7 15.9%
Southeast	0 0.0%	0 0.0%	0 0.0%	1 50.0%	1 50.0%	2 4.5%
Southwest	0 0.0%	0 0.0%	0 0.0%	1 20.0%	4 80.0%	5 11.4%
Column Total	6 13.6%	2 4.5%	2 4.5%	15 34.1%	19 43.2%	44

TABLE FIFTY-ONE: DISTRIBUTION OF LITERATURE AS ORIENTATION

Region	N.R.	Yes		Not Used	Row Total
		40 Hrs. Or Less	No. of Hrs. Not Specified		
Allegheny	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 2.3%
Central	2 18.2%	1 9.1%	4 36.4%	4 36.4%	11 25.0%
Northeast	1 12.5%	0 0.0%	3 37.5%	4 50.0%	8 18.2%
Northwest	2 22.2%	1 11.1%	0 0.0%	6 66.7%	9 20.5%
Philadelphia	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 2.3%
Southcentral	1 14.3%	0 0.0%	3 42.9%	3 42.9%	7 15.9%
Southeast	0 0.0%	0 0.0%	1 50.0%	1 50.0%	2 4.5%
Southwest	0 0.0%	0 0.0%	2 40.0%	3 60.0%	5 11.4%
Column Total	6 13.6%	2 4.5%	13 29.5%	23 52.3%	44

TABLE FIFTY-TWO: ON THE JOB TRAINING FOR ORIENTATION

REGION	N.R.	Yes, 4-6 wks.	Yes		Not Used	Row Total
			1	2		
Allegheny	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	1 2.3%
Central	2 18.2%	0 0.0%	2 18.2%	4 36.4%	3 27.3%	11 25.0%
Northeast	1 12.5%	0 0.0%	1 12.5%	4 50.0%	2 25.0%	8 18.2%
Northwest	2 22.2%	1 11.1%	1 11.1%	3 33.3%	2 22.2%	9 20.5%
Philadelphia	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	1 2.3%
Southcentral	1 14.3%	0 0.0%	0 0.0%	5 71.4%	1 14.3%	7 15.9%
Southeast	0 0.0%	0 0.0%	0 0.0%	2 100.0%	0 0.0%	2 4.5%
Southwest	0 0.0%	0 0.0%	0 0.0%	4 80.0%	1 20.0%	5 11.4%
COLUMN TOTAL	6 13.6%	1 2.3%	4 9.1%	24 54.5%	9 20.5%	44

KEY: 1. Yes, more than 8 weeks.
2. Yes, No. of hours Not Specified

92

TABLE FIFTY-THREE: , ON-THE-JOB TRAINING WITH
PERIOD EVALUATION

<u>REGION</u>	<u>N.R.</u>	<u>Yes</u> <u>2-3 wks.</u>	<u>Yes, more</u> <u>than 8 wks.</u>	<u>1*</u>	<u>Not</u> <u>Used</u>	<u>Row</u> <u>Total</u>
Allegheny	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	1 2.3%
Central	2 18.2%	1 9.1%	1 9.1%	2 18.2%	5 45.5%	11 25.0%
Northeast	1 12.5%	0 0.0%	1 12.5%	3 37.5%	3 37.5%	8 18.2%
Northwest	2 22.2%	0 0.0%	1 11.1%	0 0.0%	6 66.7%	9 20.5%
Philadelphia	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 2.3%
Southcentral	1 14.3%	0 0.0%	0 0.0%	6 85.7%	0 0.0%	7 15.9%
Southeast	0 0.0%	0 0.0%	0 0.0%	1 50.0%	1 50.0%	2 4.5%
Southwest	0 0.0%	0 0.0%	0 0.0%	1 20.0%	4 80.0%	5 11.4%
COLUMN TOTAL	6 13.6%	1 2.3%	3 6.8%	14 31.8%	20 45.5%	44

1* Yes, No. of hours not specified.

93

TABLE FIFTY-FOUR: PROBATIONARY PERIOD FOR
ENTERING OFFICERS

<u>REGION</u>	<u>N.R.</u>	<u>12 mo. or</u> <u>longer</u>	<u>6-12 mos.</u>	<u>Less than</u> <u>6 mos.</u>	<u>No Prob.</u> <u>Period</u>	<u>Row</u> <u>Total</u>
Allegheny	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%
Central	1 9.1%	1 9.1%	5 45.5	1 9.1%	3 27.3%	11 25.0
Northeast	1 12.5%	0 0.0%	3 37.5%	0 0.0%	4 50.0%	8 18.2%
Northwest	3 33.3%	0 0.0%	5 55.6%	0 0.0%	1 11.1%	9 20.5%
Philadelphia	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%
Southcentral	2 28.6%	1 14.3%	4 57.1%	0 0.0%	0 0.0%	7 15.9%
Southeast	0 0.0%	0 0.0%	2 100.0%	0 0.0%	0 0.0%	2 4.5%
Southwest	0 0.0%	0 0.0%	2 40.0%	1 20.0%	2 40.0%	5 11.4%
COLUMN TOTAL	7 15.9%	4 9.1%	21 47.7%	2 4.5%	10 22.7%	44

TABLE FIFTY-FIVE: PERSONNEL COVERAGE STATUS

Region	N.R.	Merit System	Civil Service	Not Covered	Other	Row Total
Allegheny	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	1 2.3%
Central	1 9.1%	4 36.4%	0 0.0%	5 45.5%	1 9.1%	11 25.0%
Northeast	1 12.5%	0 0.0%	0 0.0%	5 62.5%	2 25.0%	8 18.2%
Northwest	1 11.1%	1 11.1%	1 11.1%	6 66.7%	0 0.0%	9 20.5%
Philadelphia	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	1 2.3%
Southcentral	1 14.3%	2 28.6%	0 0.0%	4 57.1%	0 0.0%	7 15.9%
Southeast	0 0.0%	2 100.0%	0 0.0%	0 0.0%	0 0.0%	2 4.5%
Southwest	0 0.0%	0 0.0%	0 0.0%	5 100.0%	0 0.0%	5 11.4%
COLUMN TOTAL	4 9.1%	9 20.5%	1 2.3%	27 61.4%	3 6.8%	44

TABLE FIFTY-SIX: AGENCY EMPLOYMENT OF TRAINEES

REGION	1	2	3	ROW TOTAL
Allegheny	0 0.0%	1 100.0%	0 0.0%	1 2.3%
Central	2 18.2%	7 63.6%	2 18.2%	11 25.6%
Northeast	2 25.0%	6 75.0%	0 0.0	8 18.6
Northwest	1 11.1%	8 88.9%	0 0.0%	9 20.9%
Philadelphia	0 0.0	1 100.0	0 0.0%	1 2.3%
Southcentral	1 16.7%	3 50.0%	2 33.3%	6 14.0%
Southeast	0 0.0%	1 50.0%	1 50.0%	2 4.7%
Southwest	1 20.0	3 60.0%	1 20.0%	5 11.6
COLUMN TOTAL	7 16.3%	30 69.8%	6 14.0%	43

KEY:1.Yes, Have Employed Trainees, but Not Currently
2.No, Never Employed Trainees
3.Yes, Currently Employ Trainees

TABLE FIFTY-SEVEN:
NUMBER TRAINEES CURRENTLY EMPLOYED BY AGENCIES

REGION	N.R.	1-3	4-5	6-10	11-20	Not Applicable, Don't employ trainees	ROW TOTAL
Allegheny	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 2.3%
Central	0 0.0%	2 18.2%	0 0.0%	0 0.0%	0 0.0%	9 81.8%	11 25.0%
Northeast	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	8 100.0%	8 18.2%
Northwest	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	8 88.9%	9 20.5%
Philadelphia	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 2.3%
Southcentral	2 28.6%	1 14.3%	0 0.0%	1 14.3%	0 0.0%	3 42.9%	7 15.9%
Southeast	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	1 50.0%	2 4.5%
Southwest	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	4 80.0%	5 11.4%
COLUMN TOTAL	2 4.5%	5 11.4%	1 2.3%	1 2.3%	0 0.0%	35 79.5%	44

TABLE FIFTY-EIGHT:
TRAINEE ASSIGNMENTS

REGION	N.R.	Limited Case Load (1)	Accompany Exp.Off. (2)	Assigned as all other off. (4)	1&2 (7)	Ques. Not Rel. Don't Employ Trainees (9)	ROW TOTAL
Allegheny	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 2.3%
Central	0 0.0%	1 9.1%	2 18.2%	1 9.1%	0 0.0%	7 63.6%	11 25.0%
Northeast	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	7 87.5%	8 18.2%
Northwest	0 0.0%	0 0.0%	0 0.0%	1 11.1%	0 0.0%	8 88.9%	9 20.5%
Philadelphia	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 2.3%
Southcentral	1 14.3%	2 28.6%	1 14.3%	0 0.0%	0 0.0%	3 42.9%	7 15.9%
Southeast	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	1 50.0%	2 4.5%
Southwest	0 0.0%	0 0.0%	1 20.0%	0 0.0%	1 20.0%	3 60.0%	5 11.4%
COLUMN TOTAL	1 2.3%	3 6.8%	5 11.4%	2 4.5%	2 4.5%	31 70.5%	44

TABLE FIFTY-NINE: AGE LIMITS FOR APPOINTMENT
AS PROBATION OFFICER

REGION	N.R.	YES	NO	ROW TOTAL
Allegheny	0 0.0%	1 100.0	0 0.0%	1 2.3%
Central Region	3 27.3%	1 9.1%	7 63.6%	11 25.0%
Northeast Region	1 12.5%	2 25.0%	5 62.5%	8 18.2%
Northwest Region	1 11.1%	0 0.0%	8 88.9%	9 20.5%
Philadelphia	0 0.0%	1 100.0%	0 0.0%	1 2.3%
Southcentral Region	0 0.0%	1 14.3%	6 85.7%	7 15.9%
Southeast Region	0 0.0%	0 0.0%	2 100.0%	2 4.5%
Southwest Region	0 0.0%	0 0.0%	5 100.0%	5 11.4%
COLUMN TOTAL	5 11.4%	6 13.6%	33 75.0%	44

TABLE SIXTY: PROBATION OFFICER EMPLOY-
MENT: MINIMUM AGE REQUIREMENT

Region	N.R.	YEARS			Row Total
		20	21	No Minimum	
Allegheny	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 2.3%
Central	2 18.2%	0 0.0%	1 9.1%	8 72.7%	11 25.0%
Northeast	1 12.5%	2 25.0%	0 0.0%	5 62.5%	8 18.2%
Northwest	1 11.1%	0 0.0%	0 0.0%	8 88.9%	9 20.5%
Philadelphia	0 0.0%	1 100.0%	0 0.0%	0 0.0%	1 2.3%
Southcentral	1 14.3%	1 14.3%	0 0.0%	5 71.4%	7 15.9%
Southeast	0 0.0%	0 0.0%	0 0.0%	2 100.0%	2 4.5%
Southwest	0 0.0%	0 0.0%	0 0.0%	5 100.0%	5 11.4%
Column Total	5 11.4%	4 9.1%	1 2.3%	34 77.3%	44

TABLE SIXTY-ONE: PROBATION OFFICER
EMPLOYMENT-MAXIMUM AGE

Region	N.R.	40-45	50-55	No Maximum	Row Total
Allegheny	0 0.0%	0 0.0%	1 100.0%	0 0.0%	1 2.3%
Central	2 18.2%	0 0.0%	0 0.0%	9 81.8%	11 25.0%
Northeast	2 25.0%	1 12.5%	0 0.0%	5 62.5%	8 18.2%
Northwest	1 11.1%	0 0.0%	0 0.0%	8 88.9%	9 20.5%
Philadelphia	0 0.0%	0 0.0%	1 100.0%	0 0.0%	1 2.3%
Southcentral	1 14.3%	2 28.6%	0 0.0%	4 57.1%	7 15.9%
Southeast	0 0.0%	0 0.0%	0 0.0%	2 100.0%	2 4.5%
Southwest	0 0.0%	0 0.0%	0 0.0%	5 100.0%	5 11.4%
Column Total	6 13.6%	3 6.8%	2 4.5%	33 75.0%	44

TABLE SIXTY-TWO:
FACTORS AS A BAR TO EMPLOYMENT

REGION	N.R.	ABCD	None	ABC (no) D (yes)	AB(No) CD(Yes)	A(No) BCD(Yes)	AB(No) CD(Not Sure)	ABD(Yes) C(No)	AC(No) BD(Yes)	ROW TOTAL
Alleghenny	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3
Central	2 18.2%	5 45.5%	2 18.2%	1 9.1%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	11 25.0%
Northeast	1 12.5%	1 12.5%	1 12.5%	1 12.5%	3 37.5%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	8 18.2%
Northwest	3 33.3%	3 33.3%	1 11.1%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	9 20.5%
Philadelphia	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%
Southcentral	3 42.9%	0 0.0%	0 0.0%	1 14.3%	2 28.6%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	7 15.9%
Southeast	0 0.0%	2 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 4.5%
Southwest	0 0.0%	2 40.0%	1 20.0%	0 0.0%	1 20.0	0 0.0%	0 0.0%	1 20.0%	0 0.0%	5 11.4%
COLUMN TOTAL	9 20.5%	13 29.5%	6 13.6%	5 11.4%	6 13.6%	2 4.5%	1 2.3%	1 2.3%	1 2.3%	44

KEY: A= Previous arrest record, Juvenile
B= Previous arrest record, Adult
C= Misdemeanor conviction
D= Felony conviction

TABLE SIXTY-THREE:
AGENCY POLICY ON EMPLOYMENT OF FORMER OFFENDERS

REGION	N.R.	1	2	3	ROW TOTAL
Allegheny	0 0.0%	1 100.0%	0 0.0%	0 0.0%	1 2.3%
Central	3 27.3%	0 0.0%	5 45.5%	3 27.3%	11 25.0%
Northeast	1 12.5%	0 0.0%	2 25.0%	5 62.5%	8 18.2%
Northwest	1 11.1%	0 0.0%	5 55.6%	3 33.3%	9 20.5%
Philadelphia	0 0.0%	0 0.0%	1 100.0%	0 0.0%	1 2.3%
Southcentral	1 14.3%	0 0.0%	2 28.6%	4 57.1%	7 15.9%
Southeast	0 0.0%	0 0.0%	1 50.0%	1 50.0%	2 4.5%
Southwest	0 0.0%	0 0.0%	3 60.0%	2 40.0%	5 11.4%
COLUMN TOTAL	6 13.6%	1 2.3%	19 43.2%	18 40.9%	44

KEY: 1. Yes employ former offenders, is possible under agency policy
2. No former offenders employed and not possible under agency policy
3. No former offenders employed, but is possible under agency policy

TABLE SIXTY-FOUR: AGENCY EXPRESSION OF
INTEREST IN EMPLOYING FORMER OFFENDERS

Region	N.R.	YES	NO	ROW TOTAL
Allegheny	0 0.0%	0 0.0%	1 100.0%	1 2.3%
Central Region	3 27.3%	1 9.1%	7 63.6%	11 25.0%
Northeast Region	2 25.0%	5 62.5%	1 12.5%	8 18.2%
Northwest Region	0 0.0%	4 44.4%	5 55.6%	9 20.5%
Philadelphia	1 100.0%	0 0.0%	0 0.0%	1 2.3%
Southcentral Region	3 42.9%	4 57.1%	0 0.0%	7 15.9%
Southeast Region	1 50.0%	1 50.0%	0 0.0%	2 4.5%
Southwest Region	1 20.0%	0 0.0%	4 80.0%	5 11.4%
COLUMN TOTAL	11 25.0%	15 34.1%	18 40.9%	44

TABLE SIXTY FIVE:
RECRUITMENT TECHNIQUES: MAILINGS TO OTHER DEPARTMENTS

REGION	N.R.	Usually	Occassionally	Never	ROW TOTAL
Allegheny	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 2.3%
Central	4 36.4%	0 0.0%	2 18.2%	5 45.5%	11 25.0%
Northeast	1 12.5%	0 0.0%	1 12.5%	6 75.0%	8 18.2%
Northwest	2 22.2%	0 0.0%	0 0.0%	7 77.8%	9 20.5%
Philadelphia	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 2.3%
Southcentral	2 28.6%	1 14.3%	1 14.3%	3 42.9%	7 15.9%
Southeast	0 0.0%	0 0.0%	1 50.0%	1 50.0%	2 4.5%
Southwest	1 20.0%	1 20.0%	0 0.0%	3 60.0%	5 11.4%
COLUMN TOTAL	10 22.7%	2 4.5%	5 11.4%	27 61.4%	44

TABLE SIXTY SIX:
RECRUITMENT TECHNIQUES: HIGH SCHOOL CAREER DAY PARTICIPATION

REGION	N.R.	Usually	Occassionally	Never	ROW TOTAL
Allegheny	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 2.3%
Central	4 36.4%	0 0.0%	0 0.0%	7 63.6%	11 25.0%
Northeast	1 12.5%	0 0.0%	1 12.5%	6 75.0%	8 18.2%
Northwest	2 22.2%	0 0.0%	0 0.0%	7 77.8%	9 20.5%
Philadelphia	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 2.3%
Southcentral	2 28.6	1 14.3%	1 14.3%	3 42.9%	7 15.9%
Southeast	0 0.0%	0 0.0%	0 0.0%	2 100.0%	2 4.5%
Southwest	1 20.0%	0 0.0%	0 0.0%	4 80.0%	5 11.4%
COLUMN TOTAL	10 22.7%	1 2.3%	2 4.5%	31 70.5%	44

TABLE SIXTY-SEVEN: RECRUITMENT
TECHNIQUES: NEWSPAPER ADVERTISEMENTS

Region	N.R.	Always	Usually	Occasion- ally	Never	Row Total
Allegheny	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 2.3%
Central	4 36.4%	0 0.0%	1 9.1%	1 9.1%	5 45.5%	11 25.0%
Northeast	1 12.5%	1 12.5%	1 12.5%	0 0.0%	5 62.5%	8 18.2%
Northwestern	2 22.2%	0 0.0%	0 0.0%	0 0.0%	7 77.8%	9 20.5%
Philadelphia	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 2.3%
Southcentral	2 28.6%	0 0.0%	0 0.0%	2 28.6%	3 42.9%	7 15.9%
Southeast	0 0.0%	0 0.0%	0 0.0%	1 50.0%	1 50.0%	2 4.5%
Southwest	1 20.0%	0 0.0%	0 0.0%	0 0.0%	4 80.0%	5 11.4%
Column Total	10 22.7%	1 2.3%	2 4.5%	4 9.1%	27 61.4%	44

TABLE SIXTY-EIGHT: RECRUITMENT TECHNIQUES: CIRCULARS OR
ANNOUNCEMENTS TO COLLEGE AND UNIVERSITY STUDENDTS

Region	N.R.	Always	Usually	Occasion- ally	Never	Row Total
Allegheny	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	1 2.3%
Central	4 36.4%	1 9.1%	0 0.0%	0 0.0%	6 54.5%	11 25.0%
Northeast	1 12.5%	1 12.5%	1 12.5%	2 25.0%	3 37.5%	8 18.2%
Northwestern	2 22.2%	1 11.1%	1 11.1%	1 11.1%	4 44.4%	9 20.5%
Philadelphia	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 2.3%
Southcentral	2 28.6%	0 0.0%	1 14.3%	2 28.6%	2 28.6%	7 15.9%
Southeast	0 0.0%	0 0.0%	0 0.0%	1 50.0%	1 50.0%	2 4.5%
Southwest	1 20.0%	0 0.0%	1 20.0%	0 0.0%	3 60.0%	5 11.4%
Column Total	10 22.7%	3 6.8%	5 11.4%	6 13.6%	20 45.5%	44

TABLE SIXTY NINE:
RECRUITMENT TECHNIQUES: USE OF BILLBOARDS AND POSTERS

REGION	N.R.	Usually	Occassionally	Never	ROW TOTAL
Allegheny	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 2.3%
Central	4 36.4%	0 0.0%	0 0.0%	7 63.6%	11 25.0%
Northeast	1 12.5%	0 0.0%	0 0.0%	7 87.5%	8 18.2%
Northwest	2 22.2%	1 11.1%	0 0.0%	6 66.7%	9 20.5%
Philadelphia	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 2.3%
Southcentral	2 28.6%	0 0.0%	0 0.0%	5 71.4%	7 15.9%
Southeast	0 0.0%	0 0.0%	0 0.0%	2 100.0%	2 4.5%
Southwest	1 20.0%	0 0.0%	0 0.0%	4 80.0%	5 11.4%
COLUMN TOTAL	10 22.7%	1 2.3%	0 0.0%	33 75.0%	44

TABLE SEVENTY: RECRUITMENT TECHNIQUES:
PUBLIC SERVICE ANNOUNCEMENTS ON RADIO AND TELEVISION

REGION	N.R.	Usually	Never	ROW TOTAL
Allegheny	0 0.0%	0 0.0%	1 100.0%	1 2.3%
Central Region	4 36.4%	1 9.1%	6 54.5%	11 25.0%
Northeast Region	1 12.5%	0 0.0%	7 87.5%	8 18.2%
Northwest Region	2 22.2%	0 0.0%	7 77.8%	9 20.5%
Philadelphia	0 0.0%	0 0.0%	1 100.0%	1 2.3%
Southcentral Region	2 28.6%	0 0.0%	5 71.4%	7 15.9%
Southeast Region	0 0.0%	0 0.0%	2 100.0%	2 4.5%
Southwest Region	1 20.0	0 0.0%	4 80.0%	5 11.4%
COLUMN TOTAL	10 22.7%	1 2.3%	33 75.0%	44

TABLE SEVENTY-ONE:
RECRUITMENT TECHNIQUES: AID OF CIVIL SERVICE AGENCY

REGION	N.R.	Usually	Occassionally	Never	ROW TOTAL
Allegheny	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 2.3%
Central	4 36.4%	0 0.0%	2 18.2%	5 45.5%	11 25.0%
Northeast	1 12.5%	1 12.5%	1 12.5%	5 62.5%	8 18.2%
Northwest	2 22.2%	0 0.0%	0 0.0%	7 77.8%	9 20.5%
Philadelphia	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 2.3%
Southcentral	2 28.6%	2 28.6%	0 0.0%	3 42.9%	7 15.9%
Southeast	0 0.0%	0 0.0%	1 50.0%	1 50.0%	2 4.5%
Southwest	1 20.0%	0 0.0%	0 0.0%	4 80.0%	5 11.4%
COLUMN TOTAL	10 22.7%	3 6.8%	4 9.1%	27 61.4%	44

TABLE SEVENTY-TWO:
JOB TURNOVER FACTORS AS REPORTED BY AGENCIES

REGION	N.R.	1	2	3	4	6	7	8	9	ROW TOTAL
Allegheny	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 100.0%	0 0.0%	1 2.3%
Central	5 45.5%	2 18.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 18.2%	1 9.1%	1 9.1%	11 25.0%
Northeast	4 50.0	1 12.5	0 0.0	0 0.0	1 12.5%	0 0.0%	0 0.0%	2 25.0%	0 0.0%	8 18.2%
Northwest	4 44.4%	1 11.1%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	2 22.2%	1 11.1%	0 0.0%	9 20.5%
Philadephia	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%
Southcentral	2 28.6	1 14.3%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	2 28.6%	0 0.0%	1 14.3%	7 15.9%
Southeast	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	1 50.0%	0 0.0%	2 4.5%
Southwest	2 40.0	1 20.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	5 11.4%
COLUMN TOTAL	17 38.6	6 13.6	2 4.5%	1 2.3%	1 2.3%	1 2.3%	7 15.9%	7 15.9%	2 4.5%	44

KEY: 1. Low salary
2. Working conditions
3. Lack of advancement opportunities
4. Return to college
5. Lack of opportunity for professional advancement
6. Lack of opportunity for professional advancement
7. Question Not relevant - no turnover
8. Low salary and lack of advancement opportunity
9. Retirement

TABLE SEVENTY-THREE:
NEXT EMPLOYMENT OF PERSONS WHO LEFT AGENCY

REGION	N.R.	1	2	3	4	7	8	ROW TOTAL
Alleghenny	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%
Central	6 54.5%	1 9.1%	1 9.1%	0 0.0%	3 27.3%	0 0.0%	0 0.0%	11 25.0%
Northeast	4 50.0%	1 12.5%	0 0.0%	1 12.5%	0 0.0%	1 12.5%	1 12.5%	8 18.2%
Northwest	5 55.6%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 33.3%	9 20.5%
Philadelphia	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%
Southcentral	5 71.4%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	7 15.9%
Southeast	1 50.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 4.5%
Southwest	1 20.0%	2 40.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	1 20.0%	5 11.4%
COLUMN TOTAL	22 50.0%	8 18.2%	2 4.5%	2 4.5%	3 6.8%	1 2.3%	6 13.6%	44

KEY: 1. Other Prob. Agencies
2. Other admin. of Justice work
3. Non-criminal Justice work
4. Retirement
7. Don't know
8. Other

TABLE SEVENTY-FOUR:
PERSONNEL ANTICIPATION OF ADVANCEMENT

REGION	N.R.	Yes	No	Sometimes	ROW TOTAL
Allegheny	0 0.0%	0 0.0%	1 100.0%	0 0.0%	1 2.3%
Central	1 9.1%	3 27.3%	5 45.5%	2 18.2%	11 25.0%
Northeast	1 12.5%	2 25.0%	4 50.0%	1 12.5%	8 18.2%
Northwest	1 11.1%	3 33.3%	3 33.3%	2 22.2%	9 20.5%
Philadelphia	0 0.0%	1 100.0%	0 0.0%	0 0.0%	1 2.3%
Southcentral	1 14.3%	2 28.6%	2 28.6%	2 28.6%	7 15.9%
Southeast	0 0.0%	2 100.0%	0 0.0%	0 0.0%	2 4.5%
Southwest	0 0.0%	1 20.0%	1 20.0%	3 60.0%	5 11.4%
COLUMN TOTAL	4 9.1%	14 31.8%	16 36.4%	10 22.7%	44

TABLE SEVENTY-FIVE:
AGENCY RECRUITMENT PROBLEMS

REGION	N.R.	No Applicants	Salary too low	1&2	No Recruitment Policy	No Prob.	ROW TOTAL
	(0)	(1)	(2)	(6)	(7)	(9)	
Allegheny	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	1
Central	3 27.3%	1 9.1%	4 36.4%	0 0.0%	0 0.0%	3 27.3%	11 25.0%
Northeast	1 12.5%	5 62.5%	1 12.5%	0 0.0%	1 12.5%	0 0.0%	8 18.2%
Northwest	2 22.2%	1 11.1%	2 22.2%	0 0.0%	0 0.0%	4 44.4%	9 20.0%
Philadelphia	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 2.3%
Southcentral	1 14.3%	2 28.6%	0 0.0%	1 14.3%	1 14.3%	2 28.6%	7 15.9%
Southeast	0 0.0%	2 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 4.5%
Southwest	0 0.0%	1 20.0%	2 40.0%	1 20.0%	0 0.0%	1 20.0%	5 11.4%
COLUMN TOTAL	7 15.9%	12 27.3%	9 20.5%	3 6.8%	2 4.5%	11 25.0%	44

TABLE SEVENTY-SIX:
REPORTED SPECIAL DEPARTMENT PROBLEMS

REGION	N.R.	1	2	3	4	5	6	7	9	10	12	ROW TOTAL
Allegheny	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%
Central	0 0.0%	3 27.3%	1 9.1%	1 9.1%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	3 27.3%	1 9.1%	1 9.1%	11 25.0%
Northeast	3 37.5%	0 0.0%	1 12.5%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	2 25.0%	8 18.2%
Northwest	1 11.1%	1 11.1%	1 11.1%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	0 0.0%	4 44.4%	9 20.5%
Philadelphia	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%
Southcentral	0 0.0%	1 14.3%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	1 14.3%	0 0.0%	3 42.9%	7 15.9%
Southeast	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	1 50.0%	0 0.0%	2 4.5%
Southwest	0 0.0%	0 0.0%	2 40.0%	2 20.0%	1 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	5 11.4%
COLUMN TOTAL	4 9.1%	5 11.4%	6 13.6%	4 9.1%	3 6.8%	1 2.3%	1 2.3%	1 2.3%	7 15.9%	2 4.5%	10 22.7%	44

0 N.R.
KEY: 1.Extremely rural
2.Lack of Community support agencies
3.High unemployment area
4.Political interference
5.Large Minority group population
6.Insufficient liaison between agency and court
7. High unemployment and large minority groups
9. No problems
10. Lack of community support agencies and political interference
12. Other

TABLE SEVENTY-SEVEN: NUMBER OF PROBATION AGENCIES
REPORTING DEPARTURES BY FREQUENCIES AND PERCENTAGES

Number of Personnel	Number of Agencies Reporting Departures of Probation Officers	
	Voluntary	Discharged
1	13 34.2%	2 5.7%
2	2 5.3%	0 0.0%
3	1 2.6%	1 2.9%
4	1 2.6%	1 2.9%
5	0 0.0%	0 0.0%
6	0 0.0%	0 0.0%
7	0 0.0%	0 0.0%
8 or more	1 2.6%	1 2.9%
None	20 52.6%	30 85.7%
Subtotal	38 99.9%*	35 100.1%*
No Response	6	9
Total Cases	44	44

*This is a reflection of rounding error

TABLE SEVENTY-EIGHT: PROMOTIONS IN PROBATION AGENCIES
BY FREQUENCIES AND PERCENTAGES

Number of Personnel	Number of Agencies Having Promotions		
	To Prob. Off	To Sr. Off.	To Supervisor
1	3 9.7%	1 3.2%	3 9.7%
2	0 0.0%	1 3.2%	2 6.5%
3	0 0.0%	1 3.2%	1 3.2%
4	0 0.0%	0 0.0%	0 0.0%
5	0 0.0%	0 0.0%	0 0.0%
6	0 0.0%	0 0.0%	0 0.0%
7	0 0.0%	0 0.0%	0 0.0%
8 or more	0 0.0%	0 0.0%	0 0.0%
None	28 90.3%	28 90.3%	25 80.6%
SubTotal	31 100.0%	31 99.9%*	31 100.0%
No Response	13	13	13
Total Cases	44	44	44

*This is a reflection of rounding error.

TABLE SEVENTY-NINE: PROBATION AGENCY - POSITIONS BUDGETED AND FILLED BY FREQUENCIES AND PERCENTAGES

No. of Personnel	Number of Agencies Having						
	Chief	Asst. Chief	Case Super- visor	Sr. Prob Officer	Probation Officer	Trainee	Other
1	35 81.4%	5 11.4%	2 4.5%	4 9.1%	6 13.6%	4 9.1%	3 6.8%
2	1 2.3%	1 2.3%			8 18.2%	1 2.3%	
3	1 2.3%				5 11.4%		
4				1 2.3%	2 4.5%		
5					1 2.3%	1 2.3%	
6					2 4.5%		
7					2 4.5%		
8					1 2.3%		
9-20			2 4.6%		1 2.3%		
21-25					1 2.3%		
None	6 14.0%	38 86.4%	40 90.9%	39 88.6%	15 34.1%	38 86.4%	41 93.2%
Subtotal	43 100.0%	44 100.1%*	44 100.0%	44 100.0%	44 100.0%	44 100.1%*	44 100.0%
No Response	1	0	0	0	0	0	0
Total Cases	44	44	44	44	44	44	44

*This is a reflection of rounding error.

TABLE EIGHTY: PROBATION AGENCY VACANCIES AND NEEDED POSITIONS (UNBUDGETED) BY FREQUENCIES AND PERCENTAGES

No. of Personnel Needed	No. of Agencies Reporting	
	Current Vacancies	Positions Needed But Not Budgeted
1	10 22.7%	9 20.5%
2	1 2.3%	2 4.5%
3		3 6.8%
4		1 2.3%
5		
6		
7		
8		
None	33 75.0%	29 65.9%
Subtotal	44 100.0%	44 100.0%
No Response	0	0
Total Cases	44	44

TABLE EIGHTY-ONE: PROBATION AGENCIES REPORTING NOS.
OF FEMALES EMPLOYED, NOS. OF PART-TIME EMPLOYEES
NOS. OF NON-WHITES BY FREQUENCIES AND PERCENTAGES

No. of Personnel	No. Of Agencies Reporting Having On Staff			
	Female Employees	Part-time Females	Part-time Males	Non-Whites
1	14 32.6%	6 14.3%	9 21.4%	5 16.1%
2	7 16.3%	1 2.4%		
3	1 2.3%		1 2.4%	1 3.2%
4				
5	1 2.3%			
6				
7				
8 or more	1 2.3%			
None	19 44.2%	35 83.3%	32 76.2%	25 80.6%
Subtotal	43 100.0%	42 100.0%	42 100.0%	31 99.9%*
No Response	1	2	2	13
Total Cases	44	44	44	44

* This is a reflection of rounding error.

TABLE EIGHTY-TWO: NOS. OF DEPARTMENTS REPORTING HIRING OF NEW
PERSONNEL IN 1968 AND NO. OF DEPARTMENTS HIRING EXPERIENCED
NEW PERSONNEL BY FREQUENCIES AND PERCENTAGIES

No. of Personnel	New Personnel Male-1968	No. of Agencies Hiring:		
		New Personnel Female-1968	New Male Per- sonnel with Experience	New Female Personnel With Experience
1	12 30.0%	7 17.5%	5 12.5%	3 7.5%
2	5 12.5%	1 2.5%	1 2.5%	
3	2 5.0%			
4	1 2.5%	1 2.5%	1 2.5%	
5				
6				
7				
8 or more	2 5.0%			
None	18 45.0%	31 77.5%	33 82.5%	37 92.5%
Subtotal	40 100.0%	40 100.0%	40 100.0%	40 100.0%
No Response	4	4	4	4
Total	44	44	44	

TABLE EIGHTY-THREE:
EDUCATIONAL REQUIREMENTS FOR CORRECTIONAL OFFICERS

REGION	N.R.	High School Diploma	2 yrs. College	College Degree	Other	No Require- ments	ROW TOTAL
Allegheny	0 0.0%	2 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 5.6%
Central	2 33.3%	2 33.3%	0 0.0%	0 0.0%	1 16.7%	1 16.7%	6 16.7%
Northeast	1 16.7%	2 33.3%	0 0.0%	0 0.0%	0 0.0%	3 50.0%	6 16.7%
Northwest	1 25.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	2 50.0%	4 11.1%
Philadelphia	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	2 5.6%
Southcentral	0 0.0%	4 57.1%	0 0.0%	0 0.0%	0 0.0%	3 42.9%	7 19.4%
Southeast	0 0.0%	3 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 8.3%
Southwest	0 0.0%	2 33.3%	0 0.0%	0 0.0%	0 0.0%	4 66.7%	6 16.7%
COLUMN TOTAL	4 11.1%	17 47.2%	0 0.0%	0 0.0%	1 2.8%	14 38.9%	36

TABLE EIGHTY-FOUR: ENTRANCE REQUIREMENT:
PSYCHOLOGICAL EXAMINATION

REGION	N.R.	YES	NO	ROW TOTAL
Allegheny	0 0.0%	0 0.0%	2 100.0%	2 5.6%
Central	2 33.3%	1 16.7%	3 50.0%	6 16.7%
Northeast	1 16.7%	2 33.3%	3 50.0%	6 16.7%
Northwest	1 25.0%	0 0.0%	3 75.0%	4 11.1%
Philadelphia	0 0.0%	1 50.0%	1 50.0%	2 5.6%
Southcentral	1 14.3%	0 0.0%	6 85.7%	7 19.4%
Southeast	0 0.0%	1 33.3%	2 66.7%	3 8.3%
Southwest	0 0.0%	0 0.0%	6 100.0%	6 16.7%
COLUMN TOTAL	5 13.9%	5 13.9%	26 72.2%	36

TABLE EIGHTY-FIVE:
FORMAL INSERVICE TRAINING OF CORRECTIONAL OFFICERS FOR ORIENTATION

REGION	N.R.	40hrs or less	80- 120hrs.	160- 240hrs.	280- 360hrs.	More than 320hrs.	Hours not speci- fied	Not Used	ROW TOTAL
Allegheny	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 100.0%	0 0.0%	2 5.6%
Central	2 33.3%	2 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	1 16.7%	6 16.7%
Northeast	1 16.7%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 66.7%	6 16.7%
Northwest	2 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 50.0%	4 11.1%
Philadelphia	0 0.0%	1 50.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 5.6%
Southcentral	1 14.3%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	1 14.3%	4 57.1%	7 19.4%
Southeast	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 66.7%	3 8.3%
Southwest	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	4 66.7%	6 16.7%
COLUMN TOTAL	6 16.7%	6 16.7%	1 2.8%	1 2.8%	0 0.0%	0 0.0%	5 13.9%	17 47.2%	36

TABLE EIGHTY-SIX:
TALKS BY WARDEN AND SUPERVISORY STAFF FOR ORIENTATION OR CORRECTIONAL OFFICERS

REGION	N.R.	40hrs or less	80- 120hrs	160- 240hrs	280- 320hrs.	More than 320hrs.	Hours not Speci- fied	Not Used	ROW TOTAL
Allegheny	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 100.0%	0 0.0%	2 5.6%
Central	2 33.3%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	2 33.3%	6 16.7%
Northeast	1 16.7%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	3 50.0%	6 16.7%
Northwest	2 50.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	1 25.0%	0 0.0%	4 11.1%
Philadelphia	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	2 5.6%
Southcentral	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 57.1%	2 28.6%	7 19.4%
Southeast	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 33.3%	3 8.3%
Southwest	0 0.0%	2 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 66.7%	0 0.0%	6 16.7%
COLUMN TOTAL	6 16.7%	6 16.7%	0 0.0%	0 0.0%	1 2.8%	0 0.0%	15 41.7%	8 22.2%	36

TABLE EIGHTY-SEVEN
USE OF STATE BUREAU OF CORRECTIONAL TRAINING FOR ORIENTATION

REGION	N.R.	40hrs or less	80hrs 120hrs	160- 240hrs.	280 320hrs.	More than 320hrs.	Hours not spec- fied	Not Used	ROW TOTAL
Allegheny	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 100.0%	0 0.0%	2 5.6%
Central	2 33.3%	0 0.0%	2 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 33.3%	6 16.7%
Northeast	1 16.7%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	3 50.0%	6 16.7%
Northwest	2 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 50.0%	4 11.1%
Philadelphia	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	2 5.6%
Southcentral	1 14.3%	0 0.0%	1 14.3%	1 14.3%	0 0.0%	0 0.0%	1 14.3%	3 42.9%	7 19.4%
Southeast	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 33.3%	3 8.3%
Southwest	0 0.0%	0 0.0%	2 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 66.7%	6 16.7%
COLUMN TOTAL	6 16.7%	1 2.8%	7 19.4%	1 2.8%	0 0.0%	0 0.0%	5 13.9%	16 44.4%	36

TABLE EIGHTY-EIGHT:
USE OF MANUALS AND TRAINING LITERATURE FOR ORIENTATION

REGION	N.R.	40hrs. or less	80-120 Hours	160-240 Hours	280- 320hrs.	More than 320hrs.	Hours not spec- fied	Not Used	ROW TOTAL
Allegheny	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 100.0%	0 0.0%	2 5.6%
Central	2 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 33.3%	2 33.3%	6 16.7%
Northeast	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 33.3%	3 50.0%	6 16.7%
Northwest	2 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	1 25.0%	4 11.1%
Philadelphia	0 0.0%	1 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	2 5.6%
Southcentral	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	5 71.4%	7 19.4%
Southeast	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 66.7%	1 33.3%	3 8.3%
Southwest	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 33.3%	3 50.0%	6 16.7%
COLUMN	6 16.7%	2 5.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	13 36.1%	15 41.7%	36

TABLE EIGHTY-NINE:
USE OF ON-THE-JOB TRAINING FOR ORIENTATION

REGION	N.R.	40hrs. or less	80- 120hrs	160 240hrs.	280 320hrs.	More than 320hrs.	Hours not Speci- fied	Not Used	ROW TOTAL
Allegheny	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 100.0%	0 0.0%	2 5.6%
Central	2 33.3%	1 16.7%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	1 16.7%	6 16.7%
Northeast	1 16.7%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	4 66.7%	0 0.0%	6 16.7%
Northwest	2 50.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	1 25.0%	0 0.0%	4 11.1%
Philadelphia	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	2 5.6%
Southcentral	1 14.3%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	1 14.3%	2 28.6%	2 28.6%	7 19.4%
Southeast	0 0.0%	1 33.3%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	3 8.3%
Southwest	0 0.0%	0 0.0%	1 16.7%	0 0.0%	1 16.7%	0 0.0%	3 50.0%	1 16.7%	6 16.7%
COLUMN TOTAL	6 16.7%	3 8.3%	4 11.1%	1 2.8%	2 5.6%	1 2.8%	15 41.7%	4 11.1%	36

TABLE NINETY:
PERSONNEL COVERAGE STATUS

Region	N.R.	Civil Service	Merit	Not Covered	Other	Row Total
Allegheny	0 0.0%	1 50.0%	1 50.0%	0 0.0%	0 0.0%	2 5.6%
Central	2 33.3%	2 33.3%	0 0.0%	2 33.3%	0 0.0%	6 16.7%
Northeast	1 16.7%	1 16.7%	0 0.0%	4 66.7%	0 0.0%	6 16.7%
Northwest	1 25.0%	0 0.0%	0 0.0%	3 75.0%	0 0.0%	4 11.1%
Philadelphia	0 0.0%	2 100.0%	0 0.0%	0 0.0%	0 0.0%	2 5.6%
Southcentral	0 0.0%	1 14.3%	0 0.0%	5 71.4%	1 14.3%	7 19.4%
Southeast	0 0.0%	1 33.3%	1 33.3%	1 33.3%	0 0.0%	3 8.3%
Southwest	0 0.0%	1 16.7%	1 16.7%	4 66.7%	0 0.0%	6 16.7%
Column Total	4 11.1%	9 25.0%	3 8.3%	19 52.8%	1 2.8%	36

TABLE NINETY-ONE: PROBATION PERIOD OF ENTERING CORRECTIONAL OFFICERS

REGION	N.R.	12 months or longer	6-12 months	Less than 6 months	No Prob. Period	Row Total
Allegheny	0 0.0%	2 100.0%	0 0.0%	0 0.0%	0 0.0%	2 5.6%
Central	2 33.3%	2 33.3%	1 16.7%	0 0.0%	1 16.7%	6 16.7%
Northeast	2 33.3%	1 16.7%	0 0.0%	1 16.7%	2 33.3%	6 16.7%
Northwest	2 50.0%	0 0.0%	2 50.0%	0 0.0%	0 0.0%	4 11.1%
Philadelphia	0 0.0%	0 0.0%	2 100.0%	0 0.0%	0 0.0%	2 5.6%
Southcentral	0 0.0%	0 0.0%	3 42.9%	3 42.9%	1 14.3%	7 19.4%
Southeast	0 0.0%	0 0.0%	1 33.3%	2 66.7%	0 0.0%	3 8.3%
Southwest	0 0.0%	0 0.0%	2 33.3%	2 33.3%	2 33.3%	6 16.7%
COLUMN TOTAL	6 16.7%	5 13.9%	11 30.6%	8 22.2%	6 16.7%	36



TABLE NINETY-TWO: MINIMUM AGE REQUIREMENT FOR ENTERING CORRECTIONAL OFFICERS

REGION	N.R.	1	2	3	4	Row Total
Allegheny	0 0.0%	0 0.0%	0 0.0%	2 100.0%	0 0.0%	2 5.6%
Central	3 50.0%	0 0.0%	1 16.7%	1 16.7%	1 16.7%	6 16.7%
Northeast	2 33.3%	3 50.0%	0 0.0%	1 16.7%	0 0.0%	6 16.7%
Northwest	2 50.0%	0 0.0%	0 0.0%	2 50.0%	0 0.0%	4 11.1%
Philadelphia	0 0.0%	0 0.0%	1 50.0%	1 50.0%	0 0.0%	2 5.6%
Southcentral	0 0.0%	3 42.9%	2 28.6%	2 28.6%	0 0.0%	7 19.4%
Southeast	0 0.0%	0 0.0%	1 33.3%	2 66.7%	0 0.0%	3 8.3%
Southwest	0 0.0%	2 33.3%	4 66.7%	0 0.0%	0 0.0%	6 16.7%
COLUMN TOTAL	7 19.4%	8 22.2%	9 25.0%	11 30.6%	1 2.8%	36

KEY: 1=No age limits
2=Yes, limits for men and women
3=Yes, limits for men; none for women
4=No, limits for men; yes, limits for women

TABLE NINETY-THREE:
FACTORS AS A BAR TO EMPLOYMENT OF CORRECTIONAL OFFICERS

REGION	N.R.	ABCD Yes	None	ABC(No) D(Yes)	A(No) BCD(Yes)	AB(No) CD(not sure	ABD(No) C(Yes)	AC(No) BD(Yes)	Other	ROW TOTAL
Allegheny	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	2 5.6%
Central	3 50.0%	2 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	6 16.7%
Northeast	1 16.7%	2 33.3%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	1 16.7%	6 16.7%
Northwest	2 50.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	4 11.1%
Philadelphia	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 100.0%	2 5.6%
Southcentral	1 14.3%	4 57.1%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	7 19.4%
Southeast	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 33.3%	3 8.3%
Southwest	0 0.0%	1 16.7%	3 50.0%	1 16.7%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	6 16.7%
COLUMN TOTAL	7 19.4%	10 27.8%	4 11.1%	4 11.1%	0 0.0%	1 2.8%	0 0.0%	5 13.9%	5 13.9%	36

KEY: A= Previous Arrest Record, Juvenile C= Misdemeanor Conviction
B= Previous Arrest Record, Adult D= Felony Conviction

TABLE NINETY-FOUR: CURRENT EMPLOYMENT OF FORMER
OFFENDERS

REGION	N.R.	YES	NO	ROW TOTAL
Allegheny	0 0.0%	0 0.0%	2 100.0%	2 5.6%
Central	3 50.0%	0 0.0%	3 50.0%	6 16.7%
Northeast	1 16.7%	0 0.0%	5 83.3%	6 16.7%
Northwest	0 0.0%	0 0.0%	4 100.0%	4 11.1%
Philadelphia	0 0.0%	1 50.0%	1 50.0%	2 5.6%
Southcentral	0 0.0%	0 0.0%	7 100.0%	7 19.4%
Southeast	0 0.0%	0 0.0%	3 100.0%	3 8.3%
Southwest	0 0.0%	0 0.0%	6 100.0%	6 16.7%
COLUMN TOTAL	4 11.1%	1 2.8%	31 86.1%	36

TABLE NINETY-FIVE: RECRUITMENT TECHNIQUES:
MAILINGS TO OTHER DEPARTMENTS

Region	N.R.	Always	Usually	Occasion- ally	Never	Row Total
Allegheny	0 0.0%	0 0.0%	0 0.0%	1 50.0%	1 50.0%	2 5.6%
Central	3 50.0%	0 0.0%	0 0.0%	0 0.0%	3 50.0%	6 16.7%
Northeast	2 33.3%	0 0.0%	0 0.0%	0 0.0%	4 66.7%	6 16.7%
Northwest	3 75.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	4 11.1%
Philadelphia	0 0.0%	0 0.0%	0 0.0%	2 100.0%	0 0.0%	2 5.6%
Southcentral	0 0.0%	0 0.0%	0 0.0%	1 14.3%	6 85.7%	7 19.4%
Southeast	0 0.0%	0 0.0%	0 0.0%	1 33.3%	2 66.7%	3 8.3%
Southwest	0 0.0%	1 16.7%	0 0.0%	0 0.0%	5 83.3%	6 16.7%
Column Total	8 22.2%	1 2.8%	0 0.0%	5 13.9%	22 61.1%	36

TABLE NINETY-SIX: RECRUITMENT TECHNIQUES:
HIGH SCHOOL CAREER DAY PARTICIPATION

REGION	N.R.	Always	Usually	Occasion- ally	Never	Row Total
Allegheny	0 0.0%	0 0.0%	0 0.0%	1 50.0%	1 50.0%	2 5.6%
Central	3 50.0%	0 0.0%	0 0.0%	0 0.0%	3 50.0%	6 16.7%
Northeast	2 33.3%	0 0.0%	0 0.0%	0 0.0%	4 66.7%	6 16.7%
Northwest	3 75.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	4 11.1%
Philadelphia	0 0.0%	0 0.0%	0 0.0%	1 50.0%	1 50.0%	2 5.6%
Southcentral	0 0.0%	0 0.0%	0 0.0%	0 0.0%	7 100.0%	7 19.4%
Southeast	0 0.0%	0 0.0%	0 0.0%	1 33.3%	2 66.7%	3 8.3%
Southwest	0 0.0%	0 0.0%	1 16.7%	0 0.0%	5 83.3%	6 16.7%
Column Total	8 22.2%	0 0.0%	1 2.8%	3 8.3%	24 66.7%	36

TABLE NINETY-SEVEN: RECRUITMENT TECHNIQUES:
CONTACT MILITARY DISCHARGE CENTERS

Region	N.R.	Always	Usually	Occasion- ally	Never	Row Total
Allegheny	0 0.0%	0 0.0%	0 0.0%	1 50.0%	1 50.0%	2 5.6%
Central	3 50.0%	0 0.0%	0 0.0%	0 0.0%	3 50.0%	6 16.7%
Northeast	2 33.3%	0 0.0%	0 0.0%	0 0.0%	4 66.7%	6 16.7%
Northwest	3 75.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	4 11.1%
Philadelphia	0 0.0%	1 50.0%	1 50.0%	0 0.0%	0 0.0%	2 5.6%
Southcentral	0 0.0%	0 0.0%	0 0.0%	1 14.3%	6 85.7%	7 19.4%
Southeast	0 0.0%	0 0.0%	0 0.0%	3 100.0%	0 0.0%	3 8.3%
Southwest	0 0.0%	0 0.0%	1 16.7%	1 16.7%	4 66.7%	6 16.7%
Column Total	8 22.2%	1 2.8%	2 5.6%	6 16.7%	19 52.8%	36

TABLE NINETY-EIGHT: RECRUITMENT TECHNIQUES:
PLANNED PUBLIC RELATIONS PROGRAM

Region	N.R.	Always	Usually	Occasion- ally	Never	Row Total
Allegheny	0 0.0%	0 0.0%	0 0.0%	1 50.0%	1 50.0%	2 5.6%
Central	3 50.0%	0 0.0%	0 0.0%	0 0.0%	3 50.0%	6 16.7%
Northeast	2 33.3%	0 0.0%	0 0.0%	0 0.0%	4 66.7%	6 16.7%
Northwest	3 75.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	4 11.1%
Philadelphia	0 0.0%	1 50.0%	0 0.0%	1 50.0%	0 0.0%	2 5.6%
Southcentral	0 0.0%	0 0.0%	0 0.0%	1 14.3%	6 85.7%	7 19.4%
Southeast	0 0.0%	0 0.0%	1 33.3%	0 0.0%	2 66.7%	3 8.3%
Southwest	0 0.0%	1 16.7%	1 16.7%	0 0.0%	4 66.7%	6 16.7%
Column Total	8 22.2%	2 5.6%	2 5.6%	3 8.3%	21 58.3%	36

TABLE NINETY-NINE: RECRUITMENT TECHNIQUES:
AID OF CIVIL SERVICE AGENCY

Region	N.R.	Always	Usually	Occasion- ally	Never	Row Total
Allegheny	0 0.0%	1 50.0%	0 0.0%	1 50.0%	0 0.0%	2 5.6%
Central	3 50.0%	1 16.7%	0 0.0%	0 0.0%	2 33.3%	6 16.7%
Northeast	2 33.3%	1 16.7%	0 0.0%	0 0.0%	3 50.0%	6 16.7%
Northwest	3 75.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	4 11.1%
Philadelphia	0 0.0%	1 50.0%	1 50.0%	0 0.0%	0 0.0%	2 5.6%
Southcentral	0 0.0%	0 0.0%	0 0.0%	1 14.3%	6 85.7%	7 19.4%
Southeast	0 0.0%	1 33.3%	0 0.0%	1 33.3%	1 33.3%	3 8.3%
Southwest	0 0.0%	0 0.0%	0 0.0%	1 16.7%	5 83.3%	6 16.7%
Column Total	8 22.2%	5 13.9%	1 2.8%	4 11.1%	18 50.0%	36

TABLE ONE HUNDRED: RECRUITMENT
TECHNIQUES: NEWSPAPER ADVERTISEMENTS

Region	N.R.	Always	Usually	Occasion- ally	Never	Row Total
Allegheny	0 0.0%	0 0.0%	0 0.0%	1 50.0%	1 50.0%	2 5.6%
Central	3 50.0%	1 16.7%	0 0.0%	0 0.0%	2 33.3%	6 16.7%
Northeast	2 33.3%	0 0.0%	0 0.0%	1 16.7%	3 50.0%	6 16.7%
Northwest	3 75.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	4 11.1%
Philadelphia	0 0.0%	1 50.0%	0 0.0%	1 50.0%	0 0.0%	2 5.6%
Southcentral	0 0.0%	2 28.6%	2 28.6%	1 14.3%	2 28.6%	7 19.4%
Southeast	0 0.0%	1 33.3%	1 33.3%	1 33.3%	0 0.0%	3 8.3%
Southwest	0 0.0%	1 16.7%	0 0.0%	1 16.7%	4 66.7%	6 16.7%
Column Total	8 22.2%	6 16.7%	3 8.3%	7 19.4%	12 33.3%	36

TABLE ONE HUNDRED ONE: RECRUITMENT TECHNIQUES: PUBLIC SERVICE ANNOUNCEMENTS ON RADIO AND TELEVISION

Region	N.R.	Always	Usually	Occasion- ally	Never	Row Total
Allegheny	0 0.0%	0 0.0%	0 0.0%	1 50.0%	1 50.0%	2 5.6%
Central	3 50.0%	0 0.0%	0 0.0%	0 0.0%	3 50.0%	6 16.7%
Northeast	2 33.3%	0 0.0%	0 0.0%	0 0.0%	4 66.7%	6 16.7%
Northwest	3 75.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	4 11.1%
Philadelphia	0 0.0%	0 0.0%	0 0.0%	1 50.0%	1 50.0%	2 5.6%
Southcentral	0 0.0%	0 0.0%	0 0.0%	1 14.3%	6 85.7%	7 19.4%
Southeast	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 100.0%	3 8.3%
Southwest	0 0.0%	2 33.3%	0 0.0%	0 0.0%	4 66.7%	6 16.7%
Column Total	8 22.2%	2 5.6%	0 0.0%	3 8.3%	23 63.9%	36

TABLE ONE HUNDRED TWO: RECRUITMENT TECHNIQUES: CIRCULARS OR ANNOUNCEMENTS TO COLLEGE AND UNIVERSITY STUDENTS

Region	N.R.	Always	Usually	Occasion- ally	Never	Row Total
Allegheny	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 100.0%	2 5.6%
Central	3 50.0%	0 0.0%	0 0.0%	0 0.0%	3 50.0%	6 16.7%
Northeast	2 33.3%	0 0.0%	0 0.0%	0 0.0%	4 66.7%	6 16.7%
Northwest	3 75.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	4 11.1%
Philadelphia	0 0.0%	0 0.0%	1 50.0%	1 50.0%	0 0.0%	2 5.6%
Southcentral	0 0.0%	0 0.0%	1 14.3%	0 0.0%	6 85.7%	7 19.4%
Southeast	0 0.0%	0 0.0%	1 33.3%	1 33.3%	1 33.3%	3 8.3%
Southwest	0 0.0%	0 0.0%	0 0.0%	1 16.7%	5 83.3%	6 16.7%
Column Total	8 22.2%	0 0.0%	3 8.3%	3 8.3%	22 61.1%	36

TABLE ONE HUNDRED THREE:
REPORTED PROBLEMS IN MANPOWER RECRUITMENT OF CORRECTIONAL OFFICERS

REGION	N.R.	1	2	3	4	5	6	7	8	ROW TOTAL
Allegheny	0 0.0%	2 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 5.6%
Central	4 66.7%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	6 16.7%
Northeast	2 33.3%	2 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 33.3%	0 0.0%	6 16.7%
Northwest	1 25.0%	0 0.0%	2 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	4 11.1%
Philadelphia	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	2 5.6%
Southcentral	0 0.0%	3 42.9%	1 14.3%	1 14.3%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	1 14.3%	7 19.4%
Southeast	0 0.0%	2 66.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	3 8.3%
Southwest	1 16.7%	3 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 33.3%	6 16.7%
COLUMN TOTAL	8 22.2%	14 38.9%	3 8.3%	1 2.8%	0 0.0%	0 0.0%	2 5.6%	2 5.6%	6 16.7%	36

KEY: 1. Few or no applicants
2. Salary too low
3. Cannot pass written test
4. Language problem
5. Cannot pass physical examination
6. Cannot pass written and physical
7. No problems
8. No applicants; salary too low

TABLE ONE HUNDRED FOUR:
JOB TURNOVER FACTORS AS REPORTED BY CORRECTIONAL INSTITUTIONS

REGION	N.R.	1	2	3	4	5	6	7	ROW TOTAL
Allegheny	0 0.0%	2 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 5.6%
Central	4 66.7%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	6 16.7%
Northeast	3 50.0%	2 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	6 16.7%
Northwest	1 25.0%	3 75.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 11.1%
Philadelphia	0 0.0%	2 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 5.6%
Southcentral	1 14.3%	5 71.4%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	7 19.4%
Southeast	0 0.0%	3 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 8.3%
Southwest	3 50.0%	3 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	6 16.7%
COLUMN TOTAL	12 33.3%	20 55.6%	1 2.8%	1 2.8%	0 0.0%	0 0.0%	1 2.8%	1 2.8%	36

KEY: 1. Low salary
2. Working conditions
3. Lack of promotional opportunities
4. Geographical location
5. Political patronage
6. Retirement
7. Other

TABLE ONE HUNDRED FIVE:
NEXT EMPLOYMENT OF PERSONS WHO LEAVE INSTITUTIONAL EMPLOY

REGION	N.R.	1	2	3	4	5	6	9	ROW TOTAL
Allegheny	0 0.0%	0 0.0%	1 50.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	2 5.7%
Central	2 40.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	1 20.0%	0 0.0%	1 20.0%	5 14.3%
Northeast	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 33.3%	1 16.7%	2 33.3%	6 17.1%
Northwest	3 75.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 11.4%
Philadelphia	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	1 50.0%	0 0.0%	2 5.7%
Southcentral	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	2 28.6%	3 42.9%	1 14.3%	7 20.0%
Southeast	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	2 66.7%	0 0.0%	3 8.6%
Southwest	2 33.3%	0 0.0%	0 0.0%	1 16.7%	1 16.7%	1 16.7%	1 16.7%	0 0.0%	6 17.1%
COLUMN TOTAL	8 22.9%	0 0.0%	2 5.7%	2 5.7%	5 14.3%	6 17.1%	8 22.9%	4 11.4%	35

KEY: 1. County institutions
2. State institutions
3. Other law enforcement work
4. Non-criminal justice work
5. Retirement
6. Other
9. Not relevant; none left

TABLE ONE HUNDRED SIX: INSTITUTION
POLICY ON REGULAR ADVANCEMENT

Region	N.R.	Yes	No	Sometimes	Row Total
Allegheny	0 0.0%	2 100.0%	0 0.0%	0 0.0%	2 5.6%
Central	3 50.0%	2 33.3%	0 0.0%	1 16.7%	6 16.7%
Northeast	1 16.7%	1 16.7%	2 33.3%	2 33.3%	6 16.7%
Northwest	1 25.0%	1 25.0%	2 50.0%	0 0.0%	4 11.1%
Philadelphia	0 0.0%	1 50.0%	0 0.0%	1 50.0%	2 5.6%
Southcentral	1 14.3%	3 42.9%	1 14.3%	2 28.6%	7 19.4%
Southeast	0 0.0%	2 66.7%	0 0.0%	1 33.3%	3 8.3%
Southwest	1 16.7%	2 33.3%	2 33.3%	1 16.7%	6 16.7%
Column Total	7 19.4%	14 38.9%	7 19.4%	8 22.2%	36

TABLE ONE HUNDRED SEVEN: NUMBER OF INSTITUTIONS
REPORTING ANTIQUATED FACILITIES AS A PROBLEM

REGION	N.R.	YES	NO	ROW TOTAL
Allegheny	0 0.0%	1 50.0%	1 50.0%	2 5.6%
Central	1 16.7%	3 50.0%	2 33.3%	6 16.7%
Northeast	1 16.7%	2 33.3%	3 50.0%	6 16.7%
Northwest	0 0.0%	4 100.0%	0 0.0%	4 11.1%
Philadelphia	0 0.0%	2 100.0%	0 0.0%	2 5.6%
Southcentral	0 0.0%	2 28.6%	5 71.4%	7 19.4%
Southeast	0 0.0%	2 66.7%	1 33.3%	3 8.3%
Southwest	0 0.0%	2 33.3%	4 66.7%	6 16.7%
COLUMN TOTAL	2 5.6%	18 50.0%	16 44.4%	36

TABLE ONE HUNDRED EIGHT: INSTITUTIONS REPORTING
OVERCROWDING AS A PROBLEM

REGION	N.R.	YES	NO	ROW TOTAL
Allegheny	0 0.0%	0 0.0%	2 100.0%	2 5.6%
Central	1 16.7%	2 33.3%	3 50.0%	6 16.7%
Northeast	1 16.7%	1 16.7%	4 66.7%	6 16.7%
Northwest	0 0.0%	2 50.0%	2 50.0%	4 11.1%
Philadelphia	0 0.0%	1 50.0%	1 50.0%	2 5.6%
Southcentral	0 0.0%	3 42.9%	4 57.1%	7 19.4%
Southeast	0 0.0%	1 33.3%	2 66.7%	3 8.3%
Southwest	0 0.0%	0 0.0%	6 100.0%	6 16.7%
COLUMN TOTAL	2 5.6%	10 27.8%	24 66.7%	36

TABLE ONE HUNDRED NINE: INSTITUTIONS REPORTING LACK OF AVAILABLE QUALIFIED TRAINING PERSONNEL AS A PROBLEM

REGION	N.R.	Yes	No	Row Total
Allegheny	0 0.0%	0 0.0%	2 100.0%	2 5.6%
Central	1 16.7%	1 16.7%	4 66.7%	6 16.7%
Northeast	1 16.7%	1 16.7%	4 66.7%	6 16.7%
Northwest	0 0.0%	1 25.0%	3 75.0%	4 11.1%
Philadelphia	0 0.0%	1 50.0%	1 50.0%	2 5.6%
Southcentral	0 0.0%	3 42.9%	4 57.1%	7 19.4%
Southeast	0 0.0%	0 0.0%	3 100.0%	3 8.3%
Southwest	0 0.0%	3 50.0%	3 50.0%	6 16.7%
COLUMN TOTAL	2 5.6%	10 27.8%	24 66.7%	36

TABLE ONE HUNDRED TEN: INSTITUTIONS REPORTING LACK OF SPECIALISTS (COUNSELORS, TEACHERS) AS A PROBLEM

REGION	N.R.	Yes	No	Row Total
Allegheny	0 0.0%	1 50.0%	1 50.0%	2 5.6%
Central	1 16.7%	0 0.0%	5 83.3%	6 16.7%
Northeast	1 16.7%	0 0.0%	5 83.3%	6 16.7%
Northwest	0 0.0%	2 50.0%	2 50.0%	4 11.1%
Philadelphia	0 0.0%	1 50.0%	1 50.0%	2 5.6%
Southcentral	0 0.0%	2 28.6%	5 71.4%	7 19.4%
Southeast	0 0.0%	1 33.3%	2 66.7%	3 8.3%
Southwest	0 0.0%	3 50.0%	3 50.0%	6 16.7%
COLUMN TOTAL	2 5.6%	10 27.8%	24 66.7%	36

150

TABLE ONE HUNDRED ELEVEN: INSTITUTIONS REPORTING
LACK OF CUSTODIAL PERSONNEL AS A PROBLEM

REGION	N.R.	Yes	No	Row Total
Allegheny	0 0.0%	0 0.0%	2 100.0%	2 5.6%
Central	1 16.7%	1 16.7%	4 66.7%	6 16.7%
Northeast	1 16.7%	0 0.0%	5 83.3%	6 16.7%
Northwest	0 0.0%	2 50.0%	2 50.0%	4 11.1%
Philadelphia	0 0.0%	1 50.0%	1 50.0%	2 5.6%
Southcentral	0 0.0%	2 28.6%	5 71.4%	7 19.4%
Southeast	0 0.0%	2 66.7%	1 33.3%	3 8.3%
Southwest	0 0.0%	2 33.3%	4 66.7%	6 16.7%
COLUMN TOTAL	2 5.6%	10 27.8%	24 66.7%	36



151

TABLE ONE HUNDRED TWELVE: INSTITUTIONS REPORTING NO
REHABILITATION PROGRAM AS A SPECIAL PROBLEM

REGION	N.R.	YES	NO	ROW TOTAL
Allegheny	0 0.0%	0 0.0%	2 100.0%	2 5.6%
Central	1 16.7%	2 33.3%	3 50.0%	6 16.7%
Northeast	1 16.7%	1 16.7%	4 66.7%	6 16.7%
Northwest	0 0.0%	3 75.0%	1 25.0%	4 11.1%
Philadelphia	0 0.0%	0 0.0%	2 100.0%	2 5.6%
Southcentral	0 0.0%	2 28.6%	5 71.4%	7 19.4%
Southeast	0 0.0%	0 0.0%	3 100.0%	3 8.3%
Southwest	0 0.0%	3 50.0%	3 50.0%	6 16.7%
COLUMN TOTAL	2 5.6%	11 30.6%	23 63.9%	36

TABLE ONE HUNDRED THIRTEEN: INSTITUTIONS REPORTING
INSUFFICIENT COMMUNITY COOPERATION AND/OR COMMUNITY
AGENCY COOPERATION

<u>REGION</u>	<u>N.R.</u>	<u>YES</u>	<u>NO</u>	<u>ROW TOTAL</u>
Allegheny	0 0.0%	0 0.0%	2 100.0%	2 5.6%
Central	1 16.7%	0 0.0%	5 83.3%	6 16.7%
Northeast	1 16.7%	1 16.7%	4 66.7%	6 16.7%
Northwest	0 0.0%	3 75.0%	1 25.0%	4 11.1%
Philadelphia	0 0.0%	0 0.0%	2 100.0%	2 5.6%
Southcentral	0 0.0%	0 0.0%	7 100.0%	7 19.4%
Southeast	0 0.0%	0 0.0%	3 100.0%	3 8.3%
Southwest	0 0.0%	2 33.3%	4 66.7%	6 16.7%
COLUMN TOTAL	2 5.6%	6 16.7%	28 77.8%	36

TABLE ONE HUNDRED FOURTEEN: INSTITUTIONS
REPORTING LACK OF FUNDS AS A SPECIAL PROBLEM

<u>REGION</u>	<u>N.R.</u>	<u>Yes</u>	<u>No</u>	<u>Row Total</u>
Allegheny	0 0.0%	2 100.0%	0 0.0%	2 5.6%
Central	1 16.7%	1 16.7%	4 66.7%	6 16.7%
Northeast	1 16.7%	2 33.3%	3 50.0%	6 16.7%
Northwest	0 0.0%	4 100.0%	0 0.0%	4 11.1%
Philadelphia	0 0.0%	2 100.0%	0 0.0%	2 5.6%
Southcentral	0 0.0%	4 57.1%	3 42.9%	7 19.4%
Southeast	0 0.0%	1 33.3%	2 66.7%	3 8.3%
Southwest	0 0.0%	3 50.0%	3 50.0%	6 16.7%
COLUMN TOTAL	2 5.6%	19 52.8%	15 41.7%	36

TABLE ONE HUNDRED FIFTEEN: POSITIONS BUDGETED AND FILLED IN CORRECTIONAL INSTITUTIONS BY FREQUENCIES AND PERCENTAGES

NUMBER OF DEPARTMENTS HAVING

No. of Personnel	Warden	Captain	Lieutenant	Sr. Matron	Director of Treatment	Psychologist	Work Supervisor	Medical Personnel
1	30 85.7%	11 31.4%	5 14.3%	12 34.3%	5 14.3%	1 2.9%	3 8.6%	5 14.3%
2	1 2.9%	2 5.7%	1 2.9%	0 0.0%	1 2.9%	3 8.6%	0	9 25.7%
3	0 0.0%	2 5.7%	2 5.7%	0 0.0%	1 2.9%	1 2.9%	0.0%	1 2.8%
4	1 2.9%	6 17.1%	0 0.0%	0 0.0%	0 0.0%	1 0.0%	0 0.0%	1 2.8%
5	0 0.0%	0 0.0%	0 0.0%	1 2.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
6	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
7	0 0.0%	0 0.0%	0 0.0%	1 2.9%	0 0.0%	0 0.0%	0 0.0%	1 2.8%
8	0 0.0%	1 2.9%	7 20.0%	0 0.0%	0 0.0%	0 0.0%	2 5.7%	0 0.0%
None	3 8.6%	13 37.1%	20 57.1%	21 60.0%	28 80.0%	29 82.9%	30 85.7%	18 51.4%
Sub-total	35 100.1%*	35 99.9%*	35 100.0%	35 100.1%*	35 100.1%*	35 100.2%*	35 100.0%	35 99.8%*
No-response	1	1	1	1	1	1	1	1
Case-total	36	36	36	36	36	36	36	36

*This is a reflection of rounding error.

TABLE ONE HUNDRED FIFTEEN:A: POSITIONS BUDGETED AND FILLED IN CORRECTIONAL INSTITUTIONS BY FREQUENCIES AND PERCENTAGES

No. of Personnel	Sergeants	Correctional Officers	Matron-Jailor	Rehabilitation Counselor	Teacher Vocational	Teacher Academic
1-5	6 17.2%	2 5.7%	16 45.8%	2 5.7%	2 5.7%	8 22.9%
6-10	3 8.6%	6 17.1%	0 2.9%	2 5.7%	3 8.6%	1 2.9%
11-15	1 2.9%	3 8.6%	0 0.0%	2 5.7%	0 0.0%	0 0.0%
16-20	5 14.3%	2 5.7%	0 0.0%	0 0.0%	1 2.9%	0 0.0%
21-50	1 2.9%	1 2.9%	5 14.3%	0 0.0%	0 0.0%	0 0.0%
51-100	0 0.0%	2 5.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
101-125	0 0.0%	4 11.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
126 and over	0 0.0%	3 8.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
None	19 54.3%	12 34.3%	16 45.7%	29 82.9%	29 82.9%	26 74.3%
Subtotal	35 100.2%*	35 100.0%	35 100.1%*	35 100.0%	35 100.1%*	35 100.1%*
No response	1	1	1	1	1	1
Case Total	36	36	36	36	36	36

*This is a reflection of rounding error.

TABLE 116: CURRENT VACANCIES AND NOS. OF POSITIONS NEEDED BUT NOT BUDGETED IN CORRECTIONAL INSTITUTIONS

No. of Personnel	Correctional Officers	All Other Correctional Staff	Positions Needed But Not Budgeted
1-5	8 22.9%	4 11.5%	5 14.4%
6-10	2 5.7%	5 14.4%	0 0.0%
11-15	2 5.7%	1 2.9%	1 2.9%
16-25	1 2.9%	0 0.0%	0 0.0%
26-50 or more	1 2.9%	0 0.0%	3 9.7%
None	21 60.0%	25 71.4%	26 74.3%
Subtotal	35 100.1%*	35 100.2%*	35 101.3%*
No Response	1	1	1
TOTAL	36	36	36

*This is a reflection of rounding error.

TABLE ONE HUNDRED SEVENTEEN: CORRECTIONAL INSTITUTIONS REPORTING NUMBERS OF PART-TIME, NEW AND EXPERIENCED NEW PERSONNEL

No.of Personnel	Part-time male	Part-time females	New Males Hired in 68	New Females Hired in 68	Experienced New Male	Experienc New Femal
1-5	15 43.0%	11 31.5%	10 32.3%	7 21.8%	9 29.1%	0 0.0%
6-10	5 14.4%	2 5.7%	8 25.8%	0 0.0%	9 29.1%	0 0.0%
11-15	2 5.7%	0 0.0%	2 6.4%	0 0.0%	0 0.0%	0 0.0%
16-25	1 2.9%	1 2.9%	5 16.1%	0 0.0%	0 0.0%	0 0.0%
26-50	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
51-75	1 2.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
None	11 31.4%	21 60.0%	6 19.3%	25 78.1%	13 41.9%	32 100.0%
Sub-total	35 101.3%*	35 100.1%*	31 99.9%*	32 99.9%*	31 100.1%	32 100.0%
No response	1	1	4	4	5	4
Case total	36	36	35**	36	36	36

*This is a reflection of rounding error.

**One institution reported hiring 166 new males and this case was not included in the table.

TABLE ONE HUNDRED EIGHTEEN: INSTITUTIONS REPORTING
CORRECTIONAL OFFICERS DISCHARGED FROM DUTY AND
VOLUNTARY DEPARTURES

Number of Institutions Reporting		
No. of Personnel	Discharges	Voluntary Departures
1-5	11 39.3%	12 41.2%
6-10	2 7.1%	4 13.8%
11-15		3 10.3%
16-25		3 10.3%
26-35		2 6.9%
None	15 53.6%	5 17.2%
Sub-Total	28 100.0%	29 99.7%*
No response	8	7
Total	36	36

*This is a reflection of rounding error.

TABLE ONE HUNDRED NINETEEN: INSTITUTIONS REPORTING NEXT
EMPLOYMENT OF DEPARTED STAFF

No. of Personnel	No. of Institutions Reporting Staff Going To:			
	County Correc- tional Inst.	State Correc- tional Inst.	Other Law En- forcement Work	Non-Criminal Work
1	1 3.6%	1 3.6%	5 17.9%	1 3.6%
2	0 0.0%	0 0.0%	2 7.1%	3 10.7%
3	0 0.0%	0 0.0%	1 3.6%	0 0.0%
4	0 0.0%	0 0.0%	0 0.0%	0 0.0%
5	1 3.6%	1 3.6%	0 0.0%	0 0.0%
6	0 0.0%	0 0.0%	0 0.0%	0 0.0%
7	0 0.0%	0 0.0%	1 3.6%	0 0.0%
8 or more	0 0.0%	1 3.6%	1 3.6%	3 10.7%
None	26 92.9%	25 89.3%	18 64.3%	21 75.0%
Sub Total	28 100.1%*	28 100.1%*	28 100.1%*	28 100.0%
No Response	8	8	8	8
TOTAL	36	36	36	36

*This is a reflection of rounding error

TABLE ONE HUNDRED TWENTY: INSTITUTIONS REPORTING EMPLOYMENT OF
NON WHITES

No. of Non-white Personnel	No. of Institutions
1-5	11 30.1%
6-10	3 8.3%
11-15	2 5.5%
368	1 2.7%
None	19 53.0%
TOTAL	36 99.9%*

* This is a reflection of rounding error.

END