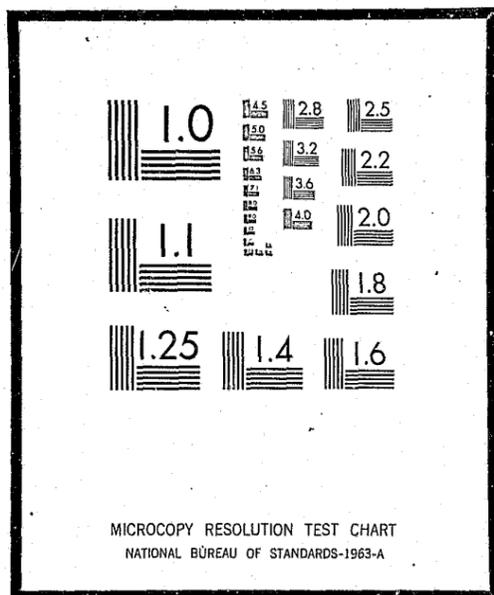


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Delaware -

PROVIDE PERSONNEL FOR PRESENTENCE OFFICE

A Project Evaluation.

Submitted to the Executive Committee  
of the  
Delaware Agency to Reduce Crime

27417  
Evaluation's Loan ①

Conducted by

Susan M. Blindman  
Program Analyst  
June, 1975

Application: 74-050

Implementing Agency: Administrative Office of the Courts

Project Director: John Fisher 2/28/75 to Present  
Fred Kirch 7/1/74 to 2/27/75

Financial Officer: Dawn Bowman

Total Funds: (Federal and State) \$35,287

Subgrant Period: 7/1/74 to 6/30/75

ABSTRACT

The goal of the project under study was to complete Presentence Investigation (PSI) reports for the Superior Court from referral through typing and sentencing within a maximum of thirty days.

It was the intent of this report to answer the following questions:

Was the goal of the project realistic in relationship to the minimal amount of time necessary to prepare PSI reports?

How many PSI reports were prepared by project personnel?

What was the effect of additional federally funded staff on decreasing the amount of time required to complete PSI reports?\*

What was the effect of the project on the sentencing component of the adjudicatory process?

The approach taken to answer these questions was to; (1) analyze both project and PSI office records relative to the total number of reports prepared and the length of time utilized for their completion and (2) interview the Court's judicial and staff members directly associated with the PSI process.

The major findings of this report were as follows:

1. In relationship to the original goal, the control over time factors relative to sentencing was beyond the capabilities of the PSI office. Thus, the goal was modified by Superior Court staff deleting the sentencing component; to complete PSI reports from referral through typing in a maximum of thirty days.
2. Seventy-five PSI reports were written by project staff in the period from July 1, 1974 through April 30, 1975.
3. The project's clerical staff transcribed 512 reports in the same time period.

\*Of the total fifteen (15) staff members employed in the PSI office, four (4) were federally funded.

4. While the modified 30 day goal was not entirely achieved, the length of time utilized for PSI report completion in the New Castle County office was halved in a nine month period.
  - (a) The average length of time taken to write PSI reports was reduced from 65.7 days in July 1974 to 36 days in March 1975.
  - (b) The average length of time utilized from written to transcribed report was reduced from 30.2 days in July 1974 to 4.7 days in March 1975.
  - (c) The total average length of time from referral through typed report was reduced from 76.9 days in July to 40.7 days in March.
5. As a result of the increased number of PSI reports completed, a backlog of cases waiting to be sentenced did not occur.
6. A change in the PSI reporting format reduced the length of narrative contained in the report thereby reducing writing and typing time.
7. An increase in the number of offenders sentenced without the use of PSI reports decreased the potential for increased workloads within the PSI office.
8. The largest single delay in completing reports was caused by the necessity of waiting for receipt of verification requests made by PSI officers to agencies having contact with the offender.
9. Volunteers were recruited from the student population at Delaware Technical & Community College to screen offenders referred to the PSI office. The initial screening afforded the PSI officers more time to retrieve information concerning the defendant.

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## I. Introduction:

"We must bear in mind constantly that fairness, both to society and to the defendant, requires undelayed disposition of criminal charges. Moreover, prompt and certain justice is the only deterrent to crime we actually know."<sup>1</sup>

In a January 4, 1974 Speedy Trial Memorandum, the Chief Justice directed the courts "to raise our present sights sharply" by establishing as goals: (1) the final disposition of criminal charges, from arrest to trial, in a maximum of four months, and (2) to pursue a thirty day limitation on the completion of pre-sentence reports and sentencings. In response to the Chief Justices' second directive, the Administrative Office of the Courts sought DARC financial support for the Superior Court Presentence Offices in New Castle and Sussex Counties "to augment the staff of the presentence office both in terms of its investigation capability and clerical staff to be able to meet the thirty day objective."

In July, 1974 subgrant 74-050, "Provide Personnel for Presentence Office", was awarded \$35,287 to supplement existing presentence office staff.

It was the intent of this report to: (1) describe the productivity of the additional personnel in terms of their completed workload; (2) describe the impact the supplemental staff made upon the entire presentence office relative to time necessary to complete presentence reports; and, (3) assess the impact of prompt presentence investigations (PSI's) upon the latter phase of the adjudicatory process.

The evaluator wishes to thank the judicial and staff members of the Superior Court in New Castle and Sussex Counties for their cooperation and assistance during the course of this investigation. (See Appendix "A" for Persons Interviewed)

<sup>1</sup>Chief Justice Herrmann, Speedy Trial Memorandum, January 4, 1974.

## II. Budget and Personnel Summary

### A. Project Allocations/Expenditures

Table I depicts the budgetary allocations and expenditures relative to subgrant 74-050. Funds were provided to employ one presentence investigation officer and two secretaries for the Superior Court Presentence Office in New Castle County and one secretary for the Presentence Office in Sussex County. Funds were also provided for the purchase of two typewriters. An increase in the cost of equipment necessitated a budget revision in September, 1974.

### B. Personnel History

#### 1. Presentence Investigation Officer (Job descriptions contained in Appendix B)

James Turner	7/8/74 to 9/30/74
Ted Malhowski	10/16/74 to present

#### 2. Secretaries (Job descriptions contained in Appendix B)

##### a. New Castle County

Kathleen Bourbon <sup>2</sup>	7/1/74 to 7/16/74
Patty Conner	7/16/74 to 10/15/74
Emily Williams	7/2/74 to present
Geraldine Talley	10/21/74 to present
Sandy Elliott	3/17/75 to present

##### b. Sussex County

Carol Truitt	7/1/74 to 8/30/74
Edna Snowden	10/1/74 to 3/15/75

<sup>2</sup>Remains with office but transferred to fill vacancy on state payroll.

Table I

Budgetary Allocations and Expenditures

Subgrant 74-050

Budget Categories	Budgetary Alloc. 7/1/74			Revised Budgetary Allocations 9/11/74			Expenditures to 6/15/75		
	Federal	State	Total	Federal	State	Total	Federal	State	Total
Personnel and Benefits	\$30,094	\$3,343	\$33,437	\$29,900	\$3,322	\$33,222	\$29,131.90	\$2,874.02	\$32,005.92
Equipment	1,665	185	1,850	1,858	207	2,065	1,858.00	207.00	2,065.00
TOTAL	\$31,759	\$3,528	\$35,287	\$31,758	\$3,529	\$35,287	\$30,989.90	\$3,081.02	\$34,070.92

The need for supplemental clerical staff to relieve the typing backlog in the Sussex County Office, as described in the application, was based on subjective criteria. Once the project began, a record-keeping system of PSI office activities was initiated. Shortly thereafter, it became apparent to Superior Court personnel monitoring the project that the typing backlog was largely due to: (1) insufficient productivity on the part of existing PSI office clerical staff; and (2) periodic increases in workload following Grand Jury sessions. Thus, the need for additional personnel in that office was not justified. In March, 1975, the Superior Court requested and DARC approved a program variance to terminate the Sussex position and add a third secretary to the New Castle project.

High staff turnover was purported to have been due to: (1) internal conflicts within the New Castle Presentence Office and, (2) pressure created by the nature of work. According to project personnel, it appeared the problem of staff turnover has been reduced by a restructuring of management in the Presentence Office.

## II. Discussion of the Thirty-Day Goal

The success of this project was to have been based on its 30-day goal; "to complete PSI reports and sentencings in a maximum of thirty days". Since success was not fully realized, a discussion of that goal appears warranted.

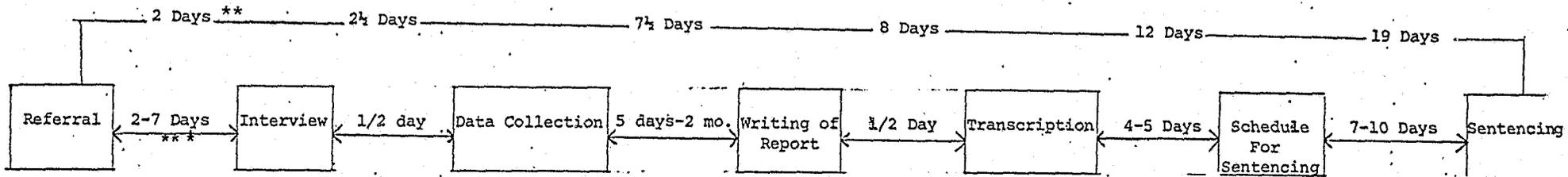
The thirty day goal, according to the Chief Justice, was not a "magic number" derived through careful analysis of time necessary to complete presentence reports and sentencings, but rather an aspiration to attainment of "swift and certain justice". Review of current procedures employed in processing cases through the PSI office and sentencing phases of the judicial system, leads one to believe that the realization of the 30 day goal would have been difficult.

### A. Case Flow Through the Presentence Office.

Exhibit A describes the progression of steps necessary for the completion of presentence reports and sentencing in the Superior Court of New Castle County. Once guilt had been established, the court client was instructed to report to the Presentence Office. At the referral stage, basic information was tabulated by clerical staff, an appointment for an interview was scheduled with a PSI officer, and police reports and rap sheets were requested from appropriate agencies.

EXHIBIT A

Case Flow Through The Superior Court Presentence Office In New Castle County\*



\*This chart was developed through discussions with Superior Court personnel

\*\*Cumulative minimal length of time necessary for completing PSI reports

\*\*\*Approximate length of time between each phase

At the interview stage, the PSI officer collected pertinent data from the client including the defendant's description of the offense, circumstances pertaining to the offense, and information relative to the client's background. Following the interview, the PSI officer requested verification of statements made by the defendant from appropriate agencies including schools and employers.

At the data collection stage, the PSI officer performed field work where appropriate information was gathered, e.g., home visits, interviewed neighbors, collected information from the Attorney General's office, Court of Common Pleas, Municipal Court, Family Court, Division of Juvenile Corrections, psychologists, psychiatrists, etc. Before the data collection stage could be completed, the PSI officer must have received the verifications requested at the interview stage. Delays in receipt of this information constituted the greatest variable in terms of length of time necessary to complete the report. This stage could have taken as little as 5 days to as long as 2 months.

The report writing and transcription phases occurred in approximately 5 days. Minimally, a 7 day period was necessary prior to sentencing for notification to be sent to the client informing him/her to appear. At the same time, the sentencing judge was given a reasonable amount of time, 4-7 days, to review the case.

#### B. A Modified Project Goal

There are approximately 21.5 working days in a month. Summing the minimal amount of time necessary for PSI report completion and sentencing, one notes that under optimal conditions, this process would have taken 19 days. (In cases where a previous PSI report was completed and simply an up-date of that report was required, the time element could have been less.)

To reiterate, the project's goal was "to complete PSI reports and sentencing within a maximum of thirty days. Clearly the PSI Office was responsible for PSI report completion, from referral through typing, however, there were other factors involved in the sentencing of individuals beyond the control of this project, e.g., the trial judge was not scheduled for sentencing, or was not available; the defense attorney was involved in another trial or on vacation, etc. Thus, Superior Court personnel found it necessary to modify the goal of the project to reflect accountability for only those activities within the PSI office's control. The project's goal was modified by deleting the sentencing component, to complete PSI reports, from referral through typing, in a maximum of thirty days.

#### C. Other Attempts to Achieve Project Success

In concert with the provision of supplemental staff to the Superior Court Presentence Office, a number of additional measures were taken by the Court to enable the project to accomplish the modified 30 day goal.

1. Prior to project start up, the required length of PSI reports (narrative only) was reduced. Whereas, PSI officers were required to complete 10 reports per month, they now were directed to complete 15 per month.
  - a. DARC staff suggested that the court further reduce the length of the reports. However, during interviews with members of the judiciary, it was found that the abbreviated PSI reports were felt to be as minimal in content as possible. It was stated that if the substance of the report was shortened, it would no longer serve its expressed purpose.
  - b. The length of time consumed in report preparation was not affected by the amount of narrative but rather by delay factors in retrieval of verification requests. Judicial members interviewed concurred that some verified information was not vital to their judgment at sentencing, however, the decision as to what was and was not important could only be decided on a case by case basis. The information supplied through verification would accompany the defendant through the criminal justice system, perhaps becoming of relevance at a later date.
2. The number of persons sentenced as soon as guilt was established was greatly increased as a result of the amended PSI statute (May, 1974) requiring PSI reports only at the judge's discretion. Whereas in April, 1974, only three persons were sentenced without PSI reports, sixty-five defendants were sentenced without their use in April, 1975.
3. Beginning in February, 1975, student volunteers were recruited from the Delaware Technical & Community College to perform initial screening of defendants for the PSI officers. From information collected during the screening, verification requests were immediately sent to appropriate agencies. Formal interviews were scheduled with PSI officers approximately 14 days later in anticipation that verified data would be returned by that time and the writing of the report could occur at the conclusion of the interview. PSI office staff perceived the volunteers as being of assistance. Unfortunately, at the end of the school year, utilization of these volunteers was discontinued.

### III. The Findings Relative to the Modified Goal

#### A. Productivity of Project Personnel

Table II depicts the total work performed by the DARC funded secretaries in the Superior Court Presentence Office in New Castle and Sussex Counties. A total of 512 reports (460 completed in the New Castle office and 52 in the Sussex office) were typed by project secretaries in the period from July 1, 1974 to April 30, 1975.

In addition to the typing of PSI reports, the clerical staff in both counties performed other tasks including the typing of; capias, Supreme Court mandates and final dispositions to arresting agencies. This investigation revealed that in the New Castle County office, a division of labor within the stenographic pool left two clerical project staff members largely responsible for tasks other than the typing of PSI reports. In their place, state funded secretaries were then required to assume responsibility for typing of PSI reports.

Table III illustrates the total number of PSI reports assigned to and completed by the project's PSI officer. As of April 30, 1975, 75 PSI reports were written by this member of the project staff. Based on the data, one is led to believe that a two month orientation period was necessary before the PSI officer became reasonably productive. Surely than, the resignation of the first federally funded PSI officer three months following project start-up hindered the performance results for this segment of the project.

#### B. Impact of Project Upon the Presentence Office Relative to Time Necessary to Complete Reports

In the Superior Court Presentence Office in New Castle County, a maximum of 8 clerical and 7 investigatory staff were employed during the period from July 1974 through April 1975. These figures included project personnel.

Exhibit B describes the total workload of the PSI office and the productivity of all PSI officers employed in the New Castle office. Cases pending referred to the number of reports not completed by the last day of the preceeding month. For example, as of June 30, 1974, 165 investigations were at a stage in the PSI process between referral to the office and completion of the written report. Number of referrals designates the total number of investigation assignments made within a given month. Total workload figures were derived by adding the total referrals to already pending cases.

Table II

Number of PSI Reports Typed by DARC  
Funded Personnel in Superior Court  
Presentence Offices in New Castle &  
Sussex Counties by Month - 7/1/74 -  
4/30/75

Month	New Castle Office	Sussex Office
July	30	*
August	51	*
September	60	*
October	63	*
November	38	*
December	44	*
January	35	*
February	37	*
March	55	**
April	47	
TOTAL	460	52*

\*Figures not broken down by month

\*\*Project in Sussex County terminated March 15, 1975

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Table III

Workload and Productivity of DARC Funded PSI Officer  
in the Superior Court Presentence Office, in New Cas-  
tle County by Month. 7-1-74 to 4-30-74

Month	No. of Investigations Assigned	No. of Investigations Completed	No. of Investigations Pending At End of Month
July	14	0	14
August	10	2	22
September	5	12	15
October	3	0	3
November	9	1	11
December	8	10	9
January	20	11	18
February	12	11	19
March	10	13	16
April	21	15	22
TOTAL	112*	75	

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\*Of the 112 investigations assigned: 75 were completed  
15 cases pending at the end of September were re-  
assigned to existing PSI staff when the project's  
first PSI officer resigned  
22 cases were pending at the end of April, 1975

EXHIBIT B

New Castle County Presentence Office Activity  
Total Workload and Work Completed by Month -  
Investigations Only - 7/1/74 to 3/31/75

	July	August	Sept.	October	Nov.	Dec.	Jan.	Feb.	March
Cases Pending	165	193	186	117	113	118	116	162	178
Number of Referrals	77	59	53	77	70	77	133	95	66
Total Workload	242	252	239	194	183	195	249	257	244
Other Dispositions*	1	1	1	2	1	1	2	2	3
Number Written	48	65	121	79	64	78	85	77	99
Number of Investi- gators	7	7	6	6	6	6	6	6.5	7
Average Number Per Investigator	6.9	9.3	20.2	13.2	10.7	13.0	14.2	11.8	14.1

\*Cases in which referral was made but investigation suspended due to extraneous factors  
e.g., death of defendant, motion filed.

A total of 707 new cases were referred to the New Castle County PSI office in the period from July 1, 1974 to March 31, 1975. In that same period, 716 reports were written by PSI officers. As of March 31, 1975, 142 cases were at some phase of the process between referral and a written report. If added to the 142 pending cases were the 60 reports written by project personnel in that time period, one could conclude that the project had reduced the potential of an even greater case backlog.

To more fully ascertain the net effect of the project's efforts upon the time necessary to complete PSI reports, a number of measures were employed. Specifically, the mean refers to the average length of time in days to write reports. The modal score is the most recurring total number of days taken by the PSI office to prepare a report. The median is the length of time in days above and below which 50% of all reports written or typed in any given month lie. The range refers to the extremities, the least and most number of days taken to write or type PSI reports.

Table IV describes the length of time in days of PSI's completed from referral to written report, in terms of the mean, median, modal and range of scores. For example, in the month of January, 83 PSI reports were written. The mean or average length of time to write PSI reports was 42.3 days. The most recurring length of time to write PSI reports, was 44 days. The range of scores denotes that the shortest length of time to write a PSI report in that month was 6 days; the longest period of time, 73 days.

Of significance was the gradual reduction in the length of time necessary from referral to written report. Generally, this reduction in time occurred regardless of the number of cases completed within any given month. The mean (average) length of time from referral to written report was reduced from 65.7 days in July to 36 days in March, the median from 51.3 days to 32.5 days.

Exhibit C illustrates the total number of PSI reports scheduled for typing in the New Castle office, the number in which typing was completed and the average number of reports typed by secretaries assigned to that task.

During the period from July 1, 1974 through March 31, 1975, 567 investigation reports were typed. On the average, 63 reports were typed per month by clerical staff. Noteworthy was the reduction in the number of cases pending over the time period reviewed, from 69 in July to 22 in March.

Table IV

New Castle County Superior Court Presentence Office Activity  
Length of Time in Days from Referral to Written Report by  
Month - 7/1/74 to 3/31/75

Month	No. of Written Reports	Average No. of Days	Modal Score	Median	Range
July	48	65.7	55	51.3	7-118
August	62	79.3	100	90.5	7-125
September	119	80.5	36,78,86,101, 103,111 *	79.9	9-122
October	79	56.7	64	63.1	5-97
November	62	55.0	42,50*	56.3	6-86
December	78	51.4	36,49,64*	41.9	15-72
January	83	42.3	44	44.9	6-73
February	76	41	53	38.7	5-91
March	58	36	28	32.5	1-83

\* In certain months, various scores occurred with equal frequency;  
thus, multiple modal scores are indicated.

EXHIBIT C

New Castle County Superior Court Presentence Activity (Typing Only) Total Workload and Number Completed by Month -  
7/1/74 to 3/31/75

	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March
No. of Investigations Pending Trial	69	52	29	42	19	17	12	20	22
New Investigations to be Typed	48	65	121	79	64	78	85	77	99
Total Workload During Month	117	117	150	121	83	95	97	97	121
No. of Investigations Typed	65	88	108	102	66	83	77	75	101
Number of Typists	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	3.0
Average Number of Investigations Typed Per Typist	26	35.2	43.2	40.8	26.4	33.2	30.8	30	33.7

Of significance was the reduction in time utilized for the typing of reports during the project period from July 1974 through March 1975. As portrayed in Table V, the average length of time in days from written report to typed report in July was 30.2. A gradual diminishing of the average number of days to typed report occurred; thus, by March the average report was typed in 4.7 days. Dramatic reductions were also evidenced in other measures utilized. Of all reports typed in July, 50% took more than 24.7 days and 50% took less than 24.7 days. By March, 50% of all reports typed took more than 4.2 days, none longer than 14 days; and 50% of the reports were typed in less than 4.2 days.

Exhibit D refers to the total workload and output of typists in the Sussex County Presentence Office. In contrast with its Northern counterpart, that office was responsible for investigations and typing in both the Superior Court and Court of Common Pleas. A quick glance at Exhibit D leads one to conclude that the typing of PSI reports in that county was never a problem in terms of total workload or length of time to type reports.

Report completion was defined as the writing of the PSI report and its transcription. Table VI designates the total output of the PSI office in terms of completed reports. The average length of time in days from referral to typed report had been gradually reduced, from 76.9 days in July to 40.7 days in March. Striking was the very noticeable increase in the percentage of PSI reports completed within 30 days in February and March as compared to previous months.

#### C. The Effect of the Project Upon Length of Time to Sentencing.

A concern to any evaluation of a project designed to speed up a component of a total process should be the effect the quickened pace produces upon the latter phase(s) of that process. Hence, a discussion of the impact that more promptly completed PSI reports made relative the Court's ability to gear up for increased sentencings is imperative.

Statistical gathering of information necessary to analyze the flow of cases from the PSI office through sentencing was beyond the time constraints of this report. However, an interview with Judge Christie, Judicial Liaison to the Presentence Office, yielded the following results:

Table V

New Castle County Superior Court Presentence.  
Activity Length of Time in Days From Written  
to Typed Report - 7/1/74 - 3/31/75

Month	No. of Records Typed	Mean (Aver) No. of Days to Type Report	Modal Score	Median Score	Range of Scores
July	68	30.2	6,12,14,15,32**	24.7	1-90
August	84	23.0	28	26.2	0*-61
September	105	7.2	1,2*	5.4	0-22
October	101	10.7	7	8.6	0-43
November	63	5.2	5	5	0-28
December	83	4.5	1	3.6	0-18
January	75	3.6	2,4*	3.0	0-15
February	74	5.7	7	5.5	0-20
March	68	4.7	4	4.2	0-14

\*"0" days is defined as the same day.

\*\*In certain months, various scores occurred with equal frequency thus multiple modal scores are indicated.

EXHIBIT D

Sussex County Superior Court Presentence  
Activity - Total Workload and Number Com-  
pleted by Month - 7/1/74 to 3/31/75 \*

Month	No. Typed	No. of Typists	Average No. Per Typist	Average No. of Days From Written to Typed Report
July	22	2	11	6
August	9	2	4.5	1.2
September	6	1	6	1.3
October	9	1	9	1.6
November	5	2	2.5	.25
December	7	2	3.5	2
January	19	2	9.5	.26
February	18	2	8	.41
March	20	1.5	13.3	1

\*Project in the Sussex office terminated effective March 15, 1975

Table VI

New Castle County Superior Court Presentence Activity  
 Number of PSI Reports Completed and Average Length of  
 Time from Referral to Completion by Month - 7/1/74 to  
 3/31/75

Month	No. of PSI Reports Completed*	Average Length of Time in Days to Report Completion	No. of Reports Completed Within 30 Days	% of Reports Completed Within 30 Days
July	68	76.9	8	11.8
August	84	94.5	4	4.8
September	104	91	3	2.9
October	105	76.4	7	6.7
November	63	57.6	4	6.3
December	84	51.5	10	11.9
January	75	45.9	9	12.0
February	74	46.7	21	28.4
March	68	40.7	22	32.4

\*Completion includes the writing and transcription of the PSI report

1. Within the last year, a procedural change involved in the scheduling of cases to be sentenced enabled judicial members to more promptly dispose of cases. In cases which went to trial, generally only the trial judge performed sentencing. Previously, if that particular judge was not scheduled for sentencing, the case was held until the judge returned to the sentencing schedule. Thus, the procedure lent itself to delays.

The trial judge has remained the sentencing judge. However, within the last year the PSI office was required to immediately inform the appropriate judicial member when the PSI report was completed so that sentencing of the defendant could occur promptly prior to the judges' next scheduled sentencing date.

2. The belief that a greater number of sentencings occurred during the project period than prior to project operation was expressed by Judge Christie. He stated that presently there was no backlog of cases awaiting sentencing.

#### IV. Conclusions

1. In terms of content and accuracy, statistical record-keeping of Presentence Office activity was found to be excellent.
2. It is suggested that future applications specify all duties of project personnel; including those duties not directly related to the typing of PSI reports.
3. This investigation revealed that subjective judgments as to which type(s) of information was of importance to a particular case, and thus must await verification, was left to the discretion of the individual PSI officer. At times, delayed receipt of verified data would postpone prompt completion of the PSI report. It is suggested that judicial members, Superior Court administrators and Presentence Office personnel, in concert, develop formalized guidelines whereby demographic characteristics of the offender, information relating to the offense and potential length or type of sentence (institutionalization, probation) be weighed to prioritize information to be verified for adequate PSI report completion. These guidelines may also be advantageous in determining the length and content of the reports.

- o Due to the volunteer effort, a change in PSI office procedure occurred which afforded PSI officers more time to retrieve verified information. It is recommended that volunteer assistance be sought on a continual basis. In the event this assistance is either not provided or found to be undesirable, a procedure whereby PSI officers could screen defendants at the time of referral and prior to actual interview is recommended. Thus, verified data would be requested, and hopefully, received more promptly.

In summary, the Superior Court Presentence Office in New Castle County's concerted efforts to reduce the time necessary to PSI report completion was successful. While the 30 day modified goal had not been fully realized, the average length of time to report completion was halved in a nine month period, from 76.9 days in July, 1974 to 40.7 days in March, 1975.

APPENDIX A

Persons Interviewed

Persons Interviewed

The Honorable Daniel Herrmann, Chief Justice  
The Honorable Albert Stiftel, President Judge, Superior Court  
The Honorable Andrew Christie, Superior Court  
The Honorable Vincent Bifferato, Superior Court  
Michelle Hannahs, DARC Program Monitor  
Fred Kirch, Administrator, Superior Court  
Ed Carter, Coordinator, Administrative Office of the Courts  
Dawn Bowman, Project Financial Officer, Administrative Office of the Courts  
Honey Golby, DARC Satellite Planner, Courts Consortium  
Frank Miller, Chief Presentence Officer, Superior Court of New Castle County  
Robert Downs, Chief Presentence Officer, Superior Court of Sussex County  
Greg Fullhart, Assistant Presentence Officer, Superior Court of New Castle County  
Sarah Jones, Administrative Assistant to Superior Court Administrator  
Ted Malhowski, Presentence Officer, Superior Court  
Emily Williams, Secretary, Presentence Office, Superior Court  
Geraldine Talley, Secretary, Presentence Office, Superior Court  
Sandy Elliott, Secretary, Presentence Office, Superior Court

PRESENTENCE OFFICE

POSITION - TYPIST/CLERK

GENERAL DUTIES:

Perform a variety of clerical and typing tasks, take dictation.

EXAMPLES OF WORK:

Types presentence reports that have been placed on dictaphone tapes. Transcribes memoranda, reports and other materials; Types memoranda, reports; Maintains filing system for all presentence reports.

REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:

Good knowledge of office terminology, procedures and equipment and of English; Ability to understand and follow complex oral and written directions; Ability to take and transcribe dictation at a reasonable rate of speed; Good judgment.

ACCEPTABLE EXPERIENCE AND TRAINING:

Completion of a standard high school course, with business training highly desirable; or any equivalent combination of experience and training which provides the required knowledge, skills and abilities.

APPENDIX B

Job Descriptions

POSITION - PRESENTENCE OFFICER

GENERAL DUTIES:

Conducts investigations of all persons found guilty or pleading guilty to an offense in Superior Court prior to sentencing; does related work as required. Prepares a life history of all criminal offenders who appear and plead or are judged guilty in the Supreme Court, and makes recommendations concerning the disposition of such cases for the guidance of the sentencing Judge. Work is performed in accordance with established social casework principles under the supervision of the Chief Presentence Officer who is available for advice and consultation.

EXAMPLES OF WORK:

Investigates all persons who appear in Superior Court and who have been found guilty or have entered a plea of guilty to an offense; Reports contain material such as: summary of the offense; family background; interviews with persons aggrieved, witnesses and the offender; employment background; Makes recommendations concerning sentencing and prognosis of the possibility of rehabilitating the guilty person; Conducts a great number of interviews with the persons having knowledge of the offender; Obtains factual information and reactions concerning the offender; Keeps records and makes reports concerning the work.

REQUIRED KNOWLEDGES, SKILLS AND ABILITIES:

Thorough knowledge of established casework principles and practices; Good knowledge of social pathology; Some knowledge of the criminal code; Ability to conduct presentence investigations and to make recommendations concerning the disposal of offenders.

ACCEPTABLE EXPERIENCE AND TRAINING:

Experience in obtaining information from persons in accordance with established casework principles and practices and graduation from a recognized college or university, B.A. Behavioral Science; or any equivalent combination of experience and training which provides the required knowledges, skills and abilities.

**END**