PROBATION
TRAINING NEEDS ASSESSMENT

CORRECTIONAL
TRAINING SUBVENTION
PROJECT
1978

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The Foundation
for Continuing
Education in Corrections

PROBATION TRAINING NEEDS ASSESSMENT

FIELD/COURT AND INSTITUTIONAL SERVICES

September 1978

FOREWORD

Background

The Foundation for Continuing Education in Corrections (CEC) received in 1978 from the Office of Criminal Justice Planning a statewide Correctional Training Subvention grant. This Project was established to defray some of the costs of manpower development within 60 local probation departments in the state of California.

Over the past several years, there have been many efforts to develop training needs assessments for correctional personnel, but these were usually the efforts of individual departments or regional criminal justice systems. Much of the preliminary work done in this area was conducted by the Northern California Criminal Justice Training and Education System (TES), the Modesto Regional Training Center, the Riverside Justice Academy and the San Diego Correctional Academy.

The need to conduct this assessment stemmed from the concern of many in the field, including CEC's Advisory Committee and the Project's Screening/Selection Committee, which has the responsibility of funding requested training programs. The questions of which training is needed and by which staff have long been unanswered.

Fifty-three of 60 probation departments in California were sent 900 surveys to determine the training needs of both field/court and institutional personnel. Agencies were requested to have staff fill out the surveys and rate the needs of line staff, supervisors/middle managers and administrators. Not only was line staff to rate their own training needs but the needs of supervisors and administrators, as well. Supervisors and administrators were also asked to rate the needs of all three staff levels. Ninety-two percent of the agencies responded to the questionnaire.

In order to get a more comprehensive overview of the training needs of probation line staff, CEC also sampled responses from superior courts and local law enforcement agencies.

Acknowledgements

Acknowledgements are due a number of agencies and people who have contributed substantially to the completion of the training needs assessment. The California Youth Authority and its community corrections and law enforcement training branch, headed by Bill Taylor, provided the Project with the necessary computer time and staff to complete the programming of the data.

Marc Longwood, CEC consultant, helped analyze all the computer data and mean Likert scores and rankings of the courses. Charlene Rodriguez, Project Secretary, and Gale Lambert, consultant, aided in laying out the tables for the presentation of statistical information.

To all of those who had either a direct or indirect part in making this document possible, we extend our appreciation and thanks. To the Foundation's Board of Directors, we express a special word of thanks for their support of this important work.

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Project Director
Correctional Training Subvention
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Foundation for Continuing Education
    in Corrections

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Background and Research Design

On November 3, 1977, the Foundation for Continuing Education in Corrections began to assess the training needs of the field of probation by mailing out questionnaires to all 60 county probation departments in the state of California. The purpose of the survey was to obtain immediate information that would help plan for the implementation of the statewide Correctional Training Subvention Project, which would eventually pay for a large portion of the training costs (travel, per diem and tuition/registration fees) of local probation personnel in the state.

The questionnaire requested information on the high priority training needs of the respective agencies. Agencies were asked to identify the training needs of line staff, supervisors/middle managers and top administrators in both field/court and institutional services.

Thirty-eight of the 60 probation departments surveyed completed and returned this initial survey. Fifty-nine courses were listed as needed for line staff, fifty-one for supervisors/middle managers, and thirty-seven for the administrators.

Many of the courses listed by the agencies were duplicate listings and needed further refinement as to specific course title. The lists of courses were then given to select groups of practitioners to categorize, update and refine before being mailed back to the agencies for rating and prioritization in the form of the training needs assessment survey.

Training Needs Assessment Survey

It was not feasible to survey all probation staff in California; however, it was felt that a 10% sampling of the practitioners would provide adequate insight as to perceived need. Nine hundred surveys were mailed out to all agencies that had at least three full-time professional staff working in the department. The survey was color-coded in order to distinguish between field/court services and institutional services. Ninety-two percent of the agencies responded to the questionnaire. Eighty-four percent of the surveys mailed out were returned to CEC for computation.

Several counties "staffed" their responses and thereby one questionnaire often represented the views of more than one employee. Taking this process by several counties into consideration, input by professionals in the field exceeded the goal of CEC for a 10% sampling.

After receiving the completed questionnaires, CEC staff reviewed each for accuracy and completeness. The survey forms were then turned over to the California Youth Authority's local justice training department for computer programming and processing.

The computer printouts were then analyzed by CEC staff and the mean Likert score was computed for all courses, resulting in prioritized rankings. These rankings represent the views of line staff, supervisors/middle managers and administrators of perceived training needs of the respective positions.

Use of Training Needs Assessment

The major purpose of the training needs assessment is to give a listing of perceived (prioritized) training needs of positions within both the field/ court and institutional services. CEC Screening/Selection Committee and others have expressed a concern about the various kinds of training courses currently being requested by the field through the Training Subvention Project. The major attention is to whether or not the training is job-related and whether or not the subject matter has been validated.

In order to deal with this problem, CEC has recommended that all future training programs be based on the results of a functional task analysis of every position within local correctional agencies. The knowledge, skills and abilities identified in the task analysis should be the criteria for determining the content of courses offered for training of personnel within these positions.

The CEC training needs assessment was compared to the entry level deputy probation officer task analysis, completed by the Foundation in 1977. After analyzing and comparing both documents, we can say that both are complementary and reinforce the need for prescribed training.

Included as a supplement to this training needs assessment is a core curriculum and a series of elective courses, which can be used by each agency in developing a comprehensive training program. Agencies are encouraged to require their staff to complete the core curriculum before pursuing elective course offerings. To meet the needs of the respective departments, each agency should also design and develop its own master training scheduled based on the needs assessment.

In order to aid the reader in using this document, we have included the following explanation of the Likert scale and ranks of the various courses.

Likert Scales

The Likert scales should be interpreted as classes of information. The number "1" in this case is viewed as the greatest need. A Likert value of 1.6 and 1.4 are both less than the maximum score ("strongly needed") of "1" and more than the score ("needed") of "2"; but 1.6 tends more towards "2" and 1.4 tends more towards "1", with 1.5 as sort of a boundary or a guage that can be used in making value judgments.

The Likert values given are mean scores, and it should be remembered that they are not absolutes but only indications of value. It depends on how they are distributed. If a value of 1.965 is given, it must be remembered that people replied on the scale with ratings from "1" to "5" and that the given value is just an indication of the average of opinions of all those who completed the survey.

Ranks
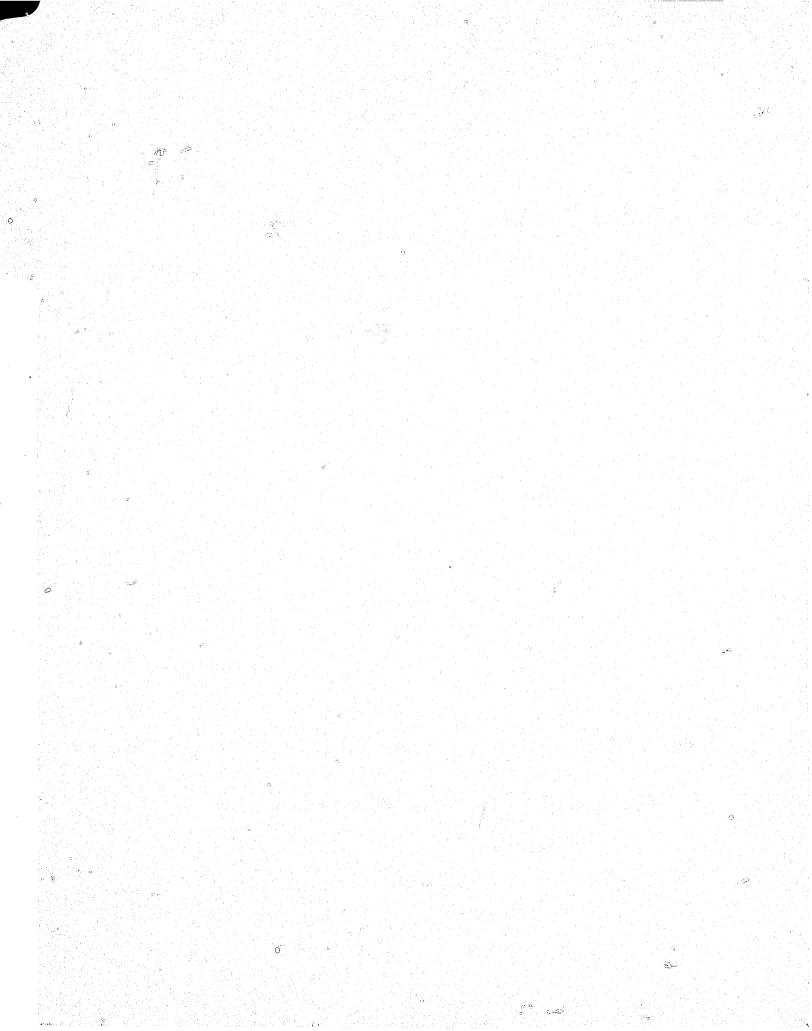
Whereas the Likert scores indicate an opinion of need, ranks are also important since they relate the need of one course to the need of another. Hence, they do an excellent job of indicating the need for the course based on the priorities of those ranking the courses. However, they not only indicate the need but also the most needed courses.

The following is a table of the overall perspective of the total number of courses ranked by the 900 respondents.

Overall Perspective

Field and Court Services	# of Courses (% of Column Total)			
Likert Score	Line Staff	Supervisor	Administrator	Total
1.0 - 1.99	9 (12.9)	1 (2.4)	5 (15.6)	15 (10.5)
2.0 - 2.99	39 (55.7)	36 (87.8)	27 (84.4)	102 (71.3)
3.0 - 5.0	22 (31.4)	4 (9.8)	0 (0)	26 (18.2)
Total	70 (100)	41 (100)	32 (100)	143 (100)
Institutional Services				
1.0 - 1.99	15 (21.4)	11 (26.8)	8 (25.0)	34 (23.8)
2.0 - 2.99	41 (58.6)	27 (65.9)	24 (75.0)	92 (64.3)
3.0 - 5.0	14 (20.0)	3 (7.3)	0 (0)	17 (11.9)
Total	70 (100)	41 (100)	32 (100)	143 (100)

The table incidates the number of courses (and percent of total) that is collectively (overall evaluation) thought to be needed for each position by Likert need scale. The following is a summary of the table.

1. Line staff (of both services) are thought to need approximately half of the courses in the "uncertain" to "needed" category (Likert 2.0 - 2.99). The field and court services survey indicates a lesser need for certain courses than institutional services, reflected by fewer courses in the "needed" to "strongly needed" categories (12.9% as opposed to 21.4%) and more courses in "uncertain" to "not needed" categories (31.4% and 20.0%, respectively).

2. Supervisors in institutional services are thought by all perspectives to have a stronger training need than field and court services as reflected by the differences in number of Likert 1.0 - 1.99 courses. However, both services feel the courses surveyed are generally needed and that less than 10% of the courses were rejected towards the "not needed" class.

3. Both services seem to feel that administrators are in need of training. Perhaps these data better reflect an accurate assessment of types of courses administrators need.

4. In general, both services found more courses to reject in line staff than in supervisors and administrators course needs. This could simply reflect the decreased diversity of training topics presented in the survey from line staff to administrator (70, 41 and 32 courses, respectively). Thus, all of the courses in the adminstrator class more closely meet the needs than all of the supervisors courses and line staff courses.

FIELD AND COURT SERVICES
ANALYSIS OF LINE STAFF TRAINING NEEDS

Line staff perceived 11 courses as the highest priority need. They also felt that an additional 39 courses were needed to perform the tasks required of the deputy probation officer. Supervisors were in agreement with line staff as to the total number of needed courses; however, they did disagree slightly with the priority ranking. Administrators reported 16 courses as the highest need for line and also 37 other needed courses. All three raters agreed strongly with eight of the top 10 courses.

1. Adult Law
2. Report Writing
3. Juvenile Law
4. Interviewing Techniques
5. Adult Probation Process
6. Juvenile Probation Process
7. Supervision Techniques in Probation
8. Techniques of Investigation in Corrections

The eight courses had a mean Likert score of 1.5 - 1.8 with a maximum score possible of 1.0.

Of the top 20 courses rated by the three positions, there was agreement on 13. If only line staff and supervisor responses are compared, there is agreement on 17 of the top 20 courses. For the line staff training, 30% of the courses were slanted towards the "not needed" category.

In order to provide the agencies with a guide for future training of their staff, we have included a listing of the top 20 courses identified in the assessment. It is felt that four courses of the top eight could be integrated into two courses. We recommend that Adult and Juvenile Law be offered as one course and that Adult and Juvenile Probation Process be offered together.

It is also recommended that the 20 courses be taken over a three-year period with the completion of the core curriculum being required during the first twelve months of employment.

Core Curriculum for Line Staff (First Year of Employment)

1. Juvenile and Adult Probation Process
2. Juvenile and Adult Law
3. Interviewing Techniques
4. Report Writing

5.   Techniques of Investigation in Corrections

6.   Supervision Techniques in Probation

Basic Elective Curriculum (Second Year of Employment)

1.   Juvenile and Adult Law (Annual Update)

2.   Counseling Techniques

3.   Caseload Management

4.   The Alcoholic Client

5.   Legal Responsibilities of Staff

6.   Communication Skills

7.   Community Resources

Advanced Elective Curriculum (Third Year of Employment)

1.   Workload Management (Organizing and Planning)

2.   Crisis Intervention

3.   Listening Skills

4.   Handling and Treating the Violent Offender

5.   The Drug Abuser

6.   Substance Abuse

In 1977, CPPCA and the Foundation for Continuing Education in Corrections, at their Leadership Institute, developed a task analysis for entry level deputy probation officers. This document prescribes the knowledge, skills, abilities and personal characteristics necessary to do the job of a probation officer. The new employee should have acquired the knowledge, skills and abilities prior to employment. If the employee is deficient in any area, he/she should be required to take a refresher course to bring them up to the desired standard.

During 1978, the Foundation's Standards and Training Committee used the task analysis to design a core curriculum that should be completed by all entry level deputy probation officers before being assigned a caseload.

The core curriculum based on the task analysis is also included here as a guide in scheduling training programs for all new employees.

I.   Law and Procedures

A.   Criminal justice system

B.   Court

C.   Client rights

D.   Courtroom demeanor and procedures

E.   Laws

F.   Departmental procedures

II. **Organizing, Planning and Decision Making**
   A. Time management and caseload management
   B. Information collection and analysis
   C. Goal setting/recommendation

III. **Socio-Economic Factors of Client Population**
   A. Individual and social environment
   B. Cultural awareness/differences
   C. Urban problems

IV. **Knowledge of Human Behavior**
   A. Diagnostic techniques
   B. Psychological theory
   C. Motivation theory
   D. Assessing client needs

V. **Communication**
   A. Interviewing techniques
   B. Report writing
   C. Modes of communication

VI. **Counseling Techniques**
   A. Casework techniques (individual)
   B. Group techniques
   C. Family and social systems

VII. **Community Resources**
   A. Knowledge of available resources
   B. Referral techniques and follow-up

The following is a basic and advanced curriculum recommended by the Standards and Training Committee for deputy probation officers:

Phase I - "Basic Training"

40 hours (to be taken prior to client contacts)

32 hours of which is devoted to the following job dimensions:

   I. Law and Procedures
   II. Organizing, Planning and Decision Making
   III. Socio-Economic Factors of Client Population
   IV. Knowledge of Human Behavior
   V. Communication
   VI. Counseling Techniques
   VII. Community Resources

Phase II - "Advanced Basic"

Within the first year.

40 hours training plus Peace Officer Training (P.C. 832).

Mandated:

I. Certificated training in:

    A. Defensive Driving

    B. CPR

    C. First Aid

II. Legal and Court Decision Update

Electives:

I. Subjects identified by the individual, his supervisor or the department.

Phase III - "Advanced"
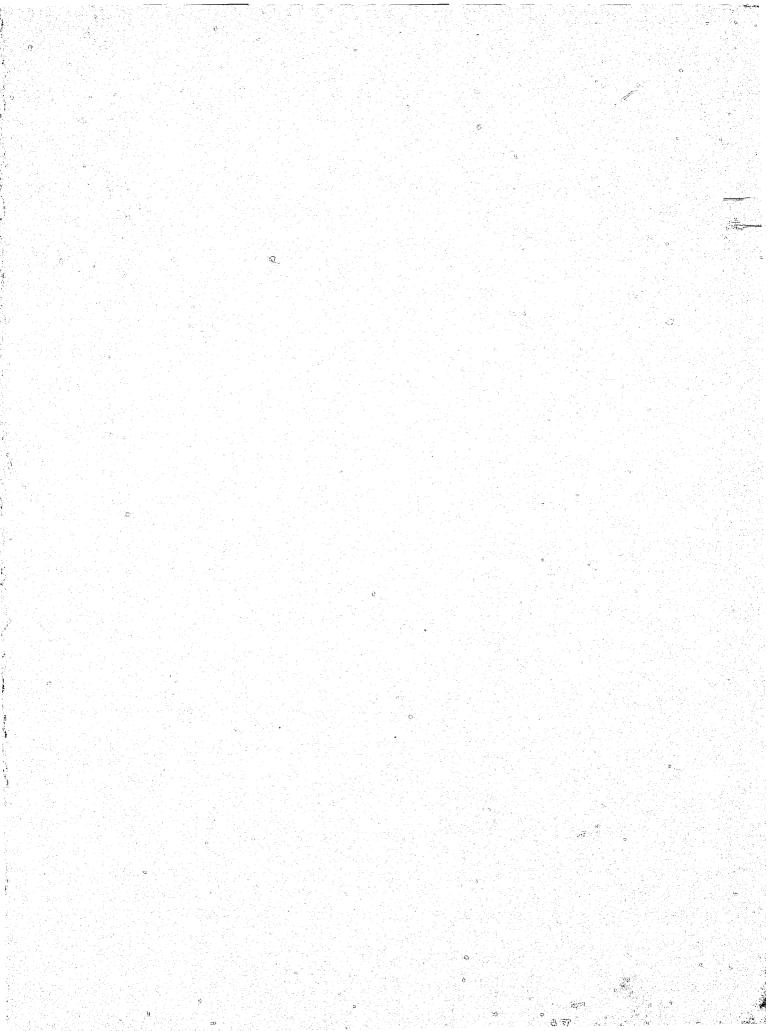
A minimum of 24 hours training per year after completion of Phase II training.

Mandated:

I. Maintain certification in:

    A. Defensive Driving

    B. CPR

    C. First Aid

II. Legal and Court Decision Update

Electives:

I. Subjects identified by the individual, his supervisor or the department.

PROBATION TRAINING NEEDS ASSESSMENT

FIELD AND COURT SERVICES
LINE STAFF PERSPECTIVE OF LINE STAFF COURSES

	Course Information			Statistical Information			
				Mean	Percentage		
Rank	Course Title	Series	Course	Likert Score	Basic	Advanced	Specialized
1.	Report Writing	2	02	1.636	84.5	6.0	9.4
2.	Adult Law	1	02	1.658	87.5	6.0	6.4
3.	Juvenile Law	1	01	1.659	90.0	5.6	4.3
4.	Interviewing Techniques	2	07	1.726	77.6	12.8	9.4
5.	Supervision Techniques in Probation	1	07	1.750	61.3	19.7	18.8
6.	Juvenile Probation Process	1	03	1.793	91.3	2.6	6.0
7.	Adult Probation Process	1	04	1.803	89.6	3.0	7.3
8.	Techniques of Investigation in Corrections	2	01	1.849	72.5	10.7	16.7
9.	The Alcoholic Client	3	05	1.940	51.0	23.3	25.5
10.	Juvenile/Criminal Law/Update	1	09	1.969	34.7	36.9	28.2
11.	Counseling Techniques	2	06	1.974	60.0	20.4	19.5
12.	The Drug Abuser	3	04	2.029	47.6	25.5	26.8
13.	Community Resources	4	01	2.042	70.9	16.0	12.9
14.	Substance Abuse	3	03	2.085	48.4	22.7	28.8
15.	Crisis Intervention	2	10	2.090	46.9	25.8	27.1
16.	Legal Responsibilities of Staff	5	11	2.098	24.6	44.9	30.4
17.	Caseload Management	2	05	2.149	73.3	12.6	13.9
18.	Narcotics and Dangerous Drugs	3	07	2.192	43.2	22.9	33.7
19.	Handling and Treating the Violent Offender	3	08	2.211	29.6	30.9	39.3
20.	Communications Skills	2	08	2.217	72.1	13.7	14.1
21.	Workload Management (Organizing & Planning)	2	04	2.222	74.8	11.8	13.2
22.	Diagnosis, Classification & Treatment	2	11	2.267	44.4	26.8	28.6

	Course Information			Statistical Information			
Rank	Course Title	Series	Course	Mean Likert Score	Percentage		
					Basic	Advanced	Specialized
23.	How to Reach and Treat the Hardcore Client	3	06	2.286	27.0	35.8	37.1
24.	Introduction to Treatment Techniques	2	03	2.301	68.7	11.6	19.6
25.	Family Counseling	2	12	2.324	35.2	31.7	33.0
26.	Listening Skills	2	22	2.337	76.3	8.9	14.7
27.	The Juvenile Offender	3	12	2.346	70.3	10.0	19.6
28.	The Multi-Problem Family	3	13	2.351	42.9	28.7	28.3
29.	The Adult Offender	3	11	2.393	68.6	11.3	20.0
30.	Courtroom Demeanor/Procedures & Presentation	2	13	2.433	70.6	10.0	19.2
31.	Victim Assistance/Victims of Violent Crimes	3	10	2.435	45.2	21.9	32.8
32.	Stress Management	2	19	2.502	49.5	25.4	25.0
33.	Due Process/Rights of the Offender	3	09	2.534	66.8	15.0	18.1
34.	Principles of Casework	2	21	2.542	64.8	12.4	22.6
35.	Conflict Resolution	5	07	2.573	49.5	24.2	26.1
36.	Juvenile Institution Policy and Procedure	1	08	2.586	63.1	7.2	29.5
37.	Motivational Techniques	5	10	2.589	42.3	27.9	29.7
38.	P.C. 832, Legal Search and Seizure	1	05	2.590	66.2	12.7	21.0
39.	Decision Making	5	02	2.596	65.5	16.9	17.4
40.	Working Effectively with Other Agencies	4	03	2.618	67.7	16.1	16.1
41.	Role Definition	5	03	2.618	59.2	19.4	21.3
42.	Correctional Services	4	04	2.747	54.9	23.6	21.3
43.	Special Offender Training	3	01	2.784	16.6	28.7	54.6
44.	Time Management	5	05	2.810	55.0	20.6	24.3
45.	Self Awareness	5	09	2.853	49.5	16.0	34.4
46.	Public Relations	4	02	2.858	56.0	17.1	26.8
47.	Parent Effectiveness Training	2	23	2.905	26.6	31.6	41.7
48.	Cultural Appreciation	5	01	2.951	55.3	16.6	27.9

Rank	Course Title	Series	Course	Mean Likert Score	Percentage		
					Basic	Advanced	Specialized
49.	Evaluation Training	5	13	2.960	82.6	6.9	10.4
50.	Self-Defense Training	5	04	2.986	46.1	11.6	42.2
51.	Office Procedures/Dictation	1	10	3.017	83.4	.9	15.6
52.	Dependent Children Referals	3	02	3.055	32.6	17.0	50.2
53.	Line Staff Relationship to Department	1	06	3.055	72.7	8.6	18.6
54.	Brokerage Model and Monitoring Programs	2	09	3.071	22.8	24.5	52.5
55.	Behavior Modification	2	24	3.112	31.1	22.7	46.0
56.	Reality Therapy	2	20	3.114	25.9	24.0	50.0
57.	The Volunteer in Corrections	4	06	3.126	29.0	18.8	52.0
58.	Trends in Corrections	5	08	3.133	33.7	33.3	32.8
59.	Team Building	2	14	3.137	28.0	23.6	48.3
60.	Changing Roles of Staff	5	12	3.176	30.2	39.4	30.2
61.	First Aid & Cardiopulmonary Resusitation	1	11	3.224	45.4	5.6	48.8
62.	Funding Sources	4	05	3.323	19.3	24.7	55.9
63.	Comparative Procedures in Probation	2	16	3.360	17.8	32.9	49.2
64.	Psychological Theory in Corrections	1	13	3.366	41.2	61.0	42.7
65.	Social Theory in Corrections	1	12	3.435	42.2	14.5	43.2
66.	Transactional Analysis	2	18	3.530	18.4	24.1	57.3
67.	Rational Emotive Therapy	2	19	3.545	16.2	23.1	60.5
68.	Orthomolecular Therapy	2	15	3.577	10.6	13.2	76.1
69.	Gestalt Therapy	2	17	3.633	17.1	24.0	58.8
70.	Video and Audiovisual Techniques	5	13	3.904	14.7	13.5	71.7

PROBATION TRAINING NEEDS ASSESSMENT

FIELD AND COURT SERVICES
SUPERVISOR PERSPECTIVE OF LINE STAFF COURSES

	Course Information				Statistical Information		
				Mean	Percentage		
Rank	Course Title	Series	Course	Likert Score	Basic	Advanced	Specialized
1.	Adult Law	1	02	1.463	88.1	2.7	9.0
2.	Report Writing	2	02	1.508	93.6	1.8	4.5
3.	Juvenile Law	1	01	1.540	91.8	1.8	6.3
4.	Interviewing Techniques	2	07	1.663	89.2	5.3	5.3
5.	Techniques of Investigation in Corrections	2	01	1.684	85.3	6.4	8.2
6.	Adult Probation Process	1	04	1.690	88.1	1.8	10.0
7.	Juvenile Probation Process	1	03	1.783	91.8	.9	7.2
8.	Supervision Techniques in Probation	1	07	1.883	67.2	16.3	16.3
9.	Communications Skills	2	08	1.902	76.3	16.3	7.2
10.	Caseload Management	2	05	1.946	71.8	18.1	10.0
11.	Workload Management (Organizing & Planning)	2	04	1.991	70.9	18.1	10.9
12.	Listening Skills	2	22	2.000	66.1	23.7	10.1
13.	Crisis Intervention	2	10	2.035	48.6	25.2	26.1
14.	Juvenile/Criminal Law/Update (SB 42, etc.)	1	09	2.045	32.4	36.1	31.4
15.	Handling and Treating the Violent Offender	3	08	2.098	36.6	29.3	33.9
16.	Counseling Techniques	2	06	2.115	66.3	19.0	14.5
17.	Narcotics and Dangerous Drugs	3	07	2.123	52.6	17.8	29.4
18.	Community Resources	4	01	2.133	68.4	18.9	12.6
19.	The Alcoholic Client	3	05	2.194	44.1	22.5	33.3
20.	P.C. 832, Legal Search and Seizure	1	05	2.205	68.8	11.3	19.8
21.	Introduction to Treatment Techniques	2	03	2.214	71.2	20.3	8.3
22.	Legal Responsibilities of Staff	5	11	2.221	65.7	18.0	16.2

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	Course Information			Statistical Information			
				Mean	Percentage		
Rank	Course Title	Series	Course	Likert Score	Basic	Advanced	Specialized
23.	Crisis Intervention	2	10	2.258	48.6	25.2	26.1
24.	Principles of Casework	2	21	2.265	71.9	13.0	14.9
25.	Substance Abuse	3	03	2.283	47.3	18.7	33.9
26.	Working Effectively with Other Agencies	4	03	2.294	61.4	21.1	17.4
27.	The Juvenile Offender	3	12	2.309	67.6	12.7	19.6
28.	The Drug Abuser	3	04	2.309	45.0	22.5	32.4
29.	How to Reach and Treat the Hardcore Client	3	06	2.321	30.8	40.1	28.9
30.	The Multi-Problem Family	3	13	2.336	49.5	26.6	23.8
31.	The Adult Offender	3	11	2.354	66.9	11.6	21.3
32.	Decision Making	5	02	2.398	57.4	24.0	18.5
33.	Due Process/Rights of the Offender	3	09	2.419	64.2	22.0	13.7
34.	Diagnosis, Classification and Treatment Planning	2	21	2.441	71.9	13.0	14.9
35.	Victim Assistance/Victims of Violent Crimes	3	10	2.459	52.8	18.2	28.8
36.	Family Counseling	2	12	2.504	42.8	33.0	24.1
37.	Juvenile Institution Policy and Procedure	1	08	2.609	54.0	16.0	30.0
38.	Time Management	5	05	2.646	57.0	19.6	23.3
39.	Motivational Techniques	5	10	2.672	39.6	32.0	28.3
40.	Public Relations	4	02	2.705	54.6	20.3	25.0
41.	Stress Management	5	06	2.711	36.6	43.5	19.8
42.	Role Definition	5	03	2.729	65.6	13.5	20.8
43.	Line Staff Relationship to Department	1	06	2.812	77.8	8.6	13.4
44.	Conflict Resolution	5	07	2.837	43.5	35.6	20.7
45.	Correctional Services	4	04	2.846	59.4	22.7	17.8
46.	Office Procedures/Dictation	1	10	2.882	77.8	7.6	14.4

	Course Information			Statistical Information			
Rank	Course Title	Series	Course	Mean Likert Score	Basic	Advanced	Specialized
47.	First Aid and Cardiopulmonary Resuscitation	1	11	2.915	49.0	5.0	46.0
48.	The Volunteer in Corrections	4	06	2.982	29.8	32.6	37.5
49.	Self Awareness	5	09	2.990	45.0	22.0	33.0
50.	Parent Effectiveness Training	2	23	3.008	25.2	28.2	46.4
51.	Brokerage Model and Monitoring Programs	2	09	3.029	21.5	31.1	47.3
52.	Behavior Modification	2	24	3.115	25.4	30.3	44.1
53.	Evaluation Training	5	13	3.117	18.3	44.8	36.7
54.	Self-Defense Training	5	04	3.136	46.7	15.2	38.0
55.	Changing Roles of Staff	5	12	3.142	33.3	33.3	33.3
56.	Special Offender Training	3	01	3.146	7.6	38.4	53.8
57.	Funding Sources	4	05	3.190	10.2	17.3	72.4
58.	Reality Therapy	2	20	3.203	22.5	26.4	50.9
59.	Team Building	2	14	3.207	20.0	32.6	47.3
60.	Psychological Theory in Corrections	1	13	3.216	39.0	37.0	24.0
61.	Cultural Appreciation	5	01	3.234	51.0	13.8	35.1
62.	Dependent Children--Referrals	3	02	3.255	31.5	25.0	43.4
63.	Social Theory in Corrections	1	12	3.281	41.1	31.3	27.4
64.	Trends in Corrections	5	08	3.357	25.7	42.5	31.6
65.	Comparative Procedures in Probation	2	16	3.431	19.5	36.7	43.6
66.	Gestalt Therapy	2	17	3.571	14.9	27.5	57.4
67.	Orthomolecular Therapy	2	15	3.619	10.9	21.8	67.1
68.	Transactional Analysis	2	18	3.630	17.3	27.1	55.4
69.	Rational Emotive Therapy	2	19	3.636	13.6	27.2	59.0
70.	Video and Audiovisual Techniques	2	25	3.830	13.4	18.2	68.2

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PROBATION TRAINING NEEDS ASSESSMENT

FIELD AND COURT SERVICES
ADMINISTRATOR PERSPECTIVE OF LINE STAFF COURSES

	Course Information			Statistical Information			
Rank	Course Title	Series	Course	Mean Likert Score	Basic	Advanced	Specialized
1.	Juvenile Law	1	01	1.468	89.3	8.5	2.1
2.	Adult Law	1	02	1.520	87.5	8.3	4.1
3.	Report Writing	2	02	1.531	85.4	8.3	6.2
4.	Interviewing Techniques	2	07	1.541	79.1	16.6	4.1
5.	Adult Probation Process	1	04	1.645	87.5	12.5	0.0
6.	Legal Responsibilities of Staff	5	11	1.652	87.2	8.5	4.2
7.	Juvenile Probation Process	1	03	1.659	89.3	8.5	2.1
8.	Supervision Techniques in Probation	1	07	1.666	68.7	18.7	12.5
9.	Listening Skills	2	22	1.680	74.4	12.7	12.7
10.	Techniques of Investigation in Corrections	2	01	1.750	73.0	11.5	15.3
11.	Juvenile/Criminal Law/Update (SB 42, etc.)	1	09	1.770	29.1	43.7	27.0
12.	Gestalt Therapy	2	17	1.791	22.7	6.8	70.4
13.	Psychological Theory in Corrections	1	13	1.791	45.4	27.2	27.2
14.	P.C. 832, Legal Search and Seizure	1	05	1.875	66.6	8.3	25.0
15.	Communications Skills	2	08	1.875	64.5	20.8	14.5
16.	Decision Making	5	02	1.895	68.0	12.7	19.1
17.	Counseling Techniques	2	06	2.020	68.7	20.8	10.4
18.	Due Process/Rights of the Offender	3	09	2.020	76.0	13.0	10.8
19.	Victim Assistance/Victims of Violent Crimes	3	10	2.020	55.3	19.1	25.5
20.	Time management	5	05	2.062	75.5	15.5	8.8
21.	Courtroom Demeanor/Procedures and Presentation	2	13	2.145	69.5	10.8	19.5
22.	Handling and Treating the Violent Offender	3	08	2.187	37.5	33.3	29.1

	Course Information			Statistical Information			
				Mean	Percentage		
Rank	Course Title	Series	Course	Likert Scale	Basic	Advanced	Specialized
23.	Community Resources	4	01	2.187	79.1	6.2	14.5
24.	Conflict Resolution	5	07	2.191	52.1	28.2	19.5
25.	The Multi-Problem Family	3	13	2.191	46.8	34.0	19.1
26.	Stress Management	5	06	2.212	46.8	29.7	23.4
27.	Principles of Casework	2	21	2.229	70.8	20.8	8.3
28.	Working Effectively with Other Agencies	4	03	2.229	75.0	10.4	14.5
29.	Introduction to Treatment Techniques	2	03	2.250	64.5	20.8	14.5
30.	How to Reach and Treat the Hardcore Client	3	06	2.250	29.7	42.5	27.6
31.	The Juvenile Offender	3	12	2.276	62.2	15.5	22.2
32.	Juvenile Institution Policy and Procedure	1	08	2.304	73.9	13.0	13.0
33.	Diagnosis, Classification and Treatment Planning	2	11	2.312	45.8	27.0	27.0
34.	Family Counseling	2	12	2.354	29.7	36.1	34.0
35.	The Alcoholic Client	3	05	2.354	39.5	22.9	37.5
36.	The Adult Offender	3	11	2.354	64.4	13.3	22.2
37.	Role Definition	5	03	2.395	61.3	15.9	22.7
38.	Crisis Intervention	2	10	2.395	39.5	31.2	29.1
39.	Line Staff Relationship to Department	1	06	2.458	79.5	11.3	9.0
40.	Public Relations	4	02	2.500	51.0	12.7	36.1
41.	Narcotics and Dangerous Drugs	3	07	2.520	39.5	27.0	33.3
42.	Self Awareness	5	09	2.562	60.0	22.2	17.7
43.	Substance Abuse	3	03	2.604	35.4	22.9	41.6
44.	The Drug Abuser	3	04	2.604	33.3	25.0	41.6
45.	Motivational Techniques	5	10	2.645	60.8	19.5	19.5
46.	Correctional Services	4	04	2.659	42.5	27.6	29.7

	Course Information			Statistical Information			
Rank	Course Title	Series	Course	Mean Likert Score	Basic	Percentage Advanced	Specialized
47.	Office Procedures/Dictation	1	10	2.666	75.5	8.8	15.5
48.	Changing Roles of Staff	5	12	2.765	36.3	45.4	18.1
49.	Brokerage Model and Monitoring Programs	2	09	2.913	32.5	27.9	39.5
50.	Parent Effectiveness	2	23	2.958	27.2	29.5	43.1
51.	Cultural Appreciation	5	01	2.978	45.2	21.4	33.3
52.	Evaluation Training	5	13	2.978	20.9	37.2	41.8
53.	The Volunteer in Corrections	4	06	2.979	27.0	22.9	50.0
54.	First Aid and Cardiopulmonary Resuscitation	1	11	3.021	43.1	4.5	52.2
55.	Self-Defense Training	5	04	3.125	46.5	9.3	44.1
56.	Dependent Children--Referrals	3	02	3.133	33.3	16.6	50.0
57.	Team Building	2	14	3.191	26.6	24.4	48.8
58.	Reality Therapy	2	20	3.208	35.4	20.8	43.7
59.	Behavior Modification	2	24	3.250	32.6	28.2	39.1
60.	Special Offender Training	3	01	3.260	19.5	36.5	43.9
61.	Social Theory in Corrections	1	12	3.333	46.5	27.9	25.5
62.	Trends in Corrections	5	08	3.375	27.6	31.9	40.4
63.	Psychological Theory in Corrections	1	13	3.375	45.4	27.2	27.2
64.	Funding Sources	4	05	3.500	9.3	13.9	76.7
65.	Comparative Procedures in Probation	2	16	3.638	18.4	23.6	57.8
66.	Transactional Analysis	2	18	3.666	21.7	13.0	65.2
67.	Gestalt Therapy	2	17	3.770	22.7	6.8	70.4
68.	Video and Audiovisual Techniques	2	25	3.875	7.1	14.2	78.5
69.	Rational Emotive Therapy	2	19	3.914	12.1	17.0	70.7
70.	Orthomolecular Therapy	2	15	3.957	13.5	8.1	78.3

PROBATION TRAINING NEEDS ASSESSMENT

FIELD AND COURT SERVICES
OVERALL ASSESSMENT OF LINE STAFF

Course Information				Statistical Information			

Rank	Course Title	Series	Course	Mean Likert Score	Basic	Advanced	Specialized
1.	Adult Law	1	02	1.586	87	5.3	6.90
2.	Report Writing	2	02	1.587	87.2	5.1	7.65
3.	Juvenile Law	1	01	1.602	90.5	4.8	4.61
4.	Interviewing Techniques	2	07	1.686	81.1	11.1	7.63
5.	Adult Probation Process	1	04	1.752	88.9	3.8	7.19
6.	Juvenile Probation Process	1	03	1.774	88.0	5.2	6.71
7.	Supervision Techniques in Probation	1	07	1.778	63.9	18.6	17.3
8.	Techniques of Investigation in Corrections	2	01	1.790	76.6	10.8	12.4
9.	Juvenile/Criminal Law/Update (SB42, etc.)	1	09	1.966	33.4	37.5	29.0
10.	Counseling Techniques	2	06	2.020	62.8	20.1	17.0
11.	Caseload Management	2	05	2.048	72.8	15.2	11.8
12.	The Alcoholic Client	3	05	2.063	47.6	23.0	29.2
13.	Legal Responsibilities of Staff	5	11	2.081	75.0	14.2	10.6
14.	Communications Skills	2	08	2.086	72.3	15.3	12.2
15.	Community Resources	4	01	2.086	71.2	15.6	13.0
16.	Workload Management (Organizing & Planning)	2	04	2.104	72.9	15.5	11.4
17.	Crisis Intervention	2	10	2.111	46.5	26.3	27.1
18.	Listening Skills	2	22	2.162	74.9	11.6	13.4
19.	Handling and Treating the Violent Offender	3	08	2.176	32.6	30.8	36.5
20.	The Drug Abuser	3	04	2.179	45.1	24.6	30.2
21.	Substance Abuse	3	03	2.205	46.5	21.5	31.8
22.	Narcotics and Dangerous Drugs	3	07	2.212	45.5	21.9	32.4

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	Course Information			Statistical Information			
				Mean	Percentage		
Rank	Course Title	Series	Course	Likert Score	Basic	Advanced	Specialized
23.	Introduction to Treatment Techniques	2	03	2.270	68.9	15.2	15.7
24.	How to Reach and Treat the Hardcore Client	3	06	2.291	28.4	37.8	33.6
25.	Diagnosis, Classification & Treatment Planning	2	11	2.322	45.7	27.8	26.3
26.	The Juvenile Offender	3	12	2.327	68.5	11.4	19.9
27.	The Multi-Problem Family	3	13	2.328	45.2	28.7	25.9
28.	Courtroom Demeanor/Procedures & Presentation	2	13	2.348	71.9	8.8	19.2
29.	The Adult Offender	3	11	2.377	67.6	11.6	20.6
30.	Family Counseling	2	12	2.379	36.7	32.6	30.5
31.	Victim Assistance/Victims of Violent Crimes	3	10	2.391	48.6	20.5	30.8
32.	Legal Search and Seizure	1	05	2.392	67.0	11.7	21.2
33.	Principles of Casework	2	21	2.425	67.6	13.6	18.6
34.	Due Process/Rights of the Offender	3	09	2.439	67.2	16.8	16.0
35.	Decision Making	5	02	2.454	63.5	18.4	17.9
36.	Working Effectively with Other Agencies	4	03	2.478	66.8	16.8	16.3
37.	Stress Management	5	06	2.526	45.6	30.9	23.3
38.	Juvenile Institution Policy and Procedure	1	08	2.559	62.0	10.3	27.5
39.	Conflict Resolution	5	07	2.602	48.1	28.0	23.8
40.	Motivational Techniques	5	10	2.620	43.8	28.0	28.0
41.	Role Definition	5	03	2.669	74.1	0.0	25.8
42.	Time Management	5	05	2.671	58.1	19.7	22.1
43.	Correctional Services	4	04	2.765	54.5	23.9	21.4
44.	Public Relations	4	02	2.770	54.9	17.5	27.4
45.	Line Staff Relationship to Department	1	06	2.913	75.0	8.9	15.9
46.	Office Procedures/Dictation	1	10	2.936	80.8	3.8	15.2
47.	Parent Effectiveness Training	2	23	2.941	26.3	30.4	43.2
48.	Special Offender Training	3	01	2.942	41.6	32.1	53.1

	Course Information			Statistical Information			
				Mean	Percentage		
Rank	Course Title	Series	Course	Likert Score	Basic	Advanced	Specialized
49.	Evaluation Training	5	13	3.007	27.2	32.9	39.7
50.	Cultural Appreciation	5	01	3.036	52.9	16.4	30.5
51.	Brokerage Model and Monitoring Programs	2	09	3.040	23.7	27.0	49.1
52.	Self-Defense Training	5	04	3.046	46.3	12.3	41.3
53.	The Volunteer in Corrections	4	06	3.066	28.9	23.3	47.6
54.	First Aid & Cardiopulmonary Resuscitation	1	11	3.112	46.1	5.3	48.4
55.	Dependent Children--Referrals	3	02	3.116	32.4	18.9	48.5
56.	Changing Roles of Staff	5	12	3.117	31.8	38.5	29.5
57.	Behavior Modification	2	24	3.129	29.7	25.6	44.6
58.	Reality Therapy	2	20	3.152	26.2	24.3	49.4
59.	Team Building	2	14	3.159	25.4	26.3	48.1
60.	Trends in Corrections	5	08	3.227	30.7	35.7	33.5
61.	Self Awareness	5	09	3.290	49.5	18.4	31.9
62.	Funding Sources	4	05	3.307	15.4	21.2	63.2
63.	Psychological Theory in Corrections	1	13	3.324	41.1	23.4	35.4
64.	Social Theory in Corrections	1	12	3.379	42.4	21.0	36.4
65.	Comparative Procedures in Probation	2	16	3.414	18.3	32.9	48.7
66.	Transactional Analysis	2	18	3.575	18.6	23.4	57.8
67.	Rational Emotive Therapy	2	19	3.615	15.0	23.4	61.4
68.	Gestalt Therapy	2	17	3.632	71.3	22.6	60.0
69.	Orthomolecular Therapy	2	15	3.639	11.1	14.6	74.2
70.	Video and Audiovisual Techniques	2	25	3.879	29.7	25.6	44.6

FIELD AND COURT SERVICES
ANALYSIS OF SUPERVISORS' TRAINING NEEDS

Supervisors perceived no courses as "strongly needed" (Likert score of 1.0 - 1.99), but they identified 32 courses as "needed" (mean Likert score of 2.0 - 2.99). Supervisors also were uncertain of the need for nine other listed courses--line staff and administrators showed agreement with supervisors' needs when comparing the top 10 courses. Line staff agreed with nine of the top 10 courses listed by supervisors and the administrators agreed with eight.

When we analyze the top 20 courses rated by supervisors (Likert score of 2.0 - 2.69), we find that line staff agreed with 18 of the 20 courses rated by the supervisors. The administrators showed slightly less agreement with 16 of 20.

Line staff felt that 37 courses of the 41 rated courses were "needed" by supervisors. Administrators were more in agreement with line staff as to the total number (38) and kinds of courses needed by supervisors.

The following seven courses were agreed upon by all three perspectives as courses most needed by supervisors and should be considered in the basic core curriculum.

1. Effective Communication/Listening Skills
2. Employee Motivational Techniques
3. Managing Personnel Problems
4. Techniques of Decision Making and Problem Solving
5. Evaluation Skills
6. Role of a Supervisor
7. Supervision Skills and Concepts

The seven courses had a mean Likert score of 1.9 - 21.8 with a maximum score of 1.0.

It is suggested that all supervisors complete the core curriculum and advanced courses identified for the deputy and journeyman probation officers before being appointed to a supervisor position. The following is offered as a guide for future training of supervisors.

Basic Core Curriculum for Supervisors (First Year in Supervisory Position)

1. Effective Communication/Listening Skills
2. Employee Motivational Techniques
3. Managing Personnel Problems

4. Techniques of Decision Making and Problem Solving
5. Evaluation Skills
6. Role of a Supervisor
7. Supervision Skills and Concepts

Basic Elective Curriculum (Second Year in Supervisory Position)
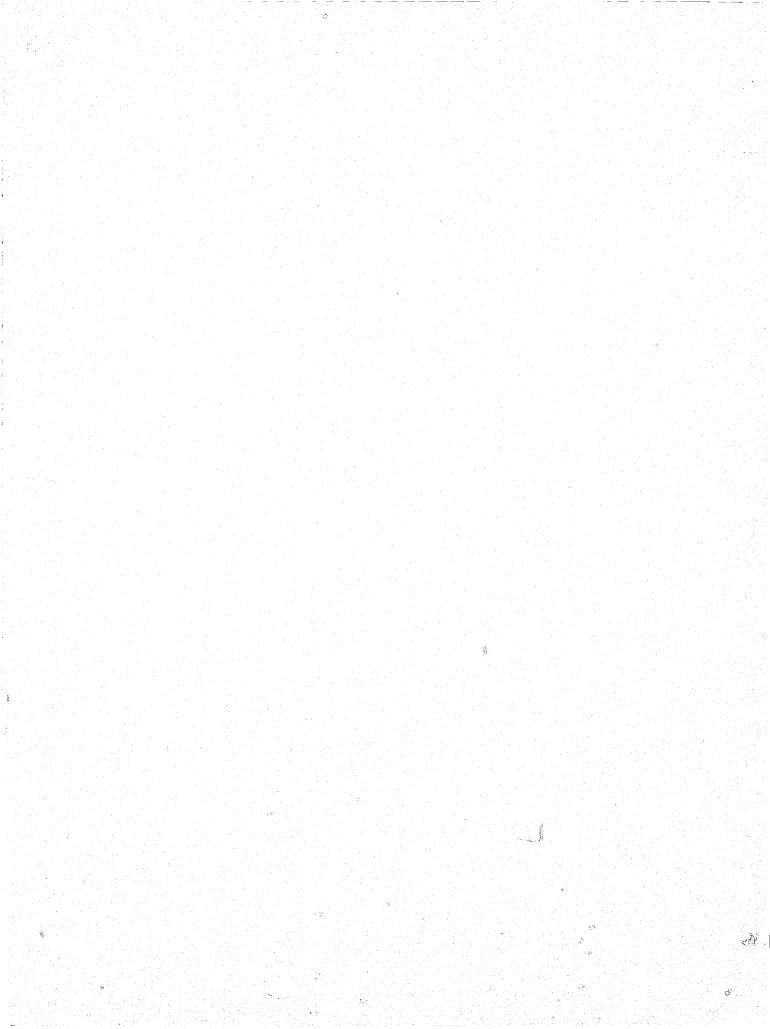
1. Stress Management/Coping with Burnout
2. Establishment of Work Standards
3. Planning, Assignment and Review of Work
4. Caseload Management
5. New Legislation and Standards
6. Delegation of Authority
7. Staff Training Methodology

Advanced Elective Curriculum (Third Year in Supervisory Position)

1. Effective Counseling Techniques
2. Staff Work/Control Methods and Techniques
3. Time Management
4. Management/Supervision by Objectives
5. Community Resources Development
6. Leadership Styles and Skills

The above courses are the highest rated courses identified as "needed" for supervisors. There are 17 other courses that were also ranked in the "needed" category but not as high in priority as the ones listed.

For some agencies and their employees, the above curriculum may need to be modified and molded to meet specific needs.

FIELD AND COURT SERVICES
LINE STAFF PERSPECTIVE OF SUPERVISOR'S COURSES

	Course Information			Statistical Information			
				Mean	Percentage		
Rank	Course Title	Series	Course	Likert Score	Basic	Advanced	Specialized
1.	Effective Communication/Listening Skills	3	01	1.905	73.2	13.5	13.1
2.	Stress Management/Coping with Burn Out	3	06	1.957	44.6	36.9	18.4
3.	Employee Motivational Techniques	2	04	2.021	54.1	27.9	17.9
4.	Techniques of Decision Making & Problem Solving	4	04	2.038	61.7	22.1	16.0
5.	Establishment of Work Standards	2	02	2.056	62.5	20.5	16.9
6.	Managing Personnel Problems	1	05	2.146	49.1	26.3	24.5
7.	Evaluation Skills	4	12	2.146	50.4	25.8	23.6
8.	Role of a Supervisor	4	08	2.173	63.4	17.8	18.7
9.	New Legislation and Standards	4	16	2.181	42.1	40.3	17.5
10.	Supervision Skills and Concepts	4	09	2.181	60.9	21.9	17.0
11.	Effective Interviewing Techniques	3	05	2.287	71.3	13.4	15.2
12.	Staff Training Methodology	1	01	2.290	39.1	29.7	31.1
13.	Planning, Assignment and Review of Work	2	02	2.294	64.4	15.5	20.0
14.	Community Resource Development	4	06	2.296	42.9	25.0	32.0
15.	Caseload Management	2	06	2.351	69.9	13.4	16.5
16.	Effective Counseling Techniques	3	04	2.353	68.1	15.2	16.5
17.	Staff Work/Control Methods and Techniques	4	02	2.353	60.8	22.5	16.6
18.	Management/Supervision by Objectives	3	07	2.406	40.6	37.3	21.9
19.	Leadership Styles and Skills	4	03	2.411	43.6	29.9	26.4
20.	Self Awareness	3	03	2.437	57.8	18.9	23.1
21.	Program Monitoring and Evaluation	2	09	2.438	34.0	33.1	32.7
22.	Time Management	2	01	2.448	63.5	16.8	19.5

	Course Information			Statistical Information			
Rank	Course Title	Series	Course	Mean Likert Score	Basic	Advanced	Specialized
23.	Delegation of Authority	4	19	2.487	44.1	33.4	22.3
24.	Crisis Intervention	4	26	2.491	51.5	19.2	29.1
25.	Methodology of Conducting Effective Meetings	4	07	2.519	50.6	22.3	26.9
26.	Agency Liability for Staff	2	03	2.543	53.8	18.5	27.6
27.	Team Functions	4	10	2.585	43.4	32.7	23.8
28.	Assertiveness Training	3	02	2.596	50.4	24.7	24.7
29.	Agency Liability for Staff	1	03	2.601	54.5	18.3	27.0
30.	Personnel Process/Management	4	01	2.615	41.7	36.6	21.5
31.	Correctional Trends	2	05	2.668	35.2	41.8	22.9
32.	Managing Administrative Direction	4	11	2.721	31.8	32.3	35.8
33.	Evaluation Skills	4	12	2.814	61.5	15.8	22.5
34.	Classification System	2	08	2.877	33.9	30.6	35.3
35.	Management Principles and Philosophy	4	13	2.900	37.5	33.3	29.1
36.	Management Development	4	18	2.939	22.0	42.7	35.2
37.	Affirmative Action	1	2	2.973	40.1	19.6	40.1
38.	Budgeting & Administrative Responsibilities	4	14	3.004	19.0	35.4	45.4
39.	Grantsmanship	4	17	3.047	8.2	19.3	72.4
40.	Management Information Report System	4	15	3.091	25.6	21.1	53.2
41.	Managing Rights/Collective Bargaining and Labor Relations	4	20	3.201	13.9	19.6	66.3

FIELD AND COURT SERVICES
SUPERVISOR PERSPECTIVE OF SUPERVISOR COURSES

	Course Information				Statistical Information		
				Mean		Percentage	
Rank	Course Title	Series	Course	Likert Score	Basic	Advanced	Specialized
1.	Managing Personnel Problems	1	05	2.096	33.6	38.4	27.8
2.	Employee Motivational Techniques	1	04	2.157	44.7	32.3	22.8
3.	Effective Communication/Listening Skills	3	01	2.184	61.6	24.1	14.2
4.	Evaluation Skills	4	12	2.238	46.7	30.2	22.9
5.	Stress Management/Coping With Burn-Out	3	06	2.283	27.9	34.2	37.8
6.	Role of a Supervisor	4	08	2.298	59.2	23.1	17.5
7.	Supervision Skills and Concepts	4	09	2.307	54.9	29.7	15.3
8.	Establishment of Work Standards	2	04	2.315	46.7	32.1	21.1
9.	Techniques of Decision Making and Problem Solving	4	04	2.394	52.2	28.4	19.2
10.	Planning, Assignment and Review of Work	2	02	2.429	60.3	24.3	15.3
11.	Caseload Management	2	06	2.438	57.7	23.8	18.3
12.	Management/Supervision by Objectives	3	07	2.517	37.5	36.5	25.9
13.	New Legislation and Standards	4	16	2.571	31.8	30.0	38.1
14.	Staff Training Methodology	1	01	2.598	33.0	34.9	32.0
15.	Effective Interviewing Techniques	3	05	2.631	54.6	25.9	19.4
16.	Agency Liability for Staff	2	03	2.637	46.2	24.5	29.2
17.	Staff Work/Control Methods and Techniques	4	02	2.672	40.1	34.5	25.2
18.	Time Management	2	01	2.675	53.7	21.6	24.5
19.	Leadership Styles and Skills	4	03	2.684	12.4	10.6	76.8
20.	Effective Counseling Techniques	3	04	2.690	53.7	23.5	22.6
21.	Community Resource Development	4	06	2.705	30.8	33.6	35.5
22.	Agency Liability for Staff	1	03	2.734	41.5	25.4	33.0

	Course Information			Statistical Information			
				Mean	Percentage		
Rank	Course Title	Series	Course	Likert Scale	Basic	Advanced	Specialized
23.	Budgeting and Administrative Responsibilities	4	14	2.776	25.4	29.4	45.0
24.	Program Monitoring and Evaluation	2	09	2.796	33.3	28.5	38.0
25.	Management Principles and Philosophy	4	13	2.803	42.4	34.9	22.6
26.	Methodology of Conducting Effective Meetings	4	07	2.805	29.8	38.4	31.7
27.	Delegation of Authority	4	19	2.814	49.5	26.2	24.2
28.	Courtroom Testifying and Demeanor	2	07	2.876	59.2	16.5	24.2
29.	Personnel Process/Management	4	01	2.901	37.1	32.3	30.4
30.	Managing Administrative Direction	4	11	2.902	29.7	34.6	35.6
31.	Management Development	4	18	2.919	28.4	34.3	37.2
32.	Crisis Intervention	4	05	2.937	39.6	27.3	33.0
33.	Assertiveness Training	3	02	3.000	36.4	21.4	42.0
34.	Managing Rights/Collective Bargaining and Labor Relations	4	20	3.009	22.0	25.0	53.0
35.	Self Awareness	3	03	3.053	51.0	14.2	34.6
36.	Team Functions	4	10	3.097	41.3	29.8	28.8
37.	Classification Systems	2	08	3.175	35.9	29.1	34.9
38.	Affirmative Action	1	02	3.185	40.2	19.5	40.2
39.	Management Information Report System--MIRS	4	15	3.232	25.0	25.0	50.0
40.	Correctional Trends	2	05	3.271	33.6	38.4	27.8
41.	Grantsmanship	4	17	3.342	9.3	15.6	75.0

PROBATION TRAINING NEEDS ASSESSMENT

FIELD AND COURT SERVICES
ADMINISTRATOR PERSPECTIVE OF SUPERVISOR COURSES

	Course Information			Statistical Information			
				Mean	Percentage		
Rank	Course Title	Series	Course	Likert Scale	Basic	Advanced	Specialized
1.	Planning, Assignment and Review of Work	2	02	1.750	68.0	14.8	17.0
2.	Managing Personnel Problems	1	05	1.770	57.4	19.1	23.4
3.	Role of a Supervisor	4	08	1.812	75.0	16.6	8.3
4.	Techniques of Decision Making and Problem Solving	4	04	1.833	51.0	29.7	19.1
5.	Employee Motivational Techniques	1	04	1.854	54.1	22.9	22.9
6.	Evaluation Skills	4	12	1.875	45.6	32.6	21.7
7.	Supervision Skills and Concepts	4	09	1.916	68.7	18.7	12.5
8.	Time Management	2	01	1.936	65.2	17.3	17.3
9.	Caseload Management	2	06	1.937	77.0	16.6	6.2
10.	Effective Communication/Listening Skills	3	01	1.937	68.7	12.5	18.7
11.	Delegation of Authority	4	19	1.957	55.3	21.2	23.4
12.	Establishment of Work Standards	2	04	1.979	57.4	21.2	21.2
13.	Managing Administrative Direction	4	11	2.085	35.5	40.0	24.4
14.	Agency Liability for Staff	2	03	2.145	63.0	15.2	21.7
15.	Methodology of Conducting Effective Meetings	4	07	2.170	50.0	22.7	27.2
16.	Agency Liability for Staff	1	03	2.212	66.6	17.7	15.5
17.	Effective Counseling Techniques	3	04	2.229	57.4	23.4	19.1
18.	Team Functions	4	10	2.276	53.3	24.4	22.2
19.	Management Principles and Philosophy	4	13	2.291	47.8	21.7	30.4
20.	Effective Interviewing Techniques	3	05	2.312	62.5	20.8	16.6
21.	Leadership Styles and Skills	4	03	2.312	26.0	56.5	17.3
22.	Staff Work/Control Methods and Techniques	4	02	2.333	39.1	43.4	17.3

	Course Information			Statistical Information			
				Mean	Percentage		
Rank	Course Title	Series	Course	Likert Scale	Basic	Advanced	Specialized
23.	Stress Management/Coping with Burn Out	3	06	2.375	31.2	39.5	29.1
24.	Personnel Process/Management	4	01	2.437	42.5	34.0	23.4
25.	Staff Training Methodology	1	01	2.446	50.0	21.7	28.2
26.	Crisis Intervention	4	05	2.520	44.6	27.6	27.6
27.	Courtroom Testifying and Demeanor	2	07	2.541	61.7	14.8	23.4
28.	Management/Supervision by Objectives	3	07	2.541	33.3	31.2	35.4
29.	Program Monitoring and Evaluation	2	09	2.574	34.7	26.0	39.1
30.	Self Awareness	3	03	2.583	56.8	18.1	25.0
31.	New Legislation and Standards	4	16	2.604	27.6	21.2	51.0
32.	Budgeting and Administrative Responsibilities	4	11	2.687	35.5	40.0	24.4
33.	Classification Systems	2	08	2.765	41.3	30.4	28.2
34.	Managing Rights/Collective Bargaining and Labor Relations	4	20	2.804	31.7	12.1	56.0
35.	Management Development	4	18	2.808	27.6	31.9	40.4
36.	Community Resource Development	4	06	2.812	36.1	27.6	36.1
37.	Affirmative Action	1	02	2.914	57.7	13.3	28.8
38.	Assertiveness Training	3	02	2.916	43.4	26.0	30.4
39.	Correctional Trends	2	05	3.145	27.0	39.5	33.3
40.	Management Information Report System--MIRS	4	15	3.212	20.9	18.6	60.4
41.	Grantsmanship	4	17	3.916	15.0	0.0	85.0

PROBATION TRAINING NEEDS ASSESSMENT

FIELD AND COURT SERVICES
OVERALL ASSESSMENT OF SUPERVISOR/MANAGEMENT

Course Information   Statistical Information

Rank	Course Title	Series	Course	Mean Likert Score	Percentage Basic	Advanced	Specialized
1.	Effective Communication/Listening Skills	3	01	1.989	69.3	16.4	14.1
2.	Employee Motivational Techniques	1	04	2.040	51.0	28.2	20.7
3.	Managing Personnel Problems	1	05	2.086	49.3	26.8	23.7
4.	Stress Management/Coping with Burn Out	3	06	2.101	38.2	36.4	25.2
5.	Techniques of Decision Making & Problem Solving	4	04	2.116	57.7	24.8	17.3
6.	Establishment of Work Standards	2	04	2.122	57.3	23.9	18.6
7.	Evaluation Skills	4	12	2.139	48.8	27.9	23.2
8.	Role of a Supervisor	4	08	2.165	63.7	19.2	17.0
9.	Supervision Skills and Concepts	4	09	2.185	60.2	23.8	15.9
10.	Planning, Assignment and Review of Work	2	02	2.267	63.7	18.0	18.2
11.	Caseload Management	2	06	2.326	67.3	16.8	15.7
12.	New Legislation and Standards	4	16	2.344	37.4	35.0	27.5
13.	Delegation of Authority	4	19	2.389	47.0	29.9	22.9
14.	Staff Training Methodology	1	01	2.397	38.7	30.2	31.0
15.	Effective Counseling Techniques	3	04	2.435	62.7	18.6	18.6
16.	Staff Work/Control Methods and Techniques	4	02	2.443	52.2	28.5	19.2
17.	Time Management	2	01	2.453	61.0	18.3	20.6
18.	Management/Supervision by Objectives	3	07	2.455	38.7	36.3	24.8
19.	Community Resource Development	4	06	2.475	38.7	27.7	33.5
20.	Leadership Styles and Skills	4	03	2.478	40.6	34.5	24.8
21.	Delegation of Authority	4	19	2.517	47.0	29.9	22.9
22.	Agency Liability for Staff	2	03	2.521	52.8	19.8	27.3

	Course Information					Statistical Information		

Rank	Course Title	Series	Course	Mean Likert Score	Basic	Percentage Advanced	Specialized
23.	Program Monitoring and Evaluation	2	09	2.559	33.9	30.9	35.0
24.	Methodology of Conducting Effective Meetings	4	07	2.560	44.6	26.9	28.3
25.	Agency Liability for Staff	1	03	2.593	52.3	20.3	27.3
26.	Crisis Intervention	4	05	2.622	47.3	22.6	30.0
27.	Self Awareness	3	03	2.631	55.8	17.5	26.5
28.	Personnel Process/Management	4	01	2.676	40.5	35.1	24.3
29.	Team Functions	4	10	2.696	44.0	30.8	25.0
30.	Managing Administrative Direction	4	11	2.697	31.7	34.0	34.2
31.	Assertiveness Training	3	02	2.750	45.6	24.0	30.4
32.	Management Principles and Philosophy	4	13	2.797	40.2	32.3	27.4
33.	Courtroom Testifying and Demeanor	2	07	2.798	60.8	15.9	23.1
34.	Budgeting & Administrative Responsibilities	4	14	2.899	22.0	33.1	44.8
35.	Correctional Trends	2	05	2.901	33.7	40.6	25.5
36.	Management Development	4	18	2.917	24.5	38.9	36.4
37.	Classification Systems	2	08	2.951	35.4	30.1	34.3
38.	Affirmative Action	1	02	3.028	42.4	18.8	38.7
39.	Managing Rights/Collective Bargaining and Labor Relations	4	20	3.098	18.5	20.3	61.0
40.	Management Information Report System - MIRS	4	15	3.146	24.8	21.8	53.2
41.	Grantsmanship	4	17	3.239	9.32	16.0	74.6

FIELD AND COURT SERVICES
ANALYSIS OF ADMINISTRATORS' TRAINING NEEDS

Administrators perceived six courses as the highest priority need (mean Likert score 1.6 - 1.9). They also rated 25 other courses as "needed" for administrators. Only one course was rated as "unnecessary". Supervisors agreed with seven of the top 10 courses rated by the administrators. They also agreed with 17 of the top 20 courses. Line staff, on the other hand, only agreed with five of the administrators top 10 choices and 17 of the top 20 selections.

There were 16 courses that were ranked at least once in the top 10 by either of the three perspectives. However, there were no extreme rank similarities. The general expressed need of these 16 courses in the top 10 averages is at the "needed" category (1.852 - 2.394).

Relative to the line staff and supervisor courses there is little unanimous (three-way - 31.25%) agreement on the top 10 courses. Nearly half (43.75%) of the top 10 courses had no (one-way) agreement whatsoever. One possible conclusion from this analysis is that courses for administrators may best be taken to fit the individual's needs.

When we review the overall assessment, we find that it indicates a need for every course. In order to provide the administrators with a guide to future training, we have listed the following series of courses:

Basic Core Curriculum (First Year in Management Position)
1. Effective Communication
2. Setting Goals and Objectives and Planning
3. Establishing Priorities
4. Employee Relations
5. Training of Personnel

Basic Elective Curriculum (Second Year in Management Position)
1. Evaluation of Staff and Programs
2. Program Planning/Development/Evaluation
3. Decision Making Process
4. Improving Managerial Performance
5. Personnel Management and Procedures
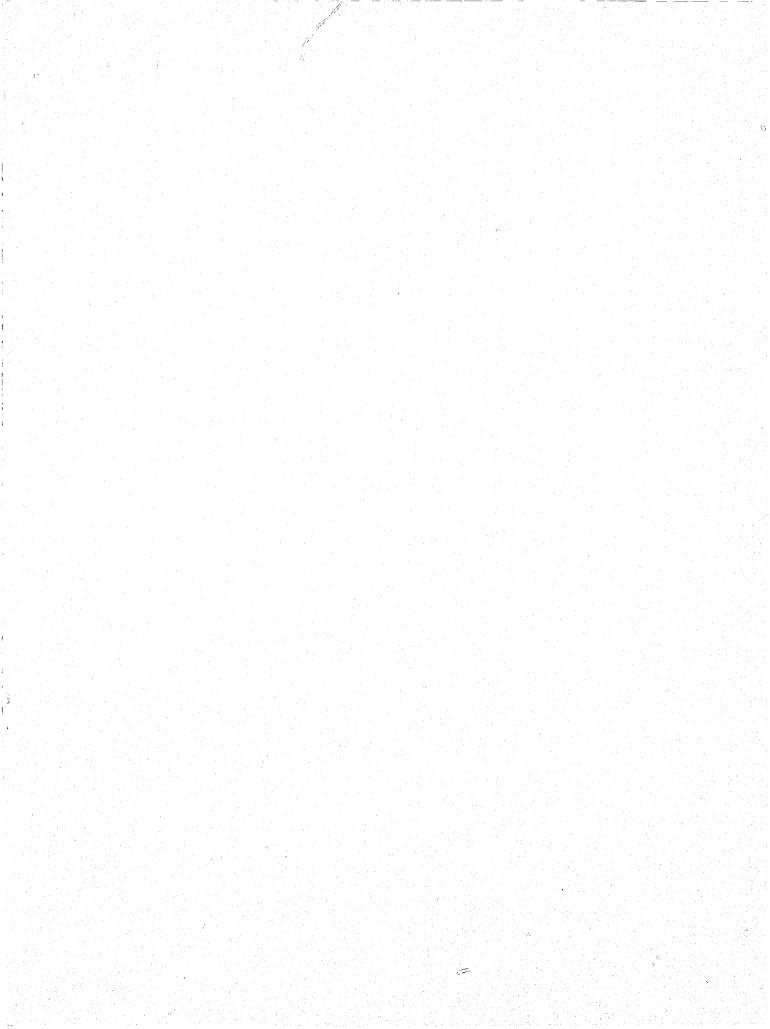
Advanced Elective Curriculum (Third Year in Managerial Position)
1. Functional Leadership Skills
2. Staffing Personnel Selection/Management

3. Liability of Public Officials/Agencies

4. Administrative Laws and Legislative Trends

5. Resource Utilization

Advanced Elective Curriculum (Fourth Year in Management Position)

1. Conducting Effective Meetings

2. Stress Management and Management's Responsibility

3. Conflict Resolution

4. Time Management

5. Accountability Systems

FIELD AND COURT SERVICES
LINE STAFF PERSPECTIVE OF ADMINISTRATION COURSES

	Course Information			Statistical Information			
				Mean	Percentage		
Rank	Course Title	Series	Course	Likert Score	Basic	Advanced	Specialized
1.	Training of Personnel	2	02	1.754	62.6	16.0	21.3
2.	Employee Relations	2	03	1.765	66.2	16.0	17.7
3.	Effective Communication	1	07	1.767	66.2	17.5	16.2
4.	Program Planning/Development Evaluation	1	08	1.878	51.1	24.0	24.8
5.	Setting Glals and Objectives and Planning	1	02	1.917	60.0	21.3	18.6
6.	Establishing Priorities	1	01	1.965	62.5	20.3	17.1
7.	Evaluation of Staff and Programs	4	03	2.008	43.1	29.0	27.7
8.	Staffing Personnel Selection/Management	2	01	2.008	56.7	19.3	23.8
9.	Decision Making Process	3	07	2.055	60.1	22.6	17.1
10.	Administrative Laws and Legislative Trends	3	05	2.060	44.7	30.7	24.5
11.	Personnel Management and Procedures	2	04	2.073	57.7	20.0	22.2
12.	Resource Utilization	1	04	2.113	53.7	25.9	20.3
13.	Stress Management & Management's Responsibility	2	05	2.155	41.6	28.9	29.3
14.	Improving Managerial Performance	2	07	2.157	40.8	31.8	27.3
15.	Functional Leadership Skills	3	08	2.163	55.5	20.8	23.6
16.	Liability of Public Officials/Agencies	3	06	2.184	43.3	26.9	29.6
17.	Managing Change	3	04	2.245	42.0	37.1	20.8
18.	Cost Effective Analysis	1	09	2.256	34.2	28.8	36.9
19.	Conflict Resolution	2	08	2.278	53.3	22.1	24.4
20.	Conducting Effective Meetings	3	09	2.305	44.4	34.9	20.5
21.	Time Management	3	01	2.331	57.6	22.9	19.3
22.	Crisis Intervention/Problem Solving	2	09	2.362	40.2	34.1	25.5

	Course Information			Statistical Information			
Rank	Course Title	Series	Course	Mean Likert Score	Percentage Basic	Advanced	Specialized
23.	Grantsmanship and Project Administration	4	01	2.367	24.5	19.5	55.9
24.	Budgeting Styles and Alternatives	1	11	2.426	40.1	27.3	32.4
25.	Accountability Systems	1	03	2.462	48.0	25.4	26.4
26.	Research and Evaluation	4	02	2.579	18.1	23.4	58.4
27.	Management Theory and Skill Development	3	02	2.587	40.2	34.1	25.5
28.	Management by Objectives	3	23	2.594	48.0	22.3	29.5
29.	Labor Relations/Collective Bargaining	2	06	2.608	30.4	26.8	42.7
30.	Theory & Techniques of Organizational Devel.	1	10	2.642	39.3	26.8	33.7
31.	Systems Analysis	1	05	2.782	23.6	38.1	38.1
32.	Management Information Systems	1	06	2.834	28.2	34.5	37.1

FIELD AND COURT SERVICES
SUPERVISOR PERSPECTIVE OF ADMINISTRATOR COURSES

	Course Information			Statistical Information			
				Mean	Percentage		
Rank	Course Title	Series	Course	Likert Score	Basic	Advanced	Specialized
1.	Establishing Priorities	3	01	2.044	60.4	13.1	26.3
2.	Effective Communication	1	07	2.053	63.5	20.5	15.8
3.	Setting Goals and Objectives and Planning	1	02	2.114	60.9	20.9	18.1
4.	Employee Relations	2	03	2.256	51.3	24.7	23.8
5.	Improving Managerial Performance	2	07	2.285	28.0	42.0	29.9
6.	Training of Personnel	2	02	2.336	54.5	20.0	25.4
7.	Evaluation of Staff and Programs	4	03	2.362	35.1	27.7	37.0
8.	Decision Making Process	3	07	2.392	62.9	21.2	15.7
9.	Accountability Systems	1	03	2.419	49.5	28.5	21.9
10.	Liability of Public Officials/Agencies	3	06	2.473	47.7	21.1	31.1
11.	Personnel Management and Procedures	2	04	2.495	50.9	27.3	21.6
12.	Conducting Effective Meetings	3	09	2.509	50.4	26.6	22.8
13.	Functional Leadership Skills	3	08	2.522	52.3	27.1	20.5
14.	Conflict Resolution	2	08	2.526	37.7	35.8	26.4
15.	Time Management	3	01	2.555	60.4	13.1	26.3
16.	Program Planning/Development/Evaluation	1	08	2.557	50.4	21.9	27.6
17.	Staffing Personnel Selection/Management	2	01	2.663	35.6	33.6	30.6
18.	Management by Objectives	3	03	2.687	50.0	20.5	29.4
19.	Managing Change	3	04	2.696	42.0	28.0	29.9
20.	Stress Management and Mangement's Responsibility	2	05	2.705	36.4	35.5	28.0
21.	Administrative Laws and Legislative Trends	3	05	2.723	44.7	22.8	32.3
22.	Labor Relations/Collective Bargaining	2	06	2.725	24.2	31.0	44.6

	Course Information			Statistical Information			
Rank	Course Title	Series	Course	Mean Likert Score	Basic	Advanced	Specialized
23.	Resource Utilization	1	04	2.758	54.0	25.0	21.0
24.	Research and Evaluation	4	02	2.758	30.4	20.0	49.5
25.	Crisis Intervention/Problem Solving	2	09	2.767	44.4	29.6	25.9
26.	Grantsmanship and Project Administration	4	01	2.769	22.4	22.4	55.1
27.	Cost Effective Analysis	1	09	2.810	33.6	31.6	34.6
28.	Budgeting Styles and Alternatives	1	11	2.909	33.3	26.0	40.6
29.	Management Theory and Skill Development	3	02	2.946	48.1	21.6	30.1
30.	Theory and Techniques of Organizational Development	1	10	3.163	28.6	42.3	29.3
31.	Management Information Systems	1	06	3.198	28.1	34.3	37.5
32.	Systems Analysis	1	05	3.252	30.7	30.7	38.4

PROBATION TRAINING NEEDS ASSESSMENT

FIELD AND COURT SERVICES
ADMINISTRATOR PERSPECTIVE OF ADMINISTRATOR COURSES

	Course Information			Statistical Information			
				Mean	Percentage		
Rank	Course Title	Series	Course	Likert Score	Basic	Advanced	Specialized
1.	Setting Goals and Objectives and Planning	1	02	1.666	60.4	20.8	18.7
2.	Establishing Priorities	1	01	1.744	61.7	23.4	14.8
3.	Effective Communication	1	07	1.791	65.9	19.1	14.8
4.	Functional Leadership Skills	3	08	1.893	55.5	26.6	17.7
5.	Decision Making Process	3	07	1.895	64.5	18.7	16.6
6.	Evaluation of Staff and Programs	4	03	1.936	41.3	30.4	28.2
7.	Accountability Systems	1	03	2.000	47.7	22.2	20.0
8.	Improving Managerial Performance	2	07	2.104	41.3	30.4	28.2
9.	Personnel Management and Procedures	2	04	2.125	60.8	21.7	17.3
10.	Conducting Effective Meetings	3	09	2.208	55.5	24.4	20.0
11.	Time Management	3	01	2.270	57.7	17.7	24.4
12.	Employee Relations	2	03	2.291	56.5	19.5	23.9
13.	Program Planning/Development/Evaluation	1	08	2.312	43.4	32.6	23.9
14.	Cost Effective Analysis	1	09	2.354	34.7	30.4	34.7
15.	Conflict Resolution	2	08	2.354	40.4	25.5	34.0
16.	Liability of Public Officials/Agencies	3	06	2.354	44.4	26.6	28.8
17.	Training of Personnel	2	02	2.375	50.0	27.0	22.9
18.	Resource Utilization	1	04	2.416	43.1	36.3	20.4
19.	Budgeting Styles and Alternatives	1	11	2.416	42.5	21.2	36.1
20.	Staffing Personnel Selection/Management	2	01	2.416	52.1	13.0	34.7
21.	Managing Change	3	04	2.458	44.6	27.6	27.6
22.	Stress Management and Management's Responsibility	2	05	2.500	39.1	30.4	30.4

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| | Course Information | | | Statistical Information | | | |
| | | | | Mean | Percentage | | |
Rank	Course Title	Series	Course	Likert Score	Basic	Advanced	Specialized
23.	Administrative Laws and Legislative Trends	3	05	2.500	31.9	27.6	40.4
24.	Crisis Intervention/Problem Solving	2	09	2.510	46.8	21.2	31.9
25.	Management Information Systems	1	06	2.595	37.7	26.6	35.5
26.	Management by Objectives	3	03	2.625	50.0	23.9	26.0
27.	Systems Analysis	1	05	2.680	33.3	30.9	35.7
28.	Labor Relations/Collective Bargaining	2	06	2.708	34.0	18.1	47.7
29.	Research and Evaluation	4	02	2.808	17.3	26.0	56.5
30.	Theory and Techniques of Organizational Development	1	10	2.895	33.3	22.2	44.4
31.	Management Theory and Skill Development	3	02	2.979	41.3	32.6	26.0
32.	Grantsmanship and Project Administration	4	01	3.145	20.0	15.5	64.4
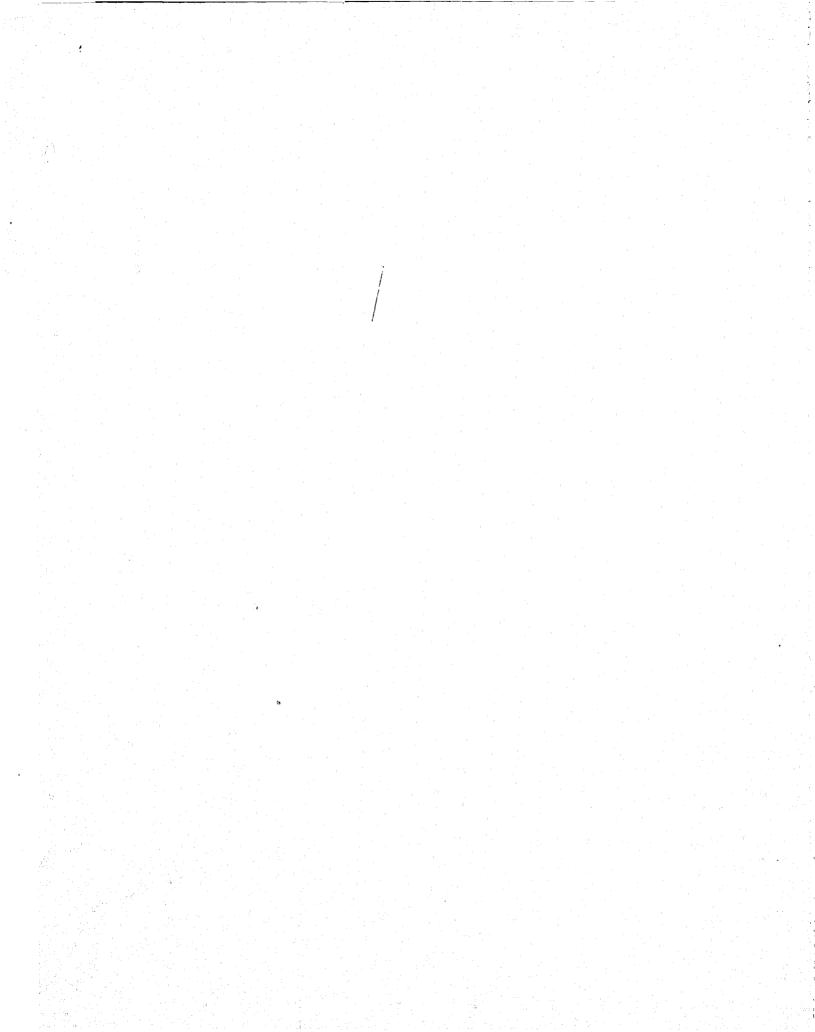
PROBATION TRAINING NEEDS ASSESSMENT

FIELD AND COURT SERVICES
OVERALL ASSESSMENT OF ADMINISTRATION

	Course Information			Statistical Information			
Rank	Course Title	Series	Course	Mean Likert Score	Basic	Advanced	Specialized
1.	Effective Communication	1	07	1.852	65.4	18.5	15.9
2.	Setting Goals and Objectives and Planning	2	02	1.943	58.7	18.5	22.6
3.	Establishing Priorities	1	01	1.961	62.1	21.6	16.2
4.	Employee Relations	2	03	1.971	60.7	18.9	20.2
5.	Training of Personnel	2	02	1.997	58.7	18.5	22.6
6.	Evaluation of Staff and Programs	4	03	2.101	40.6	28.8	30.4
7.	Program Planning/Development/Evaluation	1	08	2.127	50.0	24.4	25.5
8.	Decision Making Process	3	07	2.132	61.5	21.7	16.7
9.	Improving Managerial Performance	2	07	2.187	37.2	34.5	28.1
10.	Personnel Management and Procedures	2	04	2.202	56.2	22.2	21.4
11.	Functional Leadership Skills	3	08	2.234	54.6	23.3	22.0
12.	Staffing Personnel Selection/Management	2	01	2.247	50.4	22.4	27.1
13.	Liability of Public Officials/Agencies	3	06	2.288	44.7	25.2	30.0
14.	Administrative Laws and Legislative Trends	3	05	2.302	43.1	28.1	28.6
15.	Resource Utilization	1	04	2.335	52.5	26.9	20.5
16.	Conducting Effective Meetings	3	09	2.351	47.6	31.1	21.1
17.	Stress Management & Management's Responsibility	2	05	2.355	39.8	30.9	29.1
18.	Conflict Resolution	2	08	2.358	47.3	26.4	26.2
19.	Time Management	3	01	2.390	58.4	19.5	21.9
20.	Crisis Intervention/Problem Solving	2	09	2.394	52.0	23.5	24.3
21.	Managing Change	3	04	2.400	42.4	33.3	24.2
22.	Management Theory and Skill Development	3	02	2.426	42.6	30.3	26.9

	Course Information			Statistical Information			
Rank	Course Title	Series	Course	Mean Likert Score	Basic	Advanced	Specialized
23.	Crisis Intervention/Problem Solving	2	09	2.496	52.0	23.5	24.3
24.	Budgeting Styles and Alternatives	1	11	2.562	38.6	26.2	35.0
25.	Grantsmanship and Project Administration	4	01	2.579	23.3	19.8	56.7
26.	Management by Objectives	3	03	2.625	48.8	22.0	29.0
27.	Labor Relations/Collective Bargaining	2	06	2.655	29.0	26.9	43.9
28.	Research and Evaluation	4	02	2.658	21.4	22.8	55.7
29.	Management Theory and Skill Development	3	02	2.737	42.6	30.3	26.9
30.	Theory & Techniques of Organizational Devel.	1	10	2.820	35.9	30.3	33.9
31.	Systems Analysis	1	05	2.904	26.8	35.2	37.9
32.	Management Information Systems	1	06	2.909	29.5	33.4	37.0

LINE STAFF TRAINING NEEDS

INSTITUTIONAL SERVICES
ANALYSIS OF LINE STAFF TRAINING NEEDS

Line staff perceived 17 courses as the highest priority need (mean Likert score 1.49 - 1.99). They also rated 43 other courses as "needed" with a Likert score range from 2.00 - 2.95. Ten other courses were rated as "uncertain" or "not needed".

Supervisors and administrators agreed with eight of the top 10 courses ranked by line staff. They also agreed with 18 and 17 of the top 20 courses agreed to by line staff, respectively.

There were 14 courses nominated by all three perspectives to the top 10 courses. Half (50%) of all 14 courses were unanimously agreed upon as top 10 courses by all three positions. Two courses (14.29%) had moderate agreement, while the remaining five courses (35.71%) were without any agreement. The average mean Likert score was 1.798 (range 1.621 - 2.039) indicating slightly more than average need. Fourteen courses (20%) were regarded as "unnecessary" to "uncertain" (3.012 - 3.573). Four were defintely slanted towards "unnecessary".

To provide future guidance in planning training programs for institutional line staff, we have provided the following priority of courses based on the needs assessment.

Basic Core Curriculum (First Year of Employment)

1. Juvenile Institutions--Police and Procedures
2. Legal Responsibilities of Staff
3. Counseling Techniques
4. Handling and Treating the Violent Offender
5. Communication Skills
6. Juvenile Probation Process
7. First Aid and Cardiopulmonary Resuscitation

Basic Elective Curriculum (Second Year of Employment)

1. Crisis Intervention
2. Report Writing
3. Listening Skills
4. Juvenile Law
5. Self-Defense Training
6. Interviewing Techniques
7. Introduction to Treatment Techniques

Advanced Elective Curriculum (Third Year of Employment)

1. Conflict Resolution
2. Decision Making
3. How to Reach and Treat the Hardcore Client
4. The Juvenile Offender
5. Stress Management
6. Due Process/Rights of the Offender

Not only is it necessary for us to list courses identified by the practitioner in the needs assessment, but it is essential to list the new mandated training for new employees working in juvenile halls.

The new Youth Authority standards read in part, "Each staff member shall be properly oriented to his or her duties and all child supervision staff shall receive at least eight hours of training prior to being assigned the supervision of minors and an additional 32 hours of training before assuming sole responsibility for supervision of minors...." Government Code, Title 15, Division 4, Chapter 2, Article 4, Section 4280.
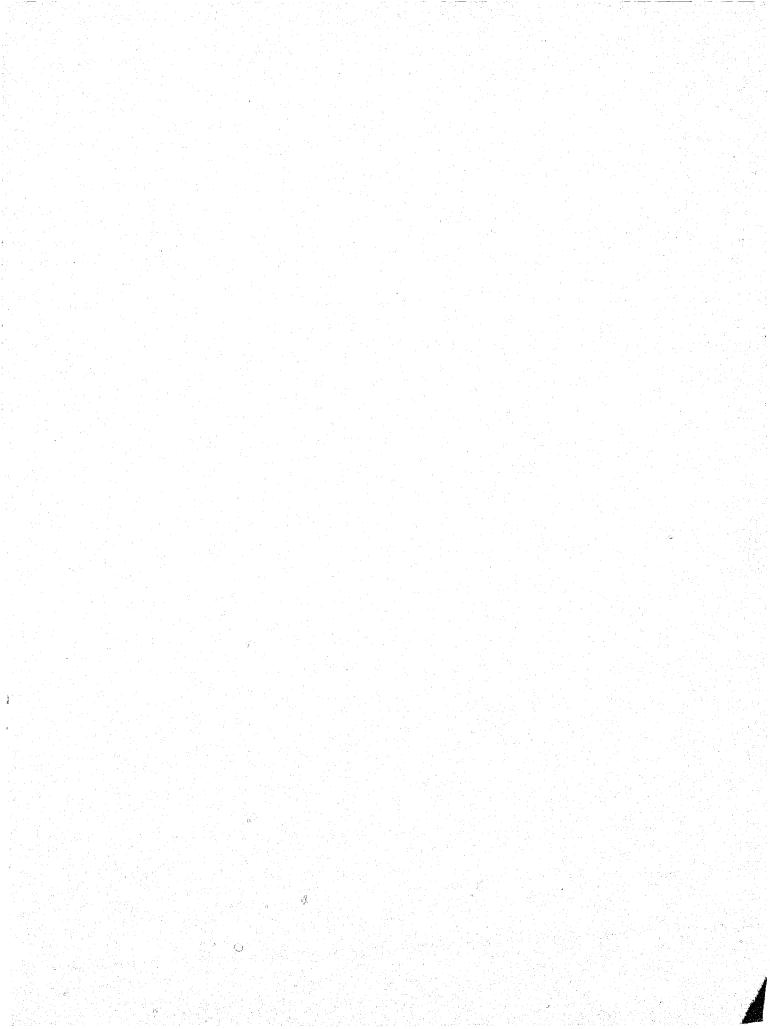
During September 1978, the Foundation for Continuing Education in Corrections established a Juvenile Hall Standards and Training Committee to review the new requirements and begin to develop a comprehensive course outline for use by probation departments and juvenile halls to train new employees. The purpose was also to enhance the trend in California toward uniform standards for the training of professional probation employees.

The Juvenile Hall Standards and Training Committee, chaired by Kevin Carruth, San Diego County Probation Department, met in San Diego to design and develop a comprehensive training program that addresses the specific standards of Section 4280. The following is a brief outline of the content of the course:

Content	Committee Recommendations
Background and Orientation	½ hour
Rights	1½ hours
Safety	6 hours
First Aid	8 hours
Defensive Tactics	4 hours
Security	8 hours
Counseling	4 hours
Group Supervision	8 hours
	40 hours

When one reviews the mandated training requirements and compares them with the line staff training needs assessment, there is complete agreement. One advantage of this kind of comparison is the ranking of importance as viewed by the practitioner.

INSTITUTIONAL SERVICES
LINE STAFF PERSPECTIVE OF LINE STAFF COURSES

Course Information   Statistical Information

Rank	Course Title	Series	Course	Mean Likert Score	Percentage		
					Basic	Advanced	Specialized
1.	Counseling Techniques	2	06	1.490	73.8	17.8	8.2
2.	Juvenile Institution Policy and Procedure	1	08	1.541	86.3	3.8	9.7
3.	Handling and Treating the Violent Offender	3	08	1.630	64.7	17.3	17.9
4.	Juvenile Probation Process	1	03	1.666	84.6	10.8	4.4
5.	Legal Responsibilities of Staff	5	11	1.681	83.2	11.6	5.1
6.	First Aid & Cardiopulmonary Resuscitation	1	11	1.717	70.9	6.4	22.5
7.	Juvenile Law	1	01	1.724	71.3	14.6	14.0
8.	Communications Skills	2	08	1.738	73.7	13.4	12.8
9.	The Juvenile Offender	3	12	1.743	75.6	13.8	10.5
10.	Self-Defense Training	5	04	1.814	81.4	10.5	7.9
11.	Crisis Intervention	2	10	1.857	53.2	27.6	19.0
12.	Conflict Resolution	5	07	1.910	60.6	24.6	14.6
13.	Listening Skills	2	22	1.929	69.0	11.8	19.0
14.	Stress Management	5	06	1.953	38.9	36.9	24.1
15.	Report Writing	2	02	1.968	79.4	13.2	7.2
16.	Narcotics and Dangerous Drugs	3	07	1.974	51.9	22.7	25.3
17.	Decision Making	5	02	1.993	65.3	19.6	15.0
18.	Interviewing Techniques	2	07	2.006	64.1	20.2	15.5
19.	How to Reach and Treat the Hardcore Client	3	06	2.019	38.9	36.9	24.1
20.	Due Process/Rights of the Offender	3	09	2.032	74.4	13.4	12.0
21.	Introduction to Treatment Techniques	2	03	2.038	65.1	21.0	13.8
22.	Motivational Techniques	5	10	2.070	55.0	27.5	17.4

	Course Information			Statistical Information			
				Mean	Percentage		
Rank	Course Title	Series	Course	Likert Score	Basic	Advanced	Specialized
23.	Juvenile/Criminal Law/Update	1	09	2.146	41.0	36.4	22.5
24.	The Drug Abuser	3	04	2.147	44.1	27.9	27.9
25.	Line Staff Relationship to Department	1	06	2.148	83.7	8.1	8.1
26.	Role Definition	5	03	2.173	59.1	22.4	18.3
27.	Behavior Modification	2	24	2.198	51.3	24.3	24.3
28.	The Alcoholic Client	3	05	2.198	40.5	28.7	30.7
29.	Self Awareness	5	09	2.212	63.5	15.5	20.9
30.	Evaluation Training	5	13	2.384	30.7	40.0	29.2
31.	Family Counseling	2	12	2.386	36.0	31.9	31.9
32.	Substance Abuse	3	03	2.389	44.4	26.3	29.1
33.	Working Effectively with Other Agencies	4	03	2.407	40.8	24.6	34.5
34.	Principles of Casework	2	21	2.413	51.5	22.3	26.1
35.	Team Building	2	14	2.456	43.1	26.6	30.2
36.	Community Resources	4	01	2.476	38.2	30.4	31.2
37.	Correctional Services	4	04	2.506	40.8	35.2	23.9
38.	Supervision Techniques in Probation	1	07	2.520	48.4	25.7	25.7
39.	Diagnosis, Classification & Treatment Planning	2	11	2.534	27.7	39.4	32.8
40.	Public Relations	4	02	2.547	41.1	24.1	34.7
41.	Reality Therapy	2	20	2.583	35.7	29.8	34.4
42.	Changing Roles of Staff	5	12	2.584	37.6	41.7	20.5
43.	Workload Management (Organizing & Planning)	2	04	2.619	44.1	33.0	22.7
44.	Time Management	5	05	2.638	49.2	25.3	25.3
45.	Techniques of Investigation in Corrections	2	01	2.639	48.0	27.9	24.0
46.	Psychological Theory in Corrections	1	13	2.675	38.0	36.0	26.0
47.	Cultural Appreciation	5	01	2.677	43.0	20.4	36.4
48.	Legal Search and Seizure, P.C. 832	1	05	2.731	54.0	19.5	26.3

CONTINUED

1 OF 3

	Course Information			Statistical Information			
				Mean	Percentage		
Rank	Course Title	Series	Course	Likert Score	Basic	Advanced	Specialized
49.	Special Offender Training	3	01	2.790	27.0	34.3	38.6
50.	Social Theory in Corrections	3	12	2.798	75.6	13.8	10.5
51.	The Multi-Problem Family	3	13	2.818	30.7	30.7	38.5
52.	Trends in Corrections	5	08	2.833	33.5	35.6	30.8
53.	Adult Law	4	02	2.880	41.1	24.1	34.7
54.	The Adult Offender	3	11	2.884	41.1	24.2	34.5
55.	Caseload Management	2	21	2.897	51.5	22.3	26.1
56.	The Volunteer in Corrections	4	06	2.912	35.0	26.2	38.6
57.	Adult Probation Process	1	04	2.939	42.9	26.4	30.5
58.	Courtroom Demeanor/Procedures & Presentation	2	13	2.942	40.0	21.6	38.3
59.	Parent Effectiveness Training	2	23	2.945	22.9	35.5	41.4
60.	Dependent Children -- Referrals	3	02	2.955	28.1	25.4	46.3
61.	Rational Emotive Therapy	2	19	3.052	20.0	31.1	48.8
62.	Funding Sources	4	05	3.066	13.6	25.6	60.6
63.	Transactional Analysis	5	06	3.092	57.1	26.5	16.3
64.	Gestalt Therapy	2	17	3.245	21.0	31.5	47.3
65.	Brokerage Model and Monitoring Programs	2	09	3.248	23.0	31.7	45.1
66.	Victim Assistance/Victims of Violent Crimes	3	10	3.273	29.1	20.8	50.0
67.	Video and Audiovisual Techniques	2	25	3.381	31.7	16.2	52.0
68.	Comparative Procedures in Probation	5	11	3.397	83.2	11.6	5.1
69.	Orthomolecular Therapy	2	15	3.419	17.1	13.1	69.6
70.	Office Procedures/Dictation	1	10	3.609	33.6	13.2	53.0

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PROBATION TRAINING NEEDS ASSESSMENT

INSTITUTIONAL SERVICES
SUPERVISOR PERSPECTIVE OF LINE STAFF COURSES

	Course Information			Statistical Information		
				Mean	Percentage		
Rank	Course Title	Series	Course	Likert Score	Basic	Advanced	Specialized
1.	Juvenile Institution Policy and Procedure	1	08	1.481	82.7	7.4	9.8
2.	Report Writing	2	02	1.595	85.7	7.1	7.1
3.	Legal Responsibilities of Staff	5	11	1.642	81.9	10.8	7.2
4.	Counseling Techniques	2	06	1.690	70.2	22.6	7.1
5.	Communications Skills	2	08	1.690	79.7	13.0	7.1
6.	First Aid and Cardiopulmonary Resuscitation	1	11	1.698	73.1	7.3	19.5
7.	Listening Skills	2	22	1.710	79.2	15.8	4.8
8.	Handling and Treating the Violent Offender	3	08	1.734	58.0	19.7	22.2
9.	Juvenile Probation Process	1	03	1.771	82.9	12.1	4.8
10.	Self-Defense Training	5	04	1.785	78.5	7.1	14.2
11.	Crisis Intervention	2	10	1.785	62.9	24.6	12.3
12.	Introduction to Treatment Techniques	2	03	1.987	67.0	18.9	13.9
13.	Juvenile Law	1	01	2.012	81.7	10.9	7.3
14.	Interviewing Techniques	2	07	2.072	72.8	14.8	12.3
15.	Conflict Resolution	5	07	2.142	62.5	21.2	16.2
16.	Motivational Techniques	5	10	2.178	53.0	25.3	21.6
17.	The Juvenile Offender	3	12	2.180	65.4	16.0	18.5
18.	How to Reach and Treat the Hardcore Client	3	06	2.212	35.8	34.6	29.4
19.	Due Process/Rights of the Offender	3	09	2.212	65.3	16.6	17.9
20.	Decision Making	5	02	2.216	61.7	23.4	14.8
21.	Juvenile/Criminal Law/Update (SB 42, etc.)	1	09	2.268	34.6	38.4	26.9
22.	Stress Management	5	06	2.283	50.6	30.6	18.6

	Course Information			Statistical Information			
				Mean	Percentage		
Rank	Course Title	Series	Course	Likert Score	Basic	Advanced	Specialized
23.	Line Staff Relationship to Department	1	06	2.357	88.1	6.5	5.2
24.	The Drug Abuser	3	04	2.370	36.2	27.5	36.2
25.	Narcotics and Dangerous Drugs	3	07	2.370	45.6	22.2	32.0
26.	Workload Management (Organizing and Planning)	2	04	2.410	58.1	24.3	17.5
27.	Self Awareness	5	09	2.416	54.4	20.2	25.3
28.	Diagnosis, Classification and Treatment Planning	2	11	2.455	42.0	36.2	21.7
29.	The Alcoholic Client	3	05	2.462	35.8	26.9	37.1
30.	Substance Abuse	3	03	2.481	33.3	26.6	40.0
31.	P.C. 832, Legal Search and Seizure	1	05	2.512	64.4	7.8	27.6
32.	Family Counseling	2	12	2.518	36.0	38.6	25.3
33.	Team Building	2	14	2.525	48.6	26.3	25.0
34.	Changing Roles of Staff	5	12	2.559	58.9	25.6	15.3
35.	Behavior Modification	2	24	2.571	50.0	25.6	24.3
36.	Supervision Techniques in Probation	1	07	2.594	46.7	25.8	27.4
37.	Role Definition	5	03	2.602	61.8	18.4	19.7
38.	Community Resources	4	01	2.625	51.9	15.5	32.4
39.	Evaluation Training	5	13	2.666	41.5	24.6	33.7
40.	Public Relations	4	02	2.707	50.6	18.1	31.1
41.	Time Management	5	05	2.728	57.1	29.8	12.9
42.	Techniques of Investigation in Corrections	2	01	2.730	36.2	27.5	36.2
43.	Reality Therapy	2	20	2.734	49.3	21.5	29.1
44.	Correctional Services	4	04	2.740	51.9	14.2	33.7
45.	The Multi-Problem Family	3	13	2.743	34.2	27.1	38.5
46.	Working Effectively with Other Agencies	4	03	2.800	49.3	20.5	30.1

	Course Information			Statistical Information			
				Mean	Percentage		
Rank	Course Title	Series	Course	Likert Score	Basic	Advanced	Specialized
47.	Principles of Casework	2	21	2.828	62.1	15.1	22.7
48.	Caseload Management	2	05	2.833	59.6	12.9	27.4
49.	Courtroom Demeanor/Procedures and Presentation	2	13	2.835	53.2	22.5	24.1
50.	Cultural Appreciation	5	01	2.926	48.0	22.6	29.3
51.	Special Offender Training	3	01	3.054	31.1	21.3	47.5
52.	The Volunteer in Corrections	4	06	3.085	40.7	13.1	46.0
53.	Psychological Theory in Corrections	1	13	3.180	42.1	26.3	31.5
54.	Parent Effectiveness Training	2	23	3.187	36.2	31.8	31.8
55.	Victim Assistance/Victims of Violent Crime	3	10	3.188	29.0	25.4	45.4
56.	Adult Law	1	02	3.273	53.4	18.9	27.5
57.	Social Theory in Corrections	1	12	3.301	41.3	26.6	32.0
58.	Trends in Corrections	5	08	3.329	36.8	25.0	38.1
59.	The Adult Offender	3	11	3.396	38.0	20.0	42.0
60.	Adult Probation Process	1	04	3.397	54.3	15.7	29.8
61.	Office Procedures/Dictation	1	10	3.470	46.6	20.0	33.3
62.	Video and Audiovisual Techniques	2	25	3.474	31.1	24.5	44.2
63.	Transactional Analysis	2	18	3.493	36.7	20.5	42.6
64.	Orthomolecular Therapy	2	15	3.544	25.0	10.0	65.0
65.	Dependent Children--Referrals	3	02	3.567	26.0	17.3	56.5
66.	Funding Sources	4	05	3.578	26.2	11.4	62.2
67.	Brokerage Model and Monitoring Programs	2	09	3.608	23.5	19.6	56.8
68.	Rational Emotive Therapy	2	20	3.609	49.3	21.5	29.1
69.	Gestalt Therapy	2	17	3.679	32.8	21.8	45.3
70.	Comparative Procedures in Probation	2	16	3.746	25.9	20.3	53.7

INSTITUTIONAL SERVICES
ADMINISTRATOR PERSPECTIVE OF LINE STAFF COURSES

	Course Information				Statistical Information		
				Mean	Percentage		
Rank	Course Title	Series	Course	Likert Score	Basic	Advanced	Specialized
1.	Juvenile Institution Policy and Procedure	1	08	1.454	86.3	4.5	9.0
2.	Legal Responsibilities of Staff	5	11	1.477	81.8	9.0	9.0
3.	Handling and Treating the Violent Offender	3	08	1.558	54.7	26.1	19.0
4.	Communications Skills	2	08	1.595	73.1	17.0	9.7
5.	Crisis Intervention	2	10	1.634	60.0	25.0	15.0
6.	Counseling Techniques	2	06	1.681	63.6	22.7	13.6
7.	Juvenile Probation Process	1	03	1.727	86.3	9.0	4.5
8.	First Aid and Cardiopulmonary Resuscitation	1	11	1.772	88.3	2.3	9.3
9.	Juvenile Law	1	01	1.795	81.8	11.3	6.8
10.	Interviewing Techniques	2	07	1.833	64.2	19.0	16.6
11.	Report Writing	2	02	1.863	83.3	11.9	4.7
12.	Listening Skills	2	22	1.880	66.6	14.2	19.0
13.	Introduction to Treatment Techniques	2	03	1.928	65.8	21.9	12.1
14.	Self-Defense Training	5	04	2.022	63.6	11.3	25.0
15.	Line Staff Relationship to Department	1	06	2.116	71.4	14.2	14.2
16.	Decision Making	5	02	2.116	69.7	16.2	13.9
17.	How to Reach and Treat the Hardcore Client	3	06	2.139	36.5	36.5	26.8
18.	Juvenile/Criminal Law/Update (SB 42, etc.)	1	09	2.219	35.0	32.5	32.5
19.	Conflict Resolution	5	07	2.255	45.2	35.7	19.0
20.	Due Process/Rights of the Offender	3	09	2.302	61.9	26.1	11.9
21.	Stress Management	5	06	2.302	42.8	38.0	19.0
22.	Role Definition	5	03	2.325	60.0	22.5	17.5

| | Course Information | | | Statistical Information | | | |
Rank	Course Title	Series	Course	Mean Likert Score	Basic	Advanced	Specialized
23.	Team Building	2	14	2.341	43.9	41.4	14.6
24.	Motivational Techniques	5	10	2.372	44.1	41.8	13.9
25.	Techniques of Investigation in Corrections	2	01	2.388	70.9	12.9	16.1
26.	Behavior Modification	2	24	2.395	46.3	29.2	24.3
27.	Self Awareness	5	09	2.465	64.1	15.3	20.5
28.	Family Counseling	2	12	2.473	33.3	41.6	25.0
29.	Diagnosis, Classification and Treatment Planning	2	11	2.487	23.0	41.0	35.8
30.	Public Relations	4	02	2.488	54.7	28.5	16.6
31.	Workload Management (Organizing and Planning)	2	04	2.552	54.0	18.9	27.0
32.	The Alcoholic Client	3	05	2.558	38.0	30.9	30.9
33.	The Drug Abuser	3	04	2.581	34.8	34.8	30.2
34.	The Juvenile Offender	3	12	2.581	52.5	32.5	15.0
35.	The Multi-Problem Family	3	13	2.625	43.5	33.3	23.0
36.	Evaluation Training	5	13	2.627	34.1	34.1	31.7
37.	Changing Roles of Staff	5	12	2.636	45.4	36.3	18.1
38.	Adult Probation Process	1	03	2.638	86.3	9.0	4.5
39.	Supervision Techniques in Probation	1	07	2.666	50.0	21.8	28.1
40.	Courtroom Demeanor/Procedures and Presentation	2	13	2.684	47.0	17.6	35.2
41.	Adult Law	1	02	2.694	57.5	3.0	39.3
42.	Narcotics and Dangerous Drugs	3	07	2.697	34.8	30.2	34.8
43.	Caseload Management	2	05	2.705	45.1	25.8	29.0
44.	Community Resources	4	01	2.744	38.0	35.7	26.1
45.	Cultural Appreciation	5	01	2.761	52.6	21.0	26.3
46.	Substance Abuse	3	03	2.767	32.5	32.5	34.8

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				Mean	Percentage		
Rank	Course Title	Series	Course	Likert Score	Basic	Advanced	Specialized
47.	The Volunteer in Corrections	4	06	2.767	40.0	32.5	27.5
48.	Principles of Casework	2	21	2.777	41.9	29.0	29.0
49.	P.C. 832, Legal Search and Seizure	1	05	2.809	58.5	14.6	26.8
50.	Working Effectively with Other Agencies	4	03	2.813	43.9	39.0	17.0
51.	Time Management	5	05	2.860	42.1	34.2	23.6
52.	Special Offender Training	3	01	2.900	18.9	35.1	45.9
53.	Reality Therapy	2	20	2.902	42.1	34.2	23.6
54.	Correctional Services	4	04	2.953	48.7	35.8	15.3
55.	Parent Effectiveness Training	2	23	2.974	25.7	34.2	40.0
56.	Trends in Corrections	5	08	2.976	39.0	31.7	29.2
57.	Social Theory in Corrections	1	12	3.046	37.5	35.0	27.5
58.	Psychological Theory in Corrections	1	13	3.069	36.5	36.5	26.8
59.	Brokerage Model and Monitoring Programs	2	09	3.228	14.2	21.4	64.2
60.	Gestalt Therapy	2	17	3.512	33.3	21.2	45.4
61.	Victim Assistance/Victims of Violent Crimes	3	10	3.516	16.0	28.0	56.0
62.	Office Procedures/Dictation	1	10	3.540	41.3	3.4	55.1
63.	Transactional Analysis	2	18	3.575	31.4	22.8	45.7
64.	The Adult Offender	3	11	3.612	19.2	30.7	50.0
65.	Comparative Procedures in Probation	2	16	3.638	27.5	24.1	48.2
66.	Orthomolecular Therapy	2	15	3.696	7.6	11.5	80.7
67.	Funding Sources	4	05	3.714	14.2	17.1	68.5
68.	Rational Emotive Therapy	2	19	3.717	25.8	16.1	58.0
69.	Video and Audiovisual Techniques	2	25	3.875	25.7	14.2	60.0
70.	Dependent Children--Referrals	3	02	4.130	8.6	4.3	86.9

Course Information   Statistical Information

PROBATION TRAINING NEEDS ASSESSMENT

INSTITUTIONAL SERVICES
OVERALL ASSESSMENT OF LINE STAFF
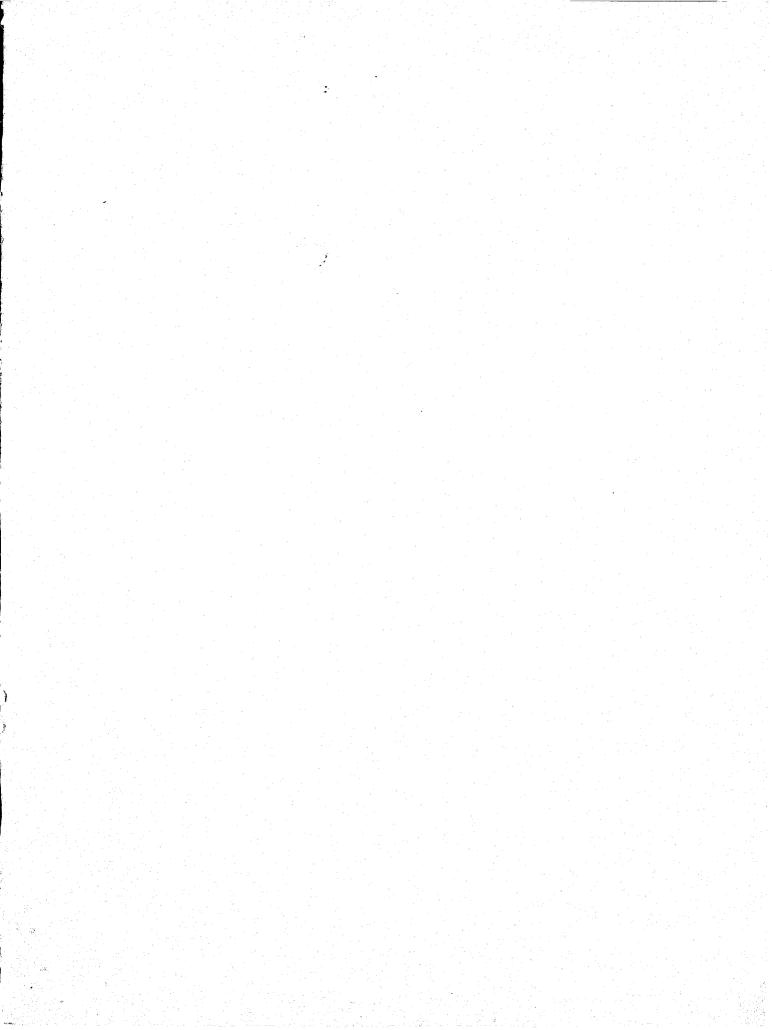
	Course Information				Statistical Information		
Rank	Course Title	Series	Course	Mean Likert Score	Basic	Advanced	Specialized
1.	Juvenile Institution Policy and Procedure	1	08	1.492	83.6	6.1	10.1
2.	Legal Responsibilities of Staff	5	11	1.600	82.6	10.9	6.3
3.	Counseling Techniques	2	06	1.620	23.7	23.7	52.5
4.	Handling and Treating the Violent Offender	3	08	1.640	57.7	21.4	20.7
5.	Communications Skills	2	08	1.670	73.8	14.8	11.2
6.	Juvenile Probation Process	1	03	1.720	85.1	10.6	4.2
7.	First Aid and Cardiopulmonary Resuscitation	1	11	1.729	70.0	5.8	24.0
8.	Crisis Intervention	2	10	1.758	54.5	27.1	18.3
9.	Report Writing	2	02	1.808	82.4	10.7	6.7
10.	Listening Skills	2	22	1.839	72.1	13.3	14.5
11.	Juvenile Law	1	01	1.840	77.8	12.4	9.6
12.	Self-Defense Training	5	04	1.870	77.2	9.6	13.1
13.	Interviewing Techniques	2	07	1.970	68.6	18.1	13.1
14.	Introduction to Treatment Techniques	2	03	1.984	65.6	20.6	13.7
15.	Conflict Resolution	5	07	2.100	51.8	24.0	24.0
16.	Decision Making	5	02	2.108	64.9	20.2	14.8
17.	How to Reach and Treat the Hardcore Client	3	06	2.120	36.5	37.1	26.3
18.	The Juvenile Offender	3	12	2.168	68.2	16.9	14.7
19.	Stress Management	5	06	2.179	53.0	29.5	17.4
20.	Due Process/Rights of the Offender	3	09	2.182	70.7	15.8	13.3
21.	Motivational Techniques	5	10	2.206	52.7	29.0	18.1
22.	Line Staff Relationship to Department	1	06	2.207	82.5	9.0	8.3

	Course Information				Statistical Information		
Rank	Course Title	Series	Course	Mean Likert Score	Percentage		
					Basic	Advanced	Specialized
23.	Juvenile/Criminal Law/Update	1	09	2.211	36.9	37.5	25.5
24.	Narcotics and Dangerous Drugs	3	07	2.347	46.3	24.2	29.4
25.	Self Awareness	5	09	2.364	60.9	16.9	22.1
26.	The Drug Abuser	3	04	2.366	0.0	58.1	41.8
27.	Role Definition	5	03	2.366	59.1	22.4	18.3
28.	Behavior Modification	2	24	2.388	47.6	25.8	26.4
29.	The Alcoholic Client	3	05	2.406	38.9	27.7	33.3
30.	Team Building	2	14	2.440	42.0	28.2	29.6
31.	Family Counseling	2	12	2.459	34.7	35.4	29.8
32.	Diagnosis, Classification & Treatment Planning	2	11	2.490	33.4	36.8	29.6
33.	Workload Management (Organizing & Planning)	2	04	2.527	52.8	28.1	18.9
34.	Substance Abuse	3	03	2.545	38.7	26.7	34.5
35.	Evaluation Training	5	13	2.558	34.4	34.4	31.0
36.	Public Relations	4	02	2.580	46.9	21.4	31.5
37.	Tecniques of Investigation in Corrections	2	01	2.585	57.9	21.5	20.5
38.	Supervision Techniques in Probation	1	07	2.593	51.8	24.0	24.0
39.	Changing Roles of Staff	5	12	2.593	45.1	36.1	18.6
40.	Community Resources	4	01	2.615	48.0	23.7	28.2
41.	Principles of Casework	2	21	2.672	56.3	21.0	22.5
42.	Working Effectively with Other Agencies	4	03	2.673	48.6	23.3	27.9
43.	Legal Search and Seizure/P.C. 832	1	05	2.684	59.1	14.3	26.5
44.	The Multi-Problem Family	3	13	2.725	49.2	19.4	31.2
45.	Correctional Services	4	04	2.733	44.9	28.8	26.2
46.	Reality Therapy	2	20	2.739	39.8	26.8	33.2
47.	Time Management	5	05	2.742	50.5	28.0	21.3
48.	Cultural Appreciation	5	01	2.788	46.0	21.2	32.8

	Course Information			Statistical Information			
				Mean	Percentage		
Rank	Course Title	Series	Course	Likert Score	Basic	Advanced	Specialized
49.	Caseload Management	2	05	2.811	53.5	22.7	22.6
50.	Courtroom Demeanor/Procedures and Presentation	2	13	2.820	49.2	19.4	31.2
51.	Special Offender Training	3	01	2.914	25.7	31.8	42.3
52.	The Volunteer in Corrections	4	06	2.921	35.8	23.2	40.8
53.	Adult Law	1	02	2.949	53.5	18.4	27.9
54.	Psychological Theory in Corrections	1	13	2.974	39.8	32.4	27.6
55.	Adult Probation Process	1	04	2.991	54.6	18.4	26.9
56.	Parent Effectiveness Training	2	23	3.035	27.2	33.5	39.2
57.	Trends in Corrections	5	08	3.046	39.0	31.7	29.2
58.	Social Theory in Corrections	1	12	3.048	40.1	32.6	27.1
59.	The Adult Offender	3	11	3.297	42.5	21.9	35.5
60.	Victim Assistance/Victims of Violent Crimes	3	10	3.325	32.7	22.2	44.9
61.	Brokerage Model and Monitoring Programs	2	09	3.361	77.2	9.6	13.1
62.	Transactional Analysis	2	18	3.386	25.9	26.3	47.7
63.	Funding Sources	4	05	3.386	21.0	19.1	64.8
64.	Rational Emotive Therapy	2	19	3.459	23.7	23.7	52.5
65.	Gestalt Therapy	2	17	3.478	25.5	24.0	50.3
66.	Office Procedures/Dictation	1	10	3.539	45.2	12.5	42.2
67.	Dependent Children--Referrals	3	02	3.550	26.6	19.9	53.3
68.	Orthomolecular Therapy	2	15	3.553	16.8	11.3	71.7
69.	Video and Audiovisual Techniques	2	25	3.576	26.8	17.6	55.5
70.	Comparative Procedures in Probation	2	16	3.593	21.7	23.0	55.2

INSTITUTIONAL SERVICES
ANALYSIS OF SUPERVISORS' TRAINING NEEDS

Supervisors perceived eight courses as the highest priority need. They also felt that an additional 28 courses were "needed" to perform the tasks required of the supervisors working inside an institution. Only four courses were rated in the "uncertain" and "not needed" category. Line staff were in agreement with eight of the 10 top ranked courses rated by supervisors. They also agreed with 18 of the first 20 courses.

The administrators expressed less agreement with the supervisors' rankings. They agreed with six of the supervisors' top 10 choices and 18 of the top 20. The priority rankings differed to some degree, however.

The overall assessment of the supervisors' needs assessment lists 11 courses in the Likert scale range of 1.7 - 1.9. Twenty-seven courses ranged between 2.0 and 2.85. This information indicates that supervisors are in need of all courses surveyed except three.

The following courses are listed as a curriculum guide for supervisors in institutions.

Basic Core Curriculum (First Year in Supervisory Position)
1. Effective Communication/Listening Skills
2. Employee Motivation Techniques
3. Role of a Supervisor
4. Techniques of Decision Making and Problem Solving
5. Managing Personnel Problems
6. Effective Counseling Techniques
7. Supervision Skills and Concepts

Basic Elective Curriculum (Second Year in Supervisory Position)
1. Evaluation Skills
2. Crisis Intervention
3. Stress Management/Coping With Burnout
4. Effective Interviewing Techniques
5. Establishment of Work Standards
6. Agency Liability for Staff
7. Delegation of Authority

Advanced Elective Curriculum (Third Year in Supervisory Position)
1. Leadership Styles and Skills
2. Planning, Assignment and Review of Work

3. Staff Training Methodology
4. Staff Work/Control Methods and Techniques
5. Self Awareness
6. Team Functions

Fifteen of the top 20 courses ranked by supervisors in institutions were also ranked in the top 20 by court/field services.

INSTITUTIONAL SERVICES
LINE STAFF PERSPECTIVE OF SUPERVISOR/MANAGEMENT

	Course Information				Statistical Information		
				Mean	Perspective		
Rank	Course Title	Series	Course	Likert Score	Basic	Advanced	Specialized
1.	Effective Communication/Listening Skills	3	01	1.647	67.7	19.3	12.9
2.	Effective Counseling Techniques	3	04	1.673	66.8	23.3	9.7
3.	Crisis Intervention	4	05	1.728	61.1	26.3	12.5
4.	Effective Interviewing Techniques	3	05	1.737	66.2	22.0	11.6
5.	Techniques of Decision Making & Problem Solving	4	04	1.756	59.7	25.3	14.9
6.	Stress Management/Coping with Burn Out	2	06	1.806	47.7	23.8	28.3
7.	Role of a Supervisor	4	08	1.870	53.5	25.4	20.9
8.	Employee Motivational Techniques	1	04	1.884	51.2	34.4	14.2
9.	Managing Personnel Problems	1	05	1.916	46.7	35.0	18.1
10.	Evaluation Skills	4	12	1.953	52.3	29.8	17.8
11.	Supervision Skills and Concepts	4	09	1.955	54.9	30.7	14.3
12.	Establishment of Work Standards	2	04	1.973	52.9	27.4	19.6
13.	Self Awareness	3	03	2.051	58.1	25.4	16.3
14.	Agency Liability for Staff	1	03	2.051	58.8	20.9	20.2
15.	Agency Liability for Staff	2	03	2.083	50.9	26.4	22.5
16.	Leadership Styles and Skills	4	03	2.135	48.6	31.5	19.7
17.	Delegation of Authority	4	19	2.146	44.8	34.0	21.0
18.	Staff Training Methodology	1	01	2.188	42.6	36.6	20.6
19.	Staff Work/Control Methods and Techniques	4	02	2.193	38.3	37.0	24.6
20.	Team Functions	4	10	2.211	46.0	37.3	16.6
21.	Assertiveness Training	3	02	2.230	51.3	21.3	27.3
22.	Program Monitoring and Evaluation	2	09	2.321	30.8	36.3	32.8

	Course Information			Statistical Information			
				Mean	Percentage		
Rank	Course Title	Series	Course	Likert Score	Basic	Advanced	Specialized
23.	Planning, Assignment and Review of Work	2	02	2.354	44.6	33.5	22.0
24.	Management/Supervision by Objectives	3	07	2.366	27.8	43.5	28.5
25.	Time Management	2	01	2.401	38.0	32.6	29.2
26.	New Legislation and Standards	4	16	2.417	26.7	33.9	39.2
27.	Correctional Trends	2	05	2.446	32.8	46.3	20.8
28.	Managing Administrative Direction	4	11	2.480	22.8	42.9	34.2
29.	Affirmative Action	1	02	2.500	39.2	32.8	27.8
30.	Caseload Management	2	06	2.500	47.7	23.8	28.3
31.	Personnel Process/Management	4	01	2.551	34.6	33.3	32.0
32.	Community Resource Development	4	06	2.553	3.2	33.0	36.6
33.	Methodology of Conducting Effective Meetings	4	07	2.586	27.3	39.0	33.5
34.	Management Development	4	18	2.600	29.2	35.3	35.3
35.	Budgeting & Administrative Responsibilities	4	14	2.635	24.1	31.0	44.8
36.	Managing Rights/Collective Bargaining and Labor Relations	4	20	2.676	17.4	24.2	58.3
37.	Management Principles and Philosophy	4	13	2.821	25.8	41.4	32.6
38.	Courtroom Testifying and Demeanor	2	07	2.932	41.1	26.4	32.3
39.	Management Information Report System--MIRS	4	15	2.993	17.4	26.5	56.0
40.	Classification Systems	2	08	3.045	24.8	35.0	40.1
41.	Grantsmanship	4	17	3.068	31.4	22.2	64.2

INSTITUTIONAL SERVICES
SUPERVISOR PERSPECTIVE OF SUPERVISOR COURSES

	Course Information				Statistical Information		
Rank	Course Title	Series	Course	Mean Likert Score	Percentage		
					Basic	Advanced	Specialized
1.	Effective Communication/Listening Skills	3	01	1.750	71.0	20.4	8.4
2.	Employee Motivational Techniques	1	04	1.761	48.7	31.7	19.5
3.	Evaluation Skills	4	12	1.901	38.7	45.0	16.2
4.	Managing Personnel Problems	1	05	1.916	35.8	39.7	24.3
5.	Supervision Skills and Concepts	4	09	1.951	56.4	34.6	8.9
6.	Crisis Intervention	4	05	1.962	51.8	30.3	17.7
7.	Stress Management/Coping with Burn-Out	3	06	1.975	38.4	37.1	24.3
8.	Role of a Supervisor	4	08	1.987	53.7	31.2	15.0
9.	Staff Training Methodology	1	01	2.011	46.1	24.3	29.4
10.	Techniques of Decision Making and Problem Solving	4	04	2.060	46.3	31.7	21.9
11.	Effective Counseling Techniques	3	04	2.083	55.1	23.0	21.7
12.	Delegation of Authority	4	19	2.098	50.0	32.0	17.9
13.	Effective Interviewing Techniques	3	05	2.119	53.0	24.6	22.2
14.	Leadership Styles and Skills	4	03	2.135	35.4	39.2	25.3
15.	Establishment of Work Standards	2	04	2.156	54.4	29.1	16.4
16.	Staff Work/Control Methods and Techniques	4	02	2.172	37.9	36.7	25.3
17.	Program Monitoring and Evaluation	2	09	2.187	38.1	34.2	27.6
18.	Agency Liability for Staff	1	03	2.192	53.3	20.0	26.6
19.	Planning, Assignment and Review of Work	2	02	2.226	48.1	32.9	18.9
20.	Agency Liability for Staff	2	03	2.226	47.4	26.9	25.6
21.	Assertiveness Training	3	02	2.250	51.2	30.0	18.7
22.	Personnel Process/Management	4	01	2.329	35.4	31.6	32.9

	Course Information			Statistical Information			
Rank	Course Title	Series	Course	Mean Likert Score	Basic	Percentage Advanced	Specialized
23.	Self Awareness	3	03	2.392	49.3	25.3	25.3
24.	Management/Supervision by Objectives	3	07	2.445	36.4	36.4	27.0
25.	Team Functions	4	10	2.463	46.1	33.3	20.5
26.	Time Management	2	01	2.469	51.3	25.6	22.9
27.	Managing Administrative Direction	4	11	2.600	29.7	39.1	31.0
28.	Methodology of Conducting Effective Meetings	4	07	2.602	33.7	33.7	32.5
29.	Management Development	4	18	2.658	24.6	38.9	36.3
30.	Caseload Management	2	06	2.728	51.6	26.6	21.6
31.	New Legislation and Standards	4	16	2.783	24.0	36.7	39.2
32.	Management Principles and Philosophy	4	13	2.864	32.4	27.2	40.2
33.	Community Resource Development	4	06	2.886	25.3	28.0	46.6
34.	Budgeting and Administrative Responsibilities	4	14	2.949	10.9	32.8	56.1
35.	Managing Rights/Collective Bargaining and Labor Relations	4	20	2.950	22.8	27.1	50.0
36.	Affirmative Action	1	02	2.950	32.8	21.4	45.7
37.	Courtroom Testifying and Demeanor	2	07	2.987	50.0	21.2	28.7
38.	Correctional Trends	2	05	3.035	32.0	32.0	35.8
39.	Classification Systems	2	08	3.166	40.0	23.0	36.9
40.	Grantsmanship	4	17	3.253	19.1	22.0	58.8
41.	Management Information Report System--MIRS	4	15	3.307	10.6	24.2	65.1

PROBATION TRAINING NEEDS ASSESSMENT

INSTITUTIONAL SERVICES
ADMINISTRATOR PERSPECTIVE OF SUPERVISOR COURSES

	Course Information				Statistical Information		
Rank	Course Title	Series	Course	Mean Likert Score	Percentage Basic	Advanced	Specialized
1.	Planning, Assignment and Review of Work	2	02	1.790	54.7	21.4	23.8
2.	Role of a Supervisor	4	08	1.790	59.5	28.5	11.9
3.	Supervision Skills and Concepts	4	09	1.813	57.1	23.8	19.0
4.	Managing Personnel Problems	1	05	1.837	48.8	34.8	16.2
5.	Effective Communication/Listening Skills	3	01	1.857	71.4	23.8	4.7
6.	Agency Liability for Staff	1	03	1.883	57.1	23.8	19.0
7.	Employee Motivational Techniques	1	04	1.930	48.8	39.5	11.6
8.	Agency Liability for Staff	2	03	1.953	53.6	26.8	19.5
9.	Evaluation Skills	4	12	1.976	40.4	30.9	28.5
10.	Delegation of Authority	4	19	2.022	46.5	41.8	11.6
11.	Stress Management/Coping with Burn-Out	3	06	2.047	29.2	43.9	26.8
12.	Techniques of Decision Making and Problem Solving	4	04	2.068	66.6	3.7	29.6
13.	Staff Training Methodology	1	01	2.069	40.4	28.5	30.9
14.	Establishment of Work Standards	2	04	2.090	41.8	32.5	25.5
15.	Effective Interviewing Techniques	3	05	2.093	60.4	30.2	9.3
16.	Leadership Styles and Skills	4	03	2.093	30.9	50.0	19.0
17.	Effective Counseling Techniques	3	04	2.209	60.4	30.2	9.3
18.	Staff Work/Control Methods and Techniques	4	02	2.232	32.5	45.0	22.5
19.	Team Functions	4	10	2.295	20.9	48.8	30.2
20.	Self Awareness	3	03	2.418	47.6	28.5	23.8
21.	Methodology of Conducting Effective Meetings	4	07	2.441	42.8	38.0	19.0
22.	Management Principles and Philosophy	4	13	2.441	28.5	40.4	30.9
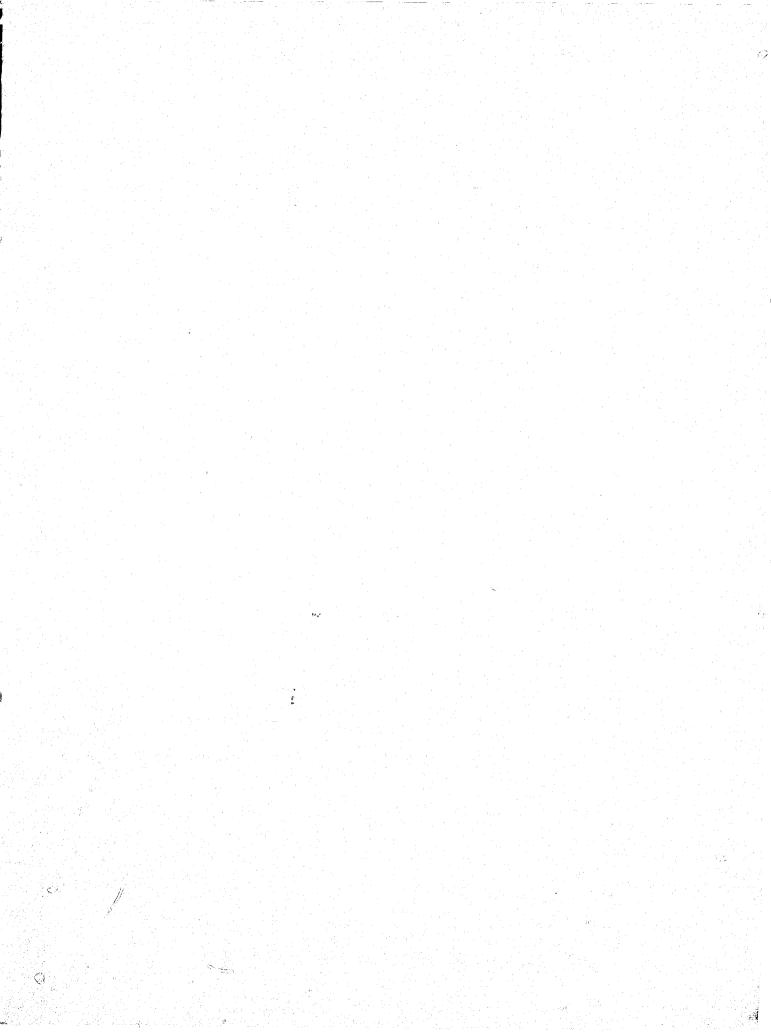
	Course Information			Statistical Information			
Rank	Course Title	Series	Course	Mean Likert Score	Basic	Percentage Advanced	Specialized
23.	Time Management	2	01	2.487	35.8	46.1	17.9
24.	Affirmative Action	1	02	2.534	33.3	35.7	30.9
25.	Assertiveness Training	3	02	2.534	53.6	29.2	17.0
26.	Management Development	4	18	2.534	34.1	41.4	24.3
27.	Personnel Process/Management	4	01	2.545	32.5	44.1	23.2
28.	Managing Rights/Collective Bargaining and Labor Relations	4	20	2.547	27.0	35.1	37.8
29.	Managing Administrative Direction	4	11	2.558	26.1	52.3	21.4
30.	Managing/Supervision by Objectives	3	07	2.604	28.5	42.8	28.5
31.	Courtroom Testifying and Demeanor	2	07	2.657	50.0	25.0	25.0
32.	New Legislation and Standards	4	16	2.681	23.2	39.5	37.2
33.	Budgeting and Administrative Responsibilities	4	14	2.720	21.4	27.6	30.9
34.	Program Monitoring and Evaluation	2	09	2.744	26.8	36.5	36.5
35.	Caseload Management	2	06	2.864	33.3	38.8	27.7
36.	Management Information Report System--MIRS	4	15	2.886	19.5	41.4	39.0
37.	Correctional Trends	2	05	3.000	21.9	51.2	26.8
38.	Crisis Intervention	4	05	3.000	35.7	42.8	21.4
39.	Community Resource Development	4	06	3.071	27.5	37.5	35.0
40.	Classification Systems	2	08	3.292	33.3	36.1	30.5
41.	Grantsmanship	4	17	3.475	3.2	22.5	74.1

PROBATION TRAINING NEEDS ASSESSMENT

INSTITUTIONAL SERVICES
OVERALL ASSESSMENT OF SUPERVISOR

	Course Information				Statistical Information		
Rank	Course Title	Series	Course	Mean Likert Score	Basic	Advanced	Specialized
1.	Effective Communication/Listening Skills	3	01	1.742	69.2	19.2	11.5
2.	Employee Motivational Techniques	1	04	1.854	50.7	32.7	16.5
3.	Role of a Supervisor	4	08	1.881	57.5	26.0	16.4
4.	Techniques of Decision Making & Problem Solving	4	04	1.884	52.5	29.6	17.7
5.	Managing Personnel Problems	1	05	1.885	45.9	33.8	20.1
6.	Effective Counseling Techniques	3	04	1.927	62.0	24.0	13.8
7.	Supervision Skills and Concepts	4	09	1.930	57.6	28.9	13.3
8.	Evaluation Skills	4	12	1.932	46.3	34.1	19.4
9.	Crisis Intervention	4	05	1.959	53.1	29.6	71.1
10.	Stress Management/Coping with Burn Out	3	06	1.963	39.4	37.3	23.1
11.	Effective Interviewing Techniques	3	05	1.963	61.6	23.6	14.7
12.	Establishment of Work Standards	2	04	2.036	52.4	27.6	19.8
13.	Agency Liability for Staff	1	03	2.088	58.4	20.6	20.9
14.	Delegation of Authority	4	19	2.090	47.9	32.6	19.3
15.	Leadership Styles and Skills	4	03	2.155	39.8	39.4	20.6
16.	Planning, Assignment and Review of Work	2	02	2.160	50.3	28.9	20.7
17.	Staff Training Methodology	1	01	2.164	44.3	30.3	25.3
18.	Staff Work/Control Methods and Techniques	4	02	2.214	37.6	38.8	23.5
19.	Self Awareness	3	03	2.262	54.4	24.8	20.7
20.	Team Functions	4	10	2.294	43.6	36.0	20.2
21.	Time Management	2	01	2.361	45.0	30.3	24.5
22.	Assertiveness Training	3	02	2.374	50.4	25.2	24.2

	Course Information			Statistical Information			
				Mean	Percentages		
Rank	Course Title	Series	Course	Likert Score	Basic	Advanced	Specialized
23.	Program Monitoring and Evaluation	2	09	2.382	32.6	34.3	33.0
24.	Management/Supervision by Objectives	3	07	2.443	30.8	39.8	29.2
25.	Managing Administrative Direction	4	11	2.463	26.7	42.9	30.3
26.	Personnel Process/Management	4	01	2.478	35.7	34.4	29.7
27.	Methodology of Conducting Effective Meetings	4	07	2.510	34.2	35.2	30.4
28.	Caseload Management	2	06	2.521	51.7	25.1	23.0
29.	New Legislation and Standards	4	16	2.573	25.7	33.5	40.6
30.	Agency Liability for Staff	2	03	2.617	52.2	25.0	22.7
31.	Management Development	4	18	2.636	28.5	36.5	34.9
32.	Affirmative Action	1	02	2.676	39.7	27.6	32.6
33.	Management Principles and Philosophy	4	13	2.702	31.0	34.9	33.9
34.	Budgeting & Administrative Responsibilities	4	14	2.732	21.2	33.6	45.0
35.	Community Resource Development	4	06	2.742	29.6	31.5	38.8
36.	Managing Rights/Collective Bargaining and Labor Relations	4	20	2.748	22.1	24.6	53.2
37.	Correctional Trends	2	05	2.775	30.3	42.4	27.2
38.	Courtroom Testifying and Demeanor	2	07	2.852	47.7	23.1	29.1
39.	Classification Systems	2	08	3.065	32.0	31.6	36.2
40.	Delegation of Authority	4	19	3.088	47.9	32.6	19.3
41.	Grantsmanship	4	17	3.296	13.9	18.8	67.1

INSTITUTIONAL SERVICES
ANALYSIS OF ADMINISTRATORS' TRAINING NEEDS

Administrators perceived only three courses (mean Likert score of 1.7 - 1.9) in the highest priority category, while supervisors and line staff ranked 10 courses as "strongly needed" by administrators. When we analyze the top 20 courses ranked by administrators, we find that supervisors agreed with 19 and line staff 18 of the selections. The priority rankings varied somewhat, but there is substantial agreement with the expressed need. There was very strong agreement with the first five courses.

In order to provide some guidance for future training of institutional administrators, we have included a curriculum of the most needed courses.

Basic Core Curriculum (First Year in Management Position)

1. Effective Communication
2. Employee Relations
3. Training of Personnel
4. Establishing Priorities
5. Setting Goals and Objectives and Planning
6. Evaluation of Staff and Programs
7. Program Planning/Development/Evaluation

Basic Elective Curriculum (Second Year in Management Position)

1. Functional Leadership Skills
2. Decision Making Process
3. Crisis Intervention/Problem Solving
4. Staffing Personnel Selection/Management
5. Personnal Management and Procedures
6. Conflict Resolution
7. Accountability Systems

Advanced Elective Curriculum (Third Year in Management Position)

1. Conducting Effective Meetings
2. Improving Managerial Performance
3. Liability of Public Officials/Agencies
4. Resource Utilization
5. Stress Management and Management's Responsibility
6. Administrative Laws and Legislative Trends

When we analyze the results of both the institutional and court/field service responses to the administrators' training needs, we find the top seven

courses in complete agreement. We also found that 19 of the top 20 courses received similar rankings.

In reviewing the courses identified as "strongly needed", we find that all deal with organizational and leadership development and the relationship of the administrators with their staff.

Course Information   Statistical Information

Rank	Course Title	Series	Course	Mean Likert Score	Basic	Advanced	Specialized
						Percentage	
1.	Effective Communication	1	07	1.570	61.2	18.7	20.0
2.	Employee Relations	2	03	1.593	55.1	22.7	22.0
3.	Training of Personnel	2	02	1.600	58.7	23.2	18.0
4.	Evaluation of Staff and Programs	4	03	1.822	40.0	34.6	25.3
5.	Program Planning/Development/Evaluation	1	08	1.846	44.5	33.5	21.9
6.	Establishing Priorities	1	01	1.880	52.9	22.8	24.1
7.	Crisis Intervention/Problem Solving	2	09	1.888	55.7	23.1	21.0
8.	Setting Goals and Objectives and Planning	1	02	1.890	57.5	27.4	15.0
9.	Functional Leadership Skills	3	08	1.935	54.6	30.0	15.3
10.	Conflict Resolution	2	08	1.961	48.0	30.9	21.0
11.	Staffing Personnel Selection/Management	2	01	2.000	43.9	32.4	23.6
12.	Improving Managerial Performance	2	07	2.038	29.6	38.1	32.2
13.	Deciison Making Process	3	07	2.039	56.0	28.3	15.5
14.	Resource Utilization	1	04	2.098	48.0	24.3	27.6
15.	Liability of Public Officials/Agencies	3	06	2.105	47.2	27.7	25.0
16.	Personnel Management and Procedures	2	04	2.135	41.1	37.2	21.5
17.	Accountability Systems	1	03	2.138	43.7	30.7	25.4
18.	Conducting Effective Meetings	3	09	2.158	46.9	25.1	27.8
19.	Administrative Laws and Legislative Trends	3	05	2.263	33.5	38.3	28.0
20.	Stress Management & Management's Responsibility	2	05	2.318	34.0	35.3	30.6
21.	Managing Change	3	04	2.352	36.5	37.2	26.2
22.	Time Management	3	01	2.387	49.2	24.2	26.4

	Course Information			Statistical Information			
Rank	Course Title	Series	Course	Mean Likert Score	Basic	Percentage Advanced	Specialized
23.	Management by Objectives	3	03	2.445	34.8	36.9	28.1
24.	Management Theory and Skill Development	3	02	2.448	30.6	33.3	36.0
25.	Cost Effective Analysis	1	09	2.543	21.1	33.0	45.7
26.	Liability of Public Officials/Agencies	3	06	2.543	47.2	27.7	25.0
27.	Grantsmanship and Project Administration	4	01	2.561	13.6	28.7	57.5
28.	Labor Relations/Collective Bargaining	2	06	2.577	24.6	40.5	34.7
29.	Budgeting Styles and Alternatives	1	11	2.581	28.7	30.8	40.4
30.	Theory & Techniques of Organizational Devel.	1	10	2.738	24.0	37.2	38.6
31.	Management Information Systems	1	06	2.822	28.6	25.0	46.3
32.	Systems Analysis	1	05	2.888	23.0	23.0	53.8

PROBATION TRAINING NEEDS ASSESSMENT

INSTITUTIONAL SERVICES
SUPERVISOR PERSPECTIVE OF ADMINISTRATOR COURSES

	Course Information			Statistical Information			
				Mean	Percentage		
Rank	Course Title	Series	Course	Likert Score	Basic	Advanced	Specialized
1.	Training of Personnel	2	02	1.583	55.9	28.5	15.4
2.	Employee Relations	2	03	1.607	54.2	33.7	12.0
3.	Effective Communication	1	07	1.809	53.0	24.0	22.8
4.	Establishing Priorities	1	01	1.829	54.3	27.1	18.5
5.	Staffing Personnel Selection/Management	2	01	1.864	39.5	40.7	19.7
6.	Setting Goals and Objectives and Planning	1	02	1.880	52.4	30.4	17.0
7.	Evaluation of Staff and Programs	4	03	1.888	31.7	35.3	32.9
8.	Program Planning/Development/Evaluation	1	08	1.926	36.2	33.7	30.0
9.	Functional Leadership Skills	3	08	1.963	55.6	29.1	15.1
10.	Crisis Intervention/Problem Solving	2	09	1.987	46.2	36.2	17.5
11.	Conducting Effective Meetings	3	09	2.000	45.0	38.7	16.2
12.	Personnel Management and Procedures	2	04	2.107	48.1	30.1	21.6
13.	Decision Making Process	3	07	2.108	50.6	32.5	16.8
14.	Accountability Systems	1	03	2.175	43.7	30.0	26.2
15.	Conflict Resolution	2	08	2.182	32.9	40.5	26.5
16.	Resource Utilization	1	04	2.253	48.1	25.9	25.9
17.	Improving Managerial Performance	2	07	2.273	25.9	43.2	30.8
18.	Stress Management and Management's Responsibility	2	05	2.297	26.5	33.7	39.7
19.	Liability of Public Officials/Agencies	3	06	2.397	39.2	29.1	31.6
20.	Cost Effective Analysis	1	09	2.468	22.6	33.3	44.0
21.	Administrative Laws and Legislative Trends	3	05	2.481	27.1	44.4	28.3
22.	Time Management	3	01	2.506	32.9	32.9	34.1

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	Course Information			Statistical Information			
				Mean	Percentage		
Rank	Course Title	Series	Course	Likert Score	Basic	Advanced	Specialized
23.	Budgeting Styles and Alternatives	1	11	2.525	26.3	36.8	36.8
24.	Management by Objectives	3	03	2.654	28.2	43.5	28.2
25.	Managing Change	3	04	2.674	29.6	39.5	30.8
26.	Management Theory and Skill Development	3	02	2.738	32.9	32.9	34.1
27.	Research and Evaluation	4	02	2.746	10.8	35.1	54.0
28.	Grantsmanship and Project Administration	4	01	2.818	14.0	22.5	63.3
29.	Management Information Systems	1	06	2.837	21.4	35.7	42.8
30.	Labor Relations/Collective Bargaining	2	06	2.841	20.2	27.8	51.8
31.	Theory and Techniques of Organizational Development	1	10	3.012	23.6	27.7	48.6
32.	Systems Analysis	1	05	3.160	20.5	33.8	45.5

INSTITUTIONAL SERVICES
ADMINISTRATOR PERSPECTIVE OF ADMINISTRATOR COURSES

	Course Information			Statistical Information			
				Mean	Percentage		
Rank	Course Title	Series	Course	Likert Score	Basic	Advanced	Specialized
1.	Training of Personnel	2	01	1.720	33.3	47.6	19.0
2.	Employee Relations	2	03	1.767	48.8	44.1	6.9
3.	Effective Communication	1	07	1.953	45.2	45.2	9.5
4.	Program Planning/Development/Evaluation	1	08	2.000	25.0	47.7	27.2
5.	Personnel Management and Procedures	2	04	2.023	46.5	41.8	11.6
6.	Decision Making Process	3	07	2.023	46.5	41.8	11.8
7.	Establishing Priorities	1	01	2.045	54.5	27.2	18.1
8.	Liability of Public Officials/Agencies	3	06	2.046	26.0	42.5	32.5
9.	Setting Goals and Objectives and Planning	1	02	2.068	59.0	31.8	9.0
10.	Accountability Systems	1	03	2.090	32.5	34.8	32.5
11.	Functional Leadership Skills	3	08	2.136	47.7	38.6	13.6
12.	Evaluation of Staff and Programs	4	03	2.139	26.1	47.6	26.1
13.	Stress Management and Management's Responsibility	2	02	2.195	34.8	53.4	11.6
14.	Cost Effective Analysis	1	09	2.204	18.1	43.1	38.6
15.	Conducting Effective Meetings	3	09	2.209	42.8	40.4	16.6
16.	Staffing Personnel Selection/Management	2	01	2.261	33.3	47.6	19.0
17.	Crisis Intervention/Problem Solving	2	09	2.261	35.7	40.4	23.8
18.	Improving Managerial Performance	2	07	2.279	20.0	60.0	20.0
19.	Conflict Resolution	2	08	2.309	35.7	45.2	19.0
20.	Labor Relations/Collective Bargaining	2	06	2.368	22.2	33.3	44.4
21.	Resource Utilization	1	04	2.386	34.0	27.2	38.6
22.	Time Management	3	01	2.463	43.2	29.7	27.0

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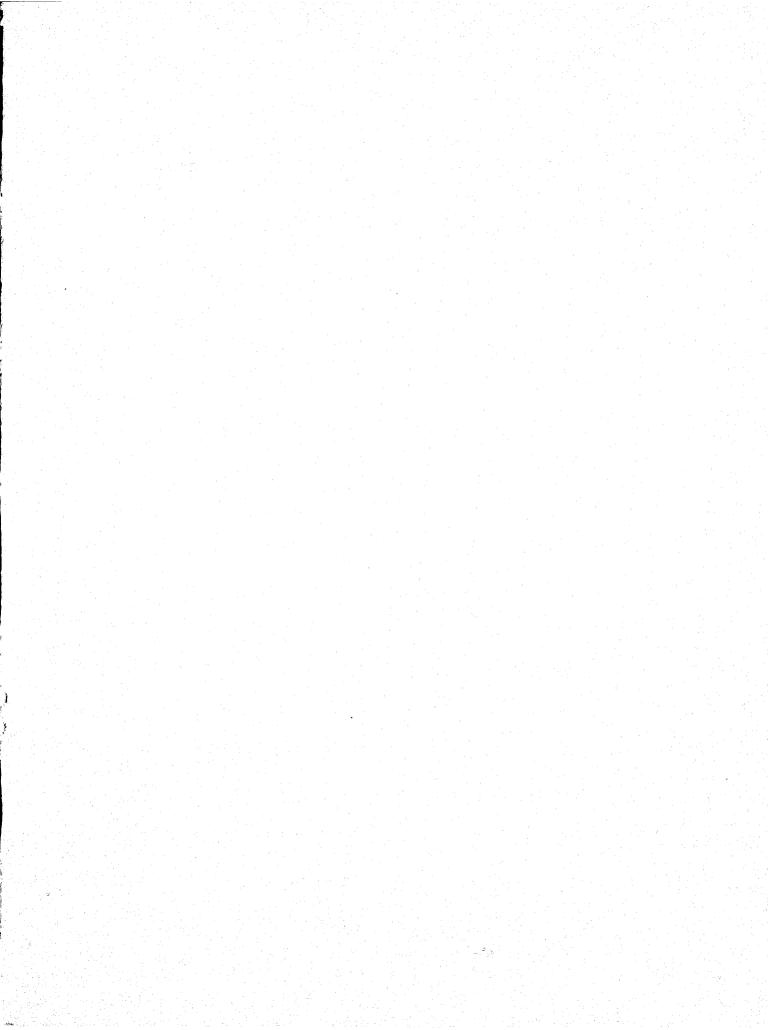
	Course Information			Statistical Information			
Rank	Course Title	Series	Course	Mean Likert Score	Basic	Percentage Advanced	Specialized
23.	Management Theory and Skill Development	3	02	2.488	30.0	45.0	25.0
24.	Administrative Laws and Legislative Trends	3	05	2.488	27.5	35.0	37.5
25.	Budgeting Styles and Alternatives	1	11	2.500	30.2	34.8	34.8
26.	Managing Change	3	04	2.511	30.0	40.0	30.0
27.	Management by Objectives	3	03	2.627	24.3	39.0	36.5
28.	Theory and Techniques of Organizational Development	1	10	2.697	15.0	45.0	40.0
29.	Systems Analysis	1	05	2.772	10.0	37.5	52.5
30.	Grantsmanship and Project Administration	4	01	2.785	10.2	38.4	51.2
31.	Research and Evaluation	4	02	2.880	13.1	36.8	50.0
32.	Management Information Systems	1	06	3.000	21.4	38.0	40.4

INSTITUTIONAL SERVICES
OVERALL ASSESSMENT OF ADMINISTRATOR

	Course Information				Statistical Information		
				Mean	Percentage		
Rank	Course Title	Series	Course	Likert Score	Basic	Advanced	Specialized
1.	Effective Communication	1	07	1.712	57.7	23.5	18.6
2.	Employee Relations	2	03	1.721	54.2	27.9	17.7
3.	Training of Personnel	2	02	1.724	53.6	29.0	17.2
4.	Establishing Priorities	1	01	1.870	54.7	24.6	20.6
5.	Setting Goals and Objectives and Planning	1	02	1.879	56.8	27.8	15.2
6.	Evaluation of Staff and Programs	4	03	1.897	36.2	35.9	27.8
7.	Program Planning/Development/Evaluation	1	08	1.954	39.6	35.3	24.9
8.	Functional Leadership Skills	3	08	1.963	54.0	30.5	15.4
9.	Decision Making Process	3	07	2.033	54.6	29.8	15.5
10.	Crisis Intervention/Problem Solving	2	09	2.052	49.3	28.4	22.1
11.	Staffing Personnel Selection/Management	2	01	2.065	42.5	33.7	23.6
12.	Personnel Management and Procedures	2	04	2.112	46.4	33.8	19.6
13.	Conflict Resolution	2	08	2.119	41.5	34.3	24.0
14.	Accountability Systems	1	03	2.120	44.2	29.9	25.8
15.	Conducting Effective Meetings	3	09	2.132	47.1	30.5	22.2
16.	Improving Managerial Performance	2	07	2.139	29.1	41.0	29.7
17.	Liability of Public Officials/Agencies	3	06	2.208	44.2	28.5	27.2
18.	Resource Utilization	1	04	2.223	45.6	26.7	27.6
19.	Stress Management & Management's Responsibility	2	05	2.324	30.9	36.9	32.1
20.	Administrative Laws and Legislative Trends	3	05	2.383	30.8	37.8	31.2
21.	Time Management	3	01	2.408	48.4	23.8	27.7
22.	Cost Effective Analysis	1	09	2.450	23.1	34.2	42.6

Course Information				Statistical Information			
Rank	Course Title	Series	Course	Mean Likert Score	Basic	Percenta e Advanced	Specialized
23.	Managing Change	3	04	2.469	35.1	36.7	28.1
24.	Budgeting Styles and Alternatives	1	11	2.532	30.4	31.4	38.1
25.	Management by Objectives	2	03	2.548	34.0	36.9	28.9
26.	Management Theory and Skill Development	3	02	2.604	32.6	34.6	32.6
27.	Labor Relations/Collective Bargaining	2	06	2.640	24.5	32.9	42.4
28.	Research and Evaluation	4	02	2.678	15.8	28.8	55.2
29.	Grantsmanship and Project Administration	4	01	2.744	14.2	26.4	59.2
30.	Management Information Systems	1	06	2.817	27.3	29.6	43.0
31.	Theory & Techniques of Organizational Devel.	1	10	2.825	24.1	33.6	42.1
32.	Systems Analysis	1	05	2.913	22.1	28.9	48.9

ANALYSIS OF COURTS PERSPECTIVE OF LINE STAFF

The CEC Project has been interested in the training needs of probation personnel as seen by not only probation staff, but also judges and other criminal justice personnel.

Staff mailed out 60 surveys to superior court judges in order to determine their perspective of probation line staff needs. Only five (or 10%) of judges responded to the survey. No follow-up efforts were made to assure a higher response. The mean Likert score shows that judges agree that 60 courses of the 70 mentioned are "needed" to "strongly needed".

Ten courses rated in the "uncertain" category and most of these were from the caseworkers series and included specific counseling courses. No course was seen as "not needed" by the judges. Twenty-four courses were given a rating of 1.0 to 1.8, which demonstrates the highest priorities as seen by the judges.

In assessing the findings of the law enforcement survey (17 agencies responded), we find many similarities with the responses given by the judges. Seventeen of the top 24 courses showed mutual agreement between judges and law enforcement as to the needs of line staff.

In order to provide a comparison between judges and line staff, we have included a listing of the top 20 courses. (* = areas of agreement with line.)

Courts	Probation Line Staff
1. Dependent Children--Referrals	1. Adult Law
*2. Juvenile Probation Process	2. Report Writing
*3. Adult Probation Process	3. Juvenile Law
4. Juvenile Institution Policy & Procedures	4. Interviewing Techniques
*5. Interviewing Techniques	5. Adult Probation Process
*6. The Drug Abuser	6. Juvenile Probation Process
*7. The Alcoholic Client	7. Supervision Techniques in Probation
8. How to Reach and Treat the Hardcore Client	8. Techniques of Investigation in Corrections
*9. Community Resources	9. Juvenile/Criminal Law/Update (SB 42, etc.)
*10. Juvenile Law	10. Counseling Techniques
*11. Adult Law	11. Caseload Management
*12. Counseling Techniques	12. The Alcoholic Client
13. Narcotics & Dangerous Drugs	13. Legal Responsibilities of Staff
*14. Handling and Treating the Violent Offender	14. Communications Skills
15. Substance Abuse	15. Community Resources
16. Public Relations	16. Workload Management
17. Decision Making	17. Crisis Intervention
18. Evaluation Training	18. Listening Skills
*19. Report Writing	19. Handling and Treating the Violent Offender
*20. Crisis Intervention	20. The Drug Abuser

In reviewing the above courses, we see agreement between judges and probation line staff as to the training needs. The major differences are found in comparing the two tables in the rank order. It should be pointed out that though the sampling is small, there is strong agreement by the courts with the expressed needs of the practitioner.

FIELD AND COURT SERVICES
COURTS PERSPECTIVE OF LINE STAFF
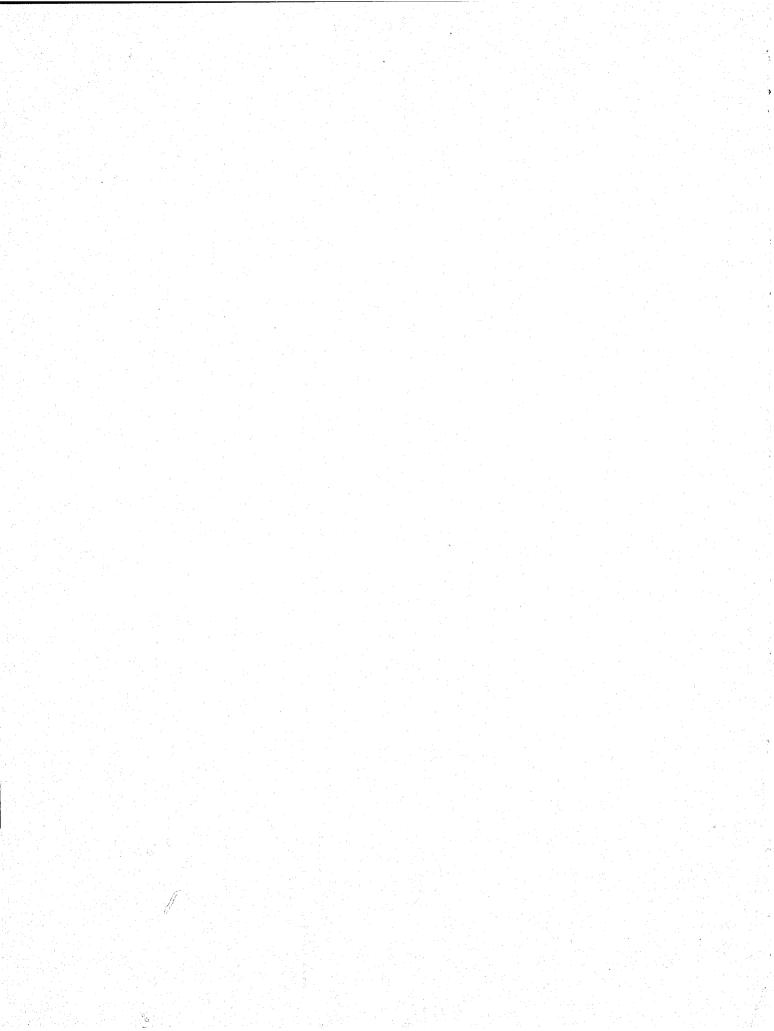
	Course Information				Statistical Information		
				Mean	Percentage		
Rank	Course Title	Series	Course	Likert Score	Basic	Advanced	Specialized
1.	Dependent Children – Referrals	3	02	1.200	40.0	0.0	60.0
2.	Juvenile Probation Process	1	03	1.333	66.6	0.0	33.3
3.	Adult Probation Process	1	04	1.333	66.6	0.0	33.3
4.	Juvenile Institution Policy and Procedure	1	08	1.333	50.0	0.0	50.0
5.	Interviewing Techniques	2	07	1.333	100.0	0.0	0.0
6.	The Drug Abuser	3	04	1.333	66.6	0.0	33.3
7.	The Alcoholic Client	3	05	1.333	50.0	0.0	50.0
8.	How to Reach and Treat the Hardcore Client	3	06	1.333	33.3	0.0	66.6
9.	Community Resources	4	01	1.333	33.3	0.0	66.6
10.	Juvenile Law	1	01	1.500	66.6	0.0	33.3
11.	Adult Law	1	02	1.500	83.3	0.0	16.6
12.	Counseling Techniques	2	06	1.500	66.6	33.3	0.0
13.	Narcotics and Dangerous Drugs	3	07	1.500	66.6	0.0	33.3
14.	Handling and Treating the Violent Offender	3	08	1.500	16.6	16.6	66.6
15.	Substance Abuse	3	03	1.666	50.0	0.0	50.0
16.	Public Relations	4	02	1.666	33.3	50.0	16.6
17.	Decision Making	5	02	1.666	83.3	16.6	0.0
18.	Evaluation Training	5	13	1.666	50.0	33.3	16.6
19.	Report Writing	2	02	1.833	50.0	0.0	50.0
20.	Crisis Intervention	2	10	1.833	16.6	50.0	33.3
21.	Victim Assistance/Victims of Violent Crimes	3	10	1.833	16.6	50.0	33.3
22.	The Adult Offender	3	11	1.833	83.3	0.0	16.6

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	Course Information			Statistical Information			
Rank	Course Title	Series	Course	Mean Likert Score	Basic	Advanced	Specialized
23.	The Juvenile Offender	3	12	1.833	83.3	0.0	16.6
24.	Working Effectively with Other Agencies	4	03	1.833	50.0	50.0	0.0
25.	Communications Skills	2	08	2.000	83.3	0.0	16.6
26.	Family Counseling	2	12	2.000	33.3	16.6	50.0
27.	Courtroom Demeanor/Prodedures & Presentation	2	13	2.000	100.0	0.0	0.0
28.	Principles of Casework	2	21	2.000	100.0	0.0	0.0
29.	The Multi-Problem Family	3	51	2.000	16.6	0.0	83.3
30.	Role Definition	2	17	2.000	66.6	16.6	16.6
31.	Caseload Management	2	18	2.166	50.0	33.3	16.6
32.	Behavior Modification	2	24	2.166	16.6	0.0	83.3
33.	Correctional Services	4	04	2.166	16.6	50.0	33.3
34.	Funding Sources	4	05	2.166	0.0	50.0	50.0
35.	Stress Management	5	06	2.166	83.3	16.6	0.0
36.	Conflict Resolution	5	07	2.166	83.3	16.6	0.0
37.	Motivational Techniques	5	10	2.166	80.0	20.0	0.0
38.	Juvenile/Criminal Law/Update	1	09	2.333	33.3	33.3	33.3
39.	Introduction to Treatment Techniques	2	03	2.333	66.6	16.6	16.6
40.	Listening Skills	2	22	2.333	66.6	16.6	16.6
41.	Due Process/Rights of the Offender	3	09	2.333	83.3	0.0	16.6
42.	Cultural Appreciation	5	01	2.333	83.3	0.0	16.6
43.	Time Management	5	05	2.333	83.3	16.6	0.0
44.	Legal Responsibilities of Staff	5	11	2.333	66.6	16.6	16.6
45.	Legal Search and Seizure	1	05	2.500	66.6	16.6	16.6
46.	Line Staff Relationship to Department	1	06	2.500	33.3	33.3	33.3
47.	Supervision Techniques in Probation	1	07	2.500	50.0	16.6	33.3
48.	Workload Management (Organizing and Planning)	2	04	2.500	33.3	33.3	33.3

Rank	Course Title	Series	Course	Mean Likert Score	Percentage		
					Basic	Advanced	Specialized
49.	The Volunteer in Corrections	4	06	2.500	0.0	20.0	80.0
50.	Trends in Corrections	5	08	2.500	80.0	20.0	0.0
51.	Self Awareness	5	09	2.500	83.3	0.0	16.6
52.	Parent Effectiveness Training	2	23	2.600	20.0	0.0	80.0
53.	Techniques of Investigation in Corrections	2	01	2.666	100.0	0.0	0.0
54.	Team Building	2.	14	2.666	0.0	75.0	25.0
55.	Special Offender Training	3	01	2.666	16.6	0.0	83.3
56.	Self-Defense Training	5	04	2.666	83.3	0.0	16.6
57.	Changing Roles of Staff	5	12	2.666	80.0	20.0	0.0
58.	First Aid & Cardiopulmonary Resusitation	1	11	2.833	66.6	0.0	33.3
59.	Social Theory in Corrections	1	12	2.833	33.3	33.3	33.3
60.	Diagnosis, Classification & Treatment Planning	2	11	2.833	0.0	50.0	50.0
61.	Psychological Theory in Corrections	1	13	3.000	33.3	33.3	33.3
62.	Brokerage Model and Monitoring Programs	2	09	3.000	0.0	0.0	100.0
63.	Orthomolecular Therapy	2	15	3.000	33.3	0.0	66.6
64.	Reality Therapy	2	20	3.000	0.0	25.0	75.0
65.	Gestalt Therapy	2	17	3.200	0.0	0.0	100.0
66.	Office Procedures/Dictation	1	10	3.333	80.0	0.0	20.0
67.	Transactional Analysis	2	18	3.333	25.0	0.0	75.0
68.	Rational Emotive Therapy	2	19	3.333	25.0	0.0	75.0
69.	Comparative Procedures in Probation	2	16	3.666	40.0	20.0	40.0
70.	Video and Audiovisual Techniques	2	25	3.833	33.3	0.0	66.6

ANALYSIS OF LAW ENFORCEMENT PERSPECTIVE OF LINE STAFF

The CEC Project has been interested in the training needs of probation personnel as seen by other criminal justice personnel.

CEC staff mailed out 120 surveys to local law enforcement agencies in California. Sixty surveys were mailed out to the county sheriffs and an additional sixty to large local police departments. Only 17 agencies responded to the survey. No follow-up efforts were conducted due to time constraints.

Law enforcement perceived 23 courses as "strongly needed" by probation staff (mean Likert score 1.4 - 1.9). Thirty-seven other courses were viewed as "needed". Only 10 courses were seen as "uncertain".

Law enforcement's responses showed agreement with many of the rankings of the judges. There is also strong agreement between the law enforcement responses and the rankings of probation line staff. Thirteen courses of the top 20 were identified as "needed" by line staff. The following is a comparison of the top 20 courses as seen by line staff and law enforcement. (* = agreement with line.)

Law Enforcement	Probation Line Staff
*1. Juvenile Probation Process	1. Adult Law
*2. Juvenile Law	2. Report Writing
*3. Adult Law	3. Juvenile Law
*4. Adult Probation Process	4. Interviewing Techniques
*5. Report Writing	5. Adult Probation Process
*6. The Drug Abuser	6. Juvenile Probation Process
7. P.C. 832/Legal Search & Seizure	7. Supervision Techniques in Probation
*8. Interviewing Techniques	8. Techniques of Investigation in Corrections
9. Substance Abuse	9. Juvenile/Criminal Law/Update (SB 42, etc.)
10. The Adult Offender	10. Counseling Techniques
11. Working Effectively with Other Agencies	11. Caseload Management
*12. Juvenile/Criminal Law/Update	12. The Alcoholic Client
*13. Counseling Techniques	13. Legal Responsibilities of Staff
*14. Communications Skills	14. Communications Skills
15. Narcotics and Dangerous Drugs	15. Community Resources
*16. Handling and Treating the Violent Offender	16. Workload Management
17. The Juvenile Offender	17. Crisis Intervention
*18. Supervision Techniques	18. Listening Skills
19. Juvenile Institution Policy and Procedure	19. Handling and Treating the Violent Offender
*20. The Alcoholic Client	20. The Drug Abuser

PROBATION TRAINING NEEDS ASSESSMENT

FIELD AND COURT SERVICES
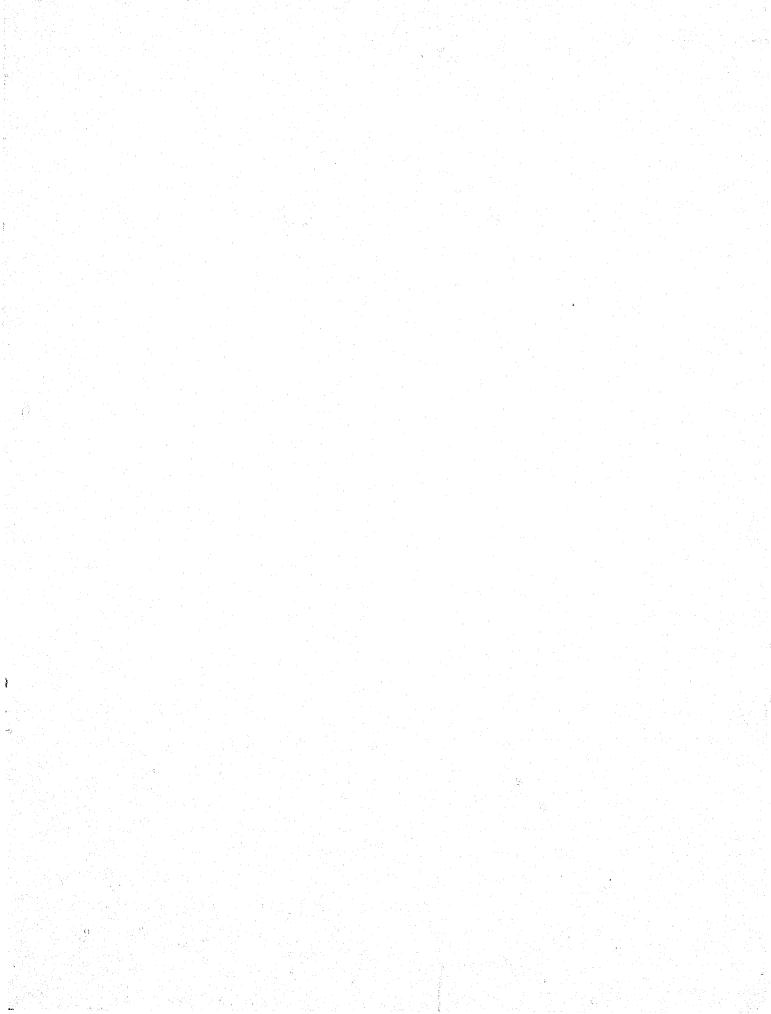### LAW ENFORCEMENT PERSPECTIVE OF LINE STAFF

	Course Information					Statistical Information	
Rank	Course Title	Series	Course	Mean Likert Score	Basic	Percentage Advanced	S ecialized
1.	Juvenile Probation Process	1	03	1.4	94.7	0.0	5.3
2.	Juvenile Law	1	01	1.5	100.0	0.0	0.0
3.	Adult Law	1	02	1.5	94.1	5.9	0.0
4.	Adult Probation Process	1	04	1.6	93.3	6.7	0.0
5.	Report Writing	2	02	1.6	94.4	0.0	5.5
6.	The Drug Abuser	3	04	1.6	75.0	0.0	25.0
7.	P.C. 832, Legal Search & Seizure	1	05	1.7	81.8	4.5	13.6
8.	Interviewing Techniques	2	07	1.7	70.5	17.6	11.8
9.	Substance Abuse	3	03	1.7	58.8	11.8	29.4
10.	The Adult Offender	3	11	1.7	80.0	20.0	0.0
11.	Working Effectively with Other Agencies	4	03	1.7	78.9	10.5	10.5
12.	Juvenile/Criminal Law/Update	1	09	1.8	17.6	64.7	17.6
13.	Counseling Techniques	2	06	1.8	75.0	12.5	12.5
14.	Communications Skills	2	08	1.8	60.0	20.0	20.0
15.	Narcotics & Dangerous Drugs	3	07	1.8	61.1	16.6	22.2
16.	Handling and Treating the Violent Offender	3	08	1.8	68.7	12.5	18.7
17.	The Juvenile Offender	3	12	1.8	84.2	10.5	5.2
18.	Supervision Techniques	1	07	1.9	35.7	35.7	28.5
19.	Juvenile Institution Policy & Procedure	1	08	1.9	61.5	23.1	15.4
20.	The Alcoholic Client	3	05	1.9	64.7	17.6	17.6
21.	How to Reach & Treat the Hardcore Client	3	06	1.9	40.0	40.0	20.0
22.	Victim Assistance/Victims of Violent Crimes	3	10	1.9	81.2	21.5	6.2

-81-

Rank	Course Title	Series	Course	Mean Likert Score	Percentage		
					Basic	Advanced	Specialized
23.	Legal Responsibilities of Staff	5	11	1.9	68.7	25.0	6.2
24.	First Aid & Cardiopulmonary Resusitation	1	11	2.0	93.3	0.0	6.6
25.	Conflict Resolution	5	07	2.0	71.4	21.4	7.1
26.	Dependent Children - Referrals	3	02	2.1	58.8	23.5	17.6
27.	Due Process/Rights of the Offender	3	09	2.1	76.4	5.8	17.6
28.	The Multi-Problem Family	3	13	2.1	42.8	35.7	21.4
29.	Community Resources	4	01	2.1	73.3	13.3	13.3
30.	Decision Making	5	02	2.1	62.5	25.0	12.5
31.	Listening Skills	2	22	2.1	87.5	6.2	6.2
32.	Techniques of Investigation in Corrections	2	01	2.2	88.2	5.8	5.8
33.	Workload Management	2	04	2.2	41.2	41.2	17.6
34.	Crisis Intervention	2	10	2.2	60.0	26.6	13.3
35.	Special Offender Training	3	01	2.2	31.2	56.2	12.5
36.	Diagnosis, Classification, & Treatment Planning	2	11	2.3	31.5	36.8	31.5
37.	Family Counseling	2	12	2.3	43.7	25.0	31.2
38.	Courtroom Demeanor/Procedures & Presentation	2	13	2.3	81.2	12.5	6.2
39.	Stress Management	5	06	2.3	40.0	33.3	26.6
40.	Caseload Management	2	05	2.4	43.7	43.7	12.5
41.	Role Definition	5	03	2.4	58.8	11.7	29.4
42.	Self-Defense Training	5	04	2.4	75.0	0.0	25.0
43.	Public Relations	4	02	2.5	64.7	17.6	17.6
44.	Correctional Services	4	04	2.5	40.0	40.0	20.0
45.	Time Management	5	05	2.5	61.1	16.6	22.2
46.	Motivational Techniques	5	10	2.5	68.7	12.5	18.7
47.	Evaluation Training	5	13	2.6	76.4	5.8	17.6
48.	Line Staff Relationship to Department	1	01	2.7	81.2	12.5	6.2

	Course Information			Statistical Information			
Rank	Course Title	Series	Course	Mean Likert Score	Basic	Advanced	Specialized
49.	Introduction to Treatment Techniques	2	03	2.7	80.0	20.0	0.0
50.	Brokerage Model & Monitoring Programs	2	09	2.7	84.2	10.5	5.2
51.	Team Building	2	14	2.7	42.8	35.7	21.4
52.	Principles of Casework	2	21	2.7	73.3	13.3	13.3
53.	Parent Effectiveness Training	2	23	2.7	86.6	6.6	6.6
54.	Behavior Modification	2	24	2.7	78.9	10.5	10.5
55.	Transactional Analysis	2	18	2.8	57.1	28.5	14.3
56.	Reality Therapy	2	20	2.8	7.6	15.4	76.9
57.	Self Awareness	5	09	2.8	38.4	23.1	38.4
58.	Rational Emotive Therapy	2	19	2.9	60.0	40.0	0.0
59.	Funding Sources	4	05	2.9	62.5	25.0	12.5
60.	Changing Roles of Staff	5	12	2.9	66.6	20.0	13.3
61.	Psychological Theory in Corrections	1	13	3.1	60.0	0.0	40.0
62.	Comparative Procedures in Probation	2	16	3.2	40.0	26.6	33.3
63.	Gestalt Therapy	2	17	3.2	40.0	33.3	26.6
64.	The Volunteer in Corrections	4	06	3.2	71.4	21.4	7.1
65.	Social Theory in Corrections	1	12	3.3	41.1	29.4	29.4
66.	Trends in Corrections	5	08	3.3	58.3	16.6	25.0
67.	Orthomolecular Therapy	2	15	3.4	76.9	15.3	7.7
68.	Cultural Appreciation	5	01	3.4	68.7	25.0	6.2
69.	Office Procedures/Dictation	1	10	3.9	31.2	50.0	18.7
70.	Video and Audiovisual Techniques	2	25	3.9	35.7	50.0	14.3

APPENDICES

APPENDIX A

SURVEY INSTRUMENT

PROBATION LINE STAFF TRAINING NEEDS ASSESSMENT

AGENCY _____ PARTICIPANT _____ POSITION _____

This questionnaire concerning training needs of probation departments in California is part of a survey being conducted by the C.E.C. Correctional Training Subvention Project for the benefit of the Project and will be included in a report to the State Board of Corrections.

Your comments are important for C.E.C. to best serve probation personnel training needs. Your time and frankness will be appreciated--all responses will be kept confidential.

PART I -- The questionnaire is rated on a 1 to 5 scale:

(1) STRONGLY NEEDED; (2) NEEDED; (3) UNCERTAIN; (4) MODERATE NEED; (5) NOT NEEDED; and N/A.

PART II

In the far right column, indicate whether course should be considered a Basic (B) for new employees, Advanced (A) for experienced employees, or Specialized (S) course by putting an "X" in the appropriate column.

	PART I										PART II		
(1) STR. NEEDED;	(2) NEEDED;	(3) UNCERTAIN;	(4) MODERATE NEED;	(5) NOT NEEDED		PLEASE CHECK ONE					"X" ONE		
						1	2	3	4	5	n/a	B	A	S
SERIES I	**CRIMINAL JUSTICE PROCESS**												
1.	Juvenile Law												
2.	Adult Law												
3.	Juvenile Probation Process												
4.	Adult Probation Process												
5.	P.C. 832, Legal Search and Seizure												
6.	Line Staff Relationship to Department												
7.	Supervision Techniques in Probation												
8.	Juvenile Institution Policy and Procedure												
9.	Juvenile/Criminal Law/Update (SB 42, etc.)												
10.	Office Procedures/Dictation												
11.	First Aid and Cardiopulmonary Resuscitation												
12.	Social Theory in Corrections												
13.	Psychological Theory in Corrections												
14.	Other:												
15.	Other:												
SERIES II	**CASEWORK SERVICES**												
1.	Techniques of Investigation in Corrections												
2.	Report Writing												
3.	Introduction to Treatment Techniques												
4.	Workload Management (Organizing and Planning)												
5.	Caseload Management												
6.	Counseling Techniques												
7.	Interviewing Techniques												
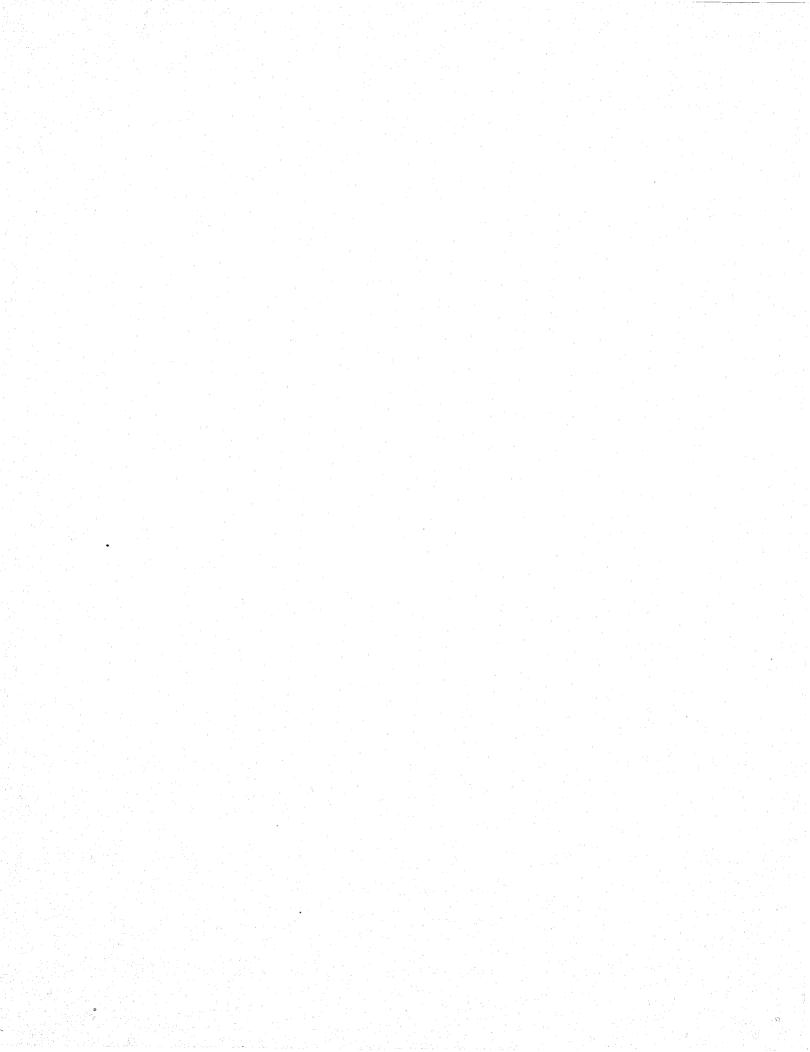
SERIES II CASEWORK SERVICES continued

		1	2	3	4	5	n/a	B	A	S
8.	Communications Skills									
9.	Brokerage Model and Monitorin Pro rams									
10.	Crisis Intervention									
11.	Diagnosis, Classification and Treatment Planning									
12.	Family Counseling									
13.	Courtroom Demeanor/Procedures & Presentation									
14.	Team Building									
15.	Orthomolecular Therapy									
16.	Comparative Procedures in Probation									
17.	Gestalt Therapy									
18.	Transactional Analysis									
19.	Rational Emotive Therapy									
20.	Reality Therapy									
21.	Principles of Casework									
22.	Listening Skills									
23.	Parent Effectiveness Training									
24.	Behavior Modification									
25.	Video and Audiovisual Techniques									
26.	Other:									
27.	Other:									

SERIES III THE CLIENT IN CORRECTIONS

		1	2	3	4	5	n/a	B	A	S
1.	Special Offender Training									
2.	Dependent Children--Referrals									
3.	Substance Abuse									
4.	The Drug Abuser									
5.	The Alcoholic Client									
6.	How to Reach and Treat the Hardcore Client									
7.	Narcotics and Dangerous Drugs									
8.	Handling and Treating the Violent Offender									
9.	Due Process/Rights of the Offender									
10.	Victim Assistance (Victims of Violent Crimes)									
11.	The Adult Offender									
12.	The Juvenile Offender									
13.	The Multi-Problem Family									
14.	Other:									
15.	Other:									

SERIES IV RESOURCES IN CORRECTIONS

		1	2	3	4	5	n/a	B	A	S
1.	Community Resources									
2.	Public Relations									
3.	Working Effectively With Other Agencies									
4.	Correctional Services									
5.	Funding Sources									
6.	The Volunteer in Corrections									
7.	Other:									
8.	Other:									

STR. NEEDED; NEEDED; UNCERTAIN; MODERATE NEED; NOT NEEDED   1   2   3   4   5   n/a   B   A   S

SERIES V   THE PRACTITIONER IN CORRECTIONS

1. Cultural Appreciation
2. Decision Makin
3. Role Definition
4. Self-Defense Training
5. Time Management
6. Stress Mana ement
7. Conflict Resolution
8. Trends in Corrections
9. Self Awareness
10. Motivational Techni ues
11. Le al Res onsibilities of Staff
12. Chan in Roles of Staff
13. Evaluation Trainin
14. Other:
15. Other:

PART III

The following questions pertain to possible areas of
modification in existing training and future course
consideration.

A. The following questions are related to standards
and training:

1. There is a need for a standards and training
commission that will set future standards for
corrections.

2. There is a need to standardize entry level
requirements into the field of robation.

3. There is a need to standardize training to meet
the job task requirements.

4. There is a need for probation to have certifi-
cated training programs.

5. There is a need for licensing training programs
for entry into the field.

6. There is a need to monitor training for all
levels of correctional personnel.

B. The following questions pertain to possible future
benefits from a standards and training commission:

1. There is a need for funding assistance--salar .

2. There is a need for funding assistance--travel.

3. There is a need for fundin assistance-- er diem.

4. There is a need for funding assistance--course
tuition.

PROBATION SUPERVISORY AND MIDDLE MANAGEMENT TRAINING NEEDS ASSESSMENT

AGENCY _____ NAME _____ POSITION _____

(1) STR. NEEDED;	(2) NEEDED;	(3) UNCERTAIN;	(4) MODERATE NEED;	(5) NOT NEEDED	PLEASE CHECK ONE						"X" ONE		
					1	2	3	4	5	n/a	B	A	S
SERIES I PERSONNEL DEVELOPMENT													
1. Staff Training Methodology													
2. Affirmative Action													
3. Agency Liability for Staff													
4. Employee Motivational Techniques													
5. Managing Personnel Problems													
6. Other:													
7. Other:													
SERIES II PLANNING, ORGANIZING, PERFORMANCE AND EVALUATION													
1. Time Management													
2. Planning, Assignment and Review of Work													
3. Public Relations													
4. Establishment of Work Standards													
5. Correctional Trends													
6. Caseload Management													
7. Courtroom Testifying and Demeanor													
8. Classification Systems													
9. Program Monitoring and Evaluation													
10. Other:													
11. Other:													
SERIES III SELF DEVELOPMENT													
1. Effective Communication/Listening Skills													
2. Assertiveness Training													
3. Self Awareness													
4. Effective Counseling Techniques													
5. Effective Interviewing Techniques													
6. Stress Management, Coping with Stress & Burn Out													
7. Management/Supervision by Objectives													
8. Other:													
9. Other:													
SERIES IV LEADERSHIP DEVELOPMENT													
1. Personnel Process/Management													
2. Staff Work/Assistance/Control Methods & Techniques													
3. Leadership Styles and Skills													
4. Techniques of Decision Making and Problem Solving													
5. Crisis Intervention													
6. Community Resource Development													

(1)	(2)	(3)	(4)	(5)		PLEASE CHECK ONE						"X" ONE		
STR. NEEDED;	NEEDED;	UNCERTAIN;	MODERATE NEED;	NOT NEEDED		1	2	3	4	5	n/a	B	A	S
SERIES IV	**LEADERSHIP DEVELOPMENT (continued)**													
	7. Methodology of Conducting Effective Meetings													
	8. Role of a Supervisor													
	9. Supervision Skills and Concepts													
	10. Team Functions													
	11. Managing Administrative Direction													
	12. Evaluation Skills													
	13. Management Principles and Philosophy													
	14. Budgeting and Administrative Responsibilities													
	15. Management Information Reporting System--MIRS													
	16. New Legislation and Standards													
	17. Grantsmanship													
	18. Management Development													
	19. Delegation of Authority													
	20. Management Rights/Collective Bargaining and Labor Relations													
	21. Other:													
	22. Other:													

CONTINUED

2 OF 3

PROBATION ADMINISTRATION/MANAGEMENT TRAINING NEEDS ASSESSMENT
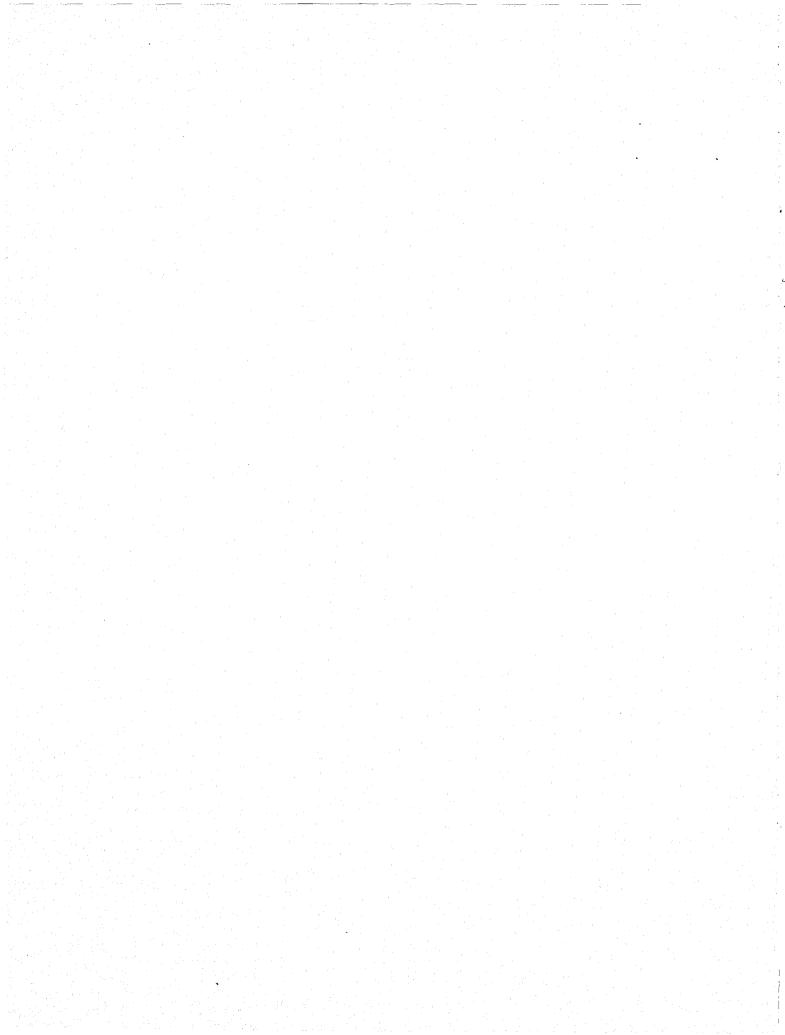
AGENCY _____ PARTICIPANT _____ POSITION _____

(1) (2) (3) (4) (5) STR. NEEDED; NEEDED; UNCERTAIN; MODERATE NEED; NOT NEEDED	PLEASE CHECK ONE						"X" ONE		
	1	2	3	4	5	n/a	B	A	S
SERIES I ADMINISTRATIVE PLANNING AND DECISION MAKING									
1. Establishing Priorities									
2. Setting Goals and Objectives and Planning									
3. Accountability Systems									
4. Resource Utilization									
5. Systems Analysis									
6. Management Information Systems									
7. Effective Communication									
8. Program Planning/Development/Evaluation									
9. Cost Effective Analysis									
10. Theory & Techniques of Organizational Develop.									
11. Budgeting Styles and Alternatives									
12. Other:									
13. Other:									
SERIES II PERSONNEL MANAGEMENT AND TRAINING									
1. Staffing Personnel Selection/Management									
2. Training of Personnel									
3. Employee Relations									
4. Personnel Management and Procedures									
5. Stress Management & Management's Responsibility									
6. Labor Relations/Collective Bargaining Procedures									
7. Improving Managerial Performance									
8. Conflict Resolution									
9. Crisis Intervention/Problem Solving									
10. Other:									
11. Other:									
SERIES III MANAGEMENT DEVELOPMENT									
1. Time Management									
2. Management Theory and Skill Development									
3. Management by Objectives									
4. Managing Change									
5. Administrative Laws and Legislative Trends									
6. Liability of Public Officials/Agency									
7. Decision Making Process									
8. Functional Leadership Skills									
9. Conducting Effective Meetings									
10. Other:									
11. Other:									

(1) STR. NEEDED	(2) NEEDED	(3) UNCERTAIN	(4) MODERATE NEED	(5) NOT NEEDED		PLEASE CHECK ONE						"X" ONE		
						1	2	3	4	5	n/a	B	A	S
SERIES IV RESEARCH AND EVALUATION														
1. Grantsmanship and Project Administration														
2. Research and Evaluation														
3. Evaluation of Staff and Programs														
4. Other:														
5. Other:														

APPENDIX .B

SURVEY DISTRIBUTION

SURVEY DISTRIBUTION

Counties	Field and Court Services		Institution Services	
	Sent	Received	Sent	Received
Alameda	20	16	10	12
Alpine	-	-	-	-
Amador	..	-	-	-
Butte	7	7	6	6
Calaveras	-	-	-	-
Colusa	1	1	-	-
Contra Costa	11	11	10	9
Del Norte	2	-	7	-
El Dorado	7	7	4	4
Fresno	8	8	8	7
Glenn	2	-	-	-
Humboldt	7	7	6	6
Imperial	8	8	-	-
Inyo	9	-	5	-
Kern	3	3	10	10
Kings	12	12	5	5
Lake	6	-	-	-
Lassen	-	-	-	-
Los Angeles	53	25	54	25
Madera	8	8	8	8
Marin	9	9	9	9
Mariposa	2	2	-	-
Mendocino	5	5	5	5
Merced	6	6	3	3
Modoc	2	2	-	-
Mono	-	-	-	-
Monterey	8	8	7	7
Napa	6	6	4	4
Nevada	5	5	3	3
Orange	19	17	27	4
Plumas	3	3	-	-
Placer	6	6	9	9
Riverside	13	13	14	14
Sacramento	13	13	14	14
San Benito	2	1	-	-

Counties (continued)	Field and Court Services		Institution Services	
	Sent	Received	Sent	Received
San Bernardino	13	13	19	19
San Diego	26	24	19	10
San Francisco Adult	8	8	-	-
San Francisco Juvenile	9	9	17	10
San Joaquin	8	8	9	8
San Luis Obispo	6	6	5	-
San Mateo	13	13	10	10
Santa Barbara	10	10	10	10
Santa Clara Adult	10	8	-	-
Santa Clara Juvenile	9	9	17	16
Santa Cruz	6	6	7	7
Shasta	6	6	7	6
Sierra	-	-	-	-
Siskiyou	4	4	2	2
Solano	11	11	5	5
Sonoma	11	11	7	7
Stanislaus	11	11	5	5
Sutter	5	5	-	-
Tehama	7	7	4	4
Trinity	-	-	-	-
Tulare	11	11	7	7
Tuolumne	4	4	-	-
Ventura	19	19	7	7
Yolo	9	8	4	3
Yuba	4	3	4	4
Totals	483	423 (88%)	393	304 (77%)

Total Surveys Sent   876

Total Surveys Returned   727

Total Rate of Return   83%

APPENDIX C

PARTICIPATING COURTS AND LAW ENFORCEMENT AGENCIES

PARTICIPATING COURTS AND LAW ENFORCEMENT AGENCIES

COURTS

1. Del Norte County Superior Court
2. Kings County Superior Court
3. Riverside County Superior Court
4. Siskiyou County Superior Court
5. Solano County Superior Court

LAW ENFORCEMENT

Sheriffs' Departments

1. Contra Costa County Sheriff
2. Fresno County Sheriff
3. Los Angeles County Sheriff
4. Placer County Sheriff
5. Sacramento County Sheriff
6. San Diego County Sheriff
7. Sutter County Sheriff
8. Ventura County Sheriff

Police Departments

1. Auburn Police Department
2. Concord Police Department
3. Davis Police Department
4. Merced Police Department
5. Modesto Police Department
6. San Mateo Police Department
7. Santa Cruz Police Department
8. Santa Rosa Police Department
9. Vallejo Police Department

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49ER CHAPTER
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