



DEPARTMENT OF OFFENDER REHABILITATION

LOUIE L. WAINWRIGHT, SECRETARY

EXECUTIVE SUMMARY

New Formula for Generating Community Services Field Staff

58900

November 1976

ALL

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PREFACE

The Executive Summary summarizes the Final Report of the Workload Unit Task Force study. This Task Force was appointed by Louie L. Wainwright, Secretary of the Department of Offender Rehabilitation, for the purpose of examining the workload unit, to clearly define a workload measure and to provide a plan which would enhance both the quantity and quality of supervision being afforded parolees and probationers for whom the Department is responsible.

This Task Force effort was a very comprehensive one which involved all levels of Community Services field staff in the participatory management type process.

The Department of Offender Rehabilitation acknowledges the outstanding efforts of all those contributing to this study. This New Formula For Generating Community Services Field Staff and the attendant plans to insure credibility of case management typifies the exemplary service of professionals, not only in the Department of Offender Rehabilitation, but also in the Department of Administration and others in the Criminal Justice System.



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DEPARTMENT OF OFFENDER REHABILITATION

EXECUTIVE OVERVIEW
OF THE FINAL REPORT
WORKLOAD TASK FORCE

I. PROBLEM IDENTIFICATION

The "workload unit" concept utilized in funding parole and probation field staff has been generally misunderstood. This misunderstanding, plus the inability to properly define the concept, has resulted in numerous problems:

- THE WORKLOAD UNIT HAS BECOME OF LITTLE VALUE IN DETERMINING BUDGETARY ALLOCATIONS.

The 1975 Annual Auditor General's Report states:

"The use of the workload unit values in the preparation of the legislative budget documents and various reports by the Commission is of questionable value. Until adequate supporting documentation for the workload unit is developed I recommend a study be performed to develop a basis for reliable workload unit values."

- UNWIELDY CASELOADS HAVE EVOLVED DUE TO LACK OF MEANINGFUL DATA AND GUIDELINES FOR CASE MANAGEMENT.
- THE SPECIFIC TASKS OF A PAROLE AND PROBATION OFFICER HAVE NOT BEEN PROPERLY DELINEATED.
- REALISTIC AND CREDITABLE STANDARDS FOR PERFORMANCE OF THESE TASKS HAVE NOT BEEN DEVELOPED.
- THERE HAS BEEN MUCH DIFFICULTY IN PROPERLY DISTINGUISHING THE DIFFERENCE BETWEEN A CASELOAD AND A WORKLOAD.
- GUIDELINES FOR EFFECTIVE FACE-TO-FACE SUPERVISION OF PROBATIONERS AND PAROLEES HAVE NOT BEEN EVIDENT NOR CONSCIENTIOUSLY ADHERED TO.
- PERSONNEL TURNOVER RATE IS AS HIGH AS 30% ANNUALLY IN SOME PARTS OF THE STATE AND MORALE HAS BEEN LOW.
- NO WORKLOAD CREDIT IS GIVEN FOR "OTHER RELATED DUTIES" AS IDENTIFIED IN THE STANDARDS.
- THE NUMBER OF HOURS AVAILABLE PER MONTH PER OFFICER TO PERFORM DUTIES HAS NOT BEEN SUFFICIENTLY QUANTIFIED.

- THERE IS A LACK OF ESTABLISHED STANDARDS IN SUPERVISION, INVESTIGATION AND OTHER RELATED DUTIES.
- NO DEFINED STANDARDS FOR CASE CLASSIFICATION, SUPERVISION OR UTILIZATION OF COMMUNITY RESOURCES HAVE BEEN DEVELOPED.
- MISDEMEANANTS RECEIVE LESS WORKLOAD CREDIT THAN FELONS WHILE EQUAL AMOUNT OF WORK IS REQUIRED.
- STAFF SUPERVISORS ARE REQUIRED TO CARRY CASELOADS WHICH HAMPERS THEIR ABILITY TO PROPERLY SUPERVISE STAFF.
- THE ALLOCATION OF 60% OF THE TIME FOR PREPARING THE PRESENTENCE INVESTIGATION TO A PARAPROFESSIONAL IS NOT CONDUCTIVE TO THE PREPARATION OF A QUALITY DOCUMENT NEEDED BY THE COURTS.
- NO TIME IS ALLOCATED FOR STAFF TRAINING.
- THERE IS NO ORGANIZED PROGRAM FOR MISDEMEANANTS.



In addition to the problems identified with the workload unit other trends in the Criminal Justice System were identified as factors which are having a serious impact on the corrections sub-system:

- ★ IN RECENT YEARS THERE HAS BEEN AN INCREASING USE OF INCARCERATION AS A PUNISHMENT ALTERNATIVE.

The Governor's Select Corrections Task Force document, entitled "Corrections, A Special Report, April 1976," indicates the following:

	<u>Felony Convictions</u>	<u>%Incar- cerated</u>	<u>%Placed on Probation</u>
FY 73-74	24,196	23.5%	76.5%
FY 74-75	27,904	25.9%	74.1%
July 1-Dec. 31, 1975	12,049	35.1%	65.9%

For practically all offenses, there was a significant increase in the number of new admissions to prison. At the same time, there was a significant decrease in the number of persons on probation for the same offenses.

- ★ OF THE NINE MOST POPULOUS STATES FLORIDA HAS THE HIGHEST RATE OF PERSONS COMMITTED TO PRISON PER 100,000 POPULATION (187).

SOURCE: Final Report of Governor's Select Task Force, Corrections, A Special Report April 1976.

State	*Inmate Population 9/1/75	Population 7/1/74	Incarceration Rate/100,000
Florida	15,138	8,090,000	187.1
California	22,233	20,907,000	106.3
Illinois	7,668	11,131,000	68.9
Michigan	10,290	9,098,000	113.1
New Jersey	5,848	7,330,000	70.8
New York	16,346	18,111,000	90.3
Ohio	10,967	10,737,000	102.14
Pennsylvania	7,197	11,835,000	60.8
Texas	18,157	12,050,000	150.7

*Inmate populations are not necessarily directly comparable. Some states include misdemeanants held in county jails as part of their inmate population, and some states include 16 and/or 17 year old offenders in their inmate population. These disparities tend to make differences between Florida's situation and that of other states less dramatic than it may in fact be.

- ★ THE NET GAIN IN POPULATION OF THE DEPARTMENT OF OFFENDER REHABILITATION IN THE EIGHTEEN MONTHS PRECEDING CALENDAR YEAR 1976 (4,379) WAS GREATER THAN THE PRECEDING FOURTEEN YEARS (4,346).
- ★ FOR PRACTICALLY ALL OFFENSES THERE HAS BEEN A SIGNIFICANT INCREASE IN THE NUMBER OF NEW ADMISSIONS TO PRISON: AT THE SAME TIME, THERE HAS BEEN A SIGNIFICANT DECREASE IN THE NUMBER OF PERSONS PLACED ON PROBATION FOR THE SAME OFFENSES.
- ★ THE CHANGE IN PROBATION RATE FOR 1975 ALONE, RESULTED IN AN ADDITIONAL 2,246 INMATES. THIS WILL COST THE STATE APPROXIMATELY 60 MILLION DOLLARS IN FIXED CAPITAL OUTLAY AND OPERATING COSTS.

The Governor's Select Corrections Task Force document entitled, "Corrections, A Special Report, April 1976", illustrates the impact as follows:

**DISTRIBUTION OF FELON INTAKES
CALENDAR YEAR 1975**

	Total New Felon Cases	New Felon Probation Cases	Percent % Placed on Probation	Change In Incarceration*
Jan.-June	14,363	10,018	69.7%	+ 970
July, Dec.	12,049	7,941	65.9%	+ 1,276
Totals	26,412	17,959	68.0%	+ 2,246

*Change in prison intakes based on FY 1973-74 probation rate (76.5%) and current rates.

In calendar year 1975, 2,767 more persons were incarcerated than in FY 1973-74. Of those, 2,246 were a direct result of a drop in probation rates from 76.5% to the current level of 65.9%.

An offender placed on felon probation remains under supervision an average of two years at an approximate cost of \$1 per day. Therefore, had these 2,246 persons been placed on probation the cost to the state would have been approximately \$1,639,580.

The change in probation rate for 1975 alone, will cost the state approximately \$25,042,900 in operating costs. Considering the crowded prison system, each new inmate requires an additional bed beyond present capacity. Current construction costs (not including land acquisitions) average \$16,100 per bed. Therefore, these 2,246 inmates could be expected to require bed space beyond the projected expansion rate at an additional capital outlay cost of \$36,160,000.

The fiscal impact of the decrease in probation rate during 1975 alone, may be additional expenditures in excess of SIXTY MILLION DOLLARS.

II. PROBLEM ADDRESSED

Upon examination of preliminary information developed by staff, it became apparent that this very critical budget determinant has been fraught with much confusion and misunderstanding. It has resulted in unrealistic assignment of monies to carryout legislative mandates "to provide meaningful community supervision for offenders on parole and probation and to develop community alternatives to traditional incarceration which could be safely used." (Florida Statutes 20.315)

To address these problems, and with concern for the increasing rate of prison commitments and the accompanying increase in costs to Florida's taxpayers, Secretary Louie L. Wainwright appointed a "Workload Unit Task Force".

The Task Force was composed of representatives from Department of Offender Rehabilitation, Department of Administration and Board of Regents. The charge to the Task Force was to:

1. Define a simple workload measure which is easily understood;
2. Develop a new formula for funding field staff;
3. Identify specific tasks required to perform the parole and probation officer's duties ;
4. Establish standards for the officer's tasks ;
5. Identify the number of staff necessary to accomplish duties in parole and probation utilizing the established minimum standards ;
6. Recommend means to implement the proposed standards ;
7. Identify other problem areas.

Additionally, Secretary Wainwright appointed a Review Team to review the findings of the Workload Unit Task Force and to make recommendations. The team was composed of representatives from the program office and the field staff including two Regional Directors, all five Regional Supervisors of Intake and Community Services, the Director of the Community Services Program Office and an administrator, and the Assistant Secretary of Programs.

III. RECOMMENDATIONS

The Task Force undertook an exhaustive study of the "workload unit" concept of funding community services field staff. In addition to a review of formulas used in other states, a survey instrument was developed which was administered to more than twenty percent of the entire field staff. A detailed report on the workload unit study has been prepared and is available upon request.

The following provides a capsuled account of the joint recommendations of the Workload Unit Task Force and the Review Team which have been endorsed by management:

- THE "WORKLOAD UNIT" SHOULD BE ABOLISHED AS A BUDGET DETERMINANT.
- A NEW FORMULA SHOULD BE ADOPTED BASED ON A WORK HOUR CONCEPT WHICH WOULD BE DEFINED AS THE AMOUNT OF TIME REQUIRED TO PERFORM SPECIFIC TASKS.
- THIS STANDARD WORK HOUR SHOULD BE FURTHER DEFINED AS ONE HOUR OF PRODUCTIVE WORK PER OFFICER PER MONTH.

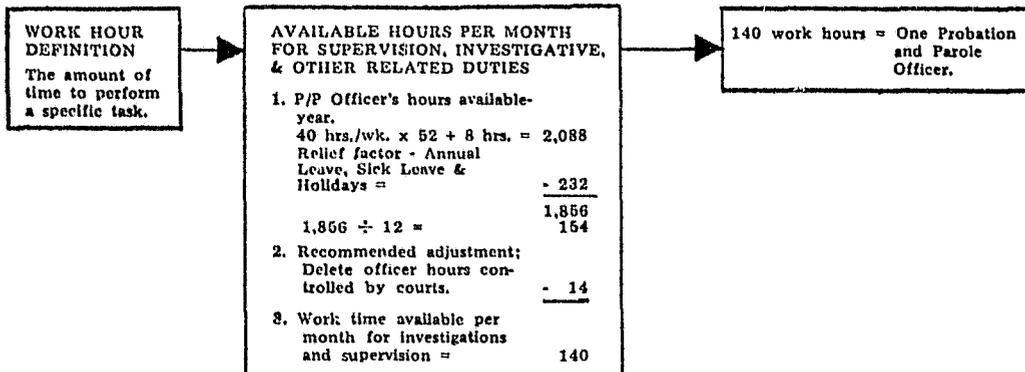
- STANDARDS IN HOURS SHOULD BE ADOPTED IN RELATIONSHIP TO THE TIME REQUIRED TO PERFORM THE TASKS OF A PROBATION AND PAROLE OFFICER. THE TASKS SHOULD BE IDENTIFIED AS SUPERVISORY TASKS, INVESTIGATIVE TASKS AND OTHER RELATED DUTIES.

STANDARDS IN HOURS

A DOR Task Force was appointed to identify a workload measure. Through a survey of field staff, standards were developed for supervision tasks, investigative tasks and "other related duties." These standards were based on hours required to perform a specific task.

SUPERVISION:	Hours required for each case/month	
Class I (Maximum)	5.50	
Class II (Medium)	2.75	
Class III (Minimum)	1.50	
INVESTIGATIONS:	Professional time required (travel)	% of time for ParaProfessionals
Presentence Investigation	15.00 (4.00)	25%
Postsentence Investigation	10.00 (2.00)	25%
Preparole	4.50 (1.00)	25%
Mandatory Cond. Release	4.50 (1.00)	0%
Work Release	4.00 (.20)	0%
Other State Investigations	4.00 (1.00)	25%
Security Investigations	2.50 (.33)	50%
Release on Recognizance	4.00 (.50)	50%
Violation Investigations	2.00 (.50)	0%
OTHER RELATED DUTIES		
Initiation of supervision (forms)	4.00 (.00)	100%
Informal court appearance	1.50 (.75)	0%
Formal revocation proceeding	8.00 (.75)	0%
Formal modification proceeding	1.50 (.75)	0%
Presence required by Judge	3.00 (.75)	0%
Correspondence	4.50 (.00)	0%
Forms/reports	8.00 (.00)	75%
Community resources	5.00 (1.00)	0%
Training	8.00 (.50)	0%
Special projects	2.00 (.50)	0%
TOTAL	45.50	

- THE 154 AVAILABLE HOURS PER MONTH FOR PERFORMING DUTIES SHOULD BE REDUCED BY THE 14 HOURS OF DUTIES CONTROLLED BY THE COURTS. THIS WOULD RESULT IN A FORMULA BASED UPON 140 PRODUCTIVE HOURS PER OFFICER PER MONTH.



- A CLASSIFICATION SYSTEM SHOULD BE DEVELOPED WHICH INSURES CREDITABILITY OF CASE MANAGEMENT THROUGH MANDATED REVIEWS. THIS WILL RESULT IN MOVEMENT BETWEEN CLASSES AND EVENTUAL RECOMMENDATIONS FOR EARLY TERMINATION OF CASE SUPERVISION.
- SUPERVISOR I'S SHOULD BE REMOVED FROM THE WORK HOUR COMPUTATION TO ASSURE PROPER CASE MANAGEMENT.
- BUDGET PLANNING FOR 1977-78 SHOULD BE BASED ON MATERIAL PRESENTED IN THIS PUBLICATION AS IT RELATES TO THE PROJECTED INCREASE IN RESOURCES NECESSARY TO PERFORM THE FUNCTIONS OF THE PAROLE AND PROBATION OFFICER.
- THERE SHOULD BE A GRADUATED IMPLEMENTATION OF THE STANDARDS ESTABLISHED BY THIS WORKLOAD TASK FORCE OF THE DEPARTMENT OF OFFENDER REHABILITATION. (SEE RECOMMENDED IMPLEMENTATION SCHEDULE, PAGE 11)
- TIME AND MOTION STUDIES SHOULD BE CONDUCTED JOINTLY BY THE DEPARTMENT OF OFFENDER REHABILITATION AND THE DEPARTMENT OF ADMINISTRATION TO VALIDATE THE TIME STANDARDS DETERMINED BY THIS STUDY.

IV. IMPLEMENTATION AND OBJECTIVES

Over the past several years, Florida has experienced an unprecedented rise in its prison population. All facets of the Criminal Justice System are concerned with the rising crime rate and the unexpected burgeoning offender populations. The Department of Offender Rehabilitation, responsible for both parole and probation supervision and institutional confinement, is deeply committed to the goal of protecting society through the control and rehabilitation of adult offenders. However, the department is supportive of diversionary programs which can be reasonably and safely implemented.

It is axiomatic that this Department can only recommend placing an offender on parole or probation as those responsibilities rest with the judges and the parole commissioners of the state. Thus, the Department has no jurisdiction on the use of parole or probation, nor can the Department reduce the rate of incarceration per 100,000 population. It is proposed, however, that through increasing the quality of community supervision, greater opportunity can be provided to the courts and the Parole and Probation Commission to utilize parole and probation as alternatives to incarceration. Achievement of measurable objectives in the community supervision program will indicate the degree to which other authorities react to increased quality of supervision and to greater opportunity for community programming. With these thoughts in mind, the objectives of implementing the standards of supervision are stated as follows:

● PROVIDE THE OPPORTUNITY TO INCREASE THE ANNUAL RATE OF FELON PROBATION 5 PERCENT.

Based on the figures in fiscal year 1975-76 which shows that 15,935 (65%) of the state felons were placed on probation by the courts, this would increase to 17,102 (70%) resulting in an addition of 1,167 probationers being diverted from prison in 1977-78. Operating costs consist of \$14 per day for imprisonment compared to \$1 per day for parole or probation supervision.

1,167 diversions x \$13 per day savings x 365 days per year = \$ 5,537,415

1,167 diversions x \$17,500 construction costs per prison bed = \$20,422,500

TOTAL SAVINGS of 1,167 additional probation diversions = \$25,959,915

● PROVIDE THE OPPORTUNITY TO INCREASE THE USE OF PAROLE BY 10 PERCENT.

This would increase the number of parole releases from 2,495 in fiscal year 1975-76 to 2,745 in 1977-78 or an increase of 250. (Based on figures in fiscal year 1975-76).

250 releases x \$13 per day savings x 365 days per year = \$ 1,186,250

250 releases x \$17,500 construction costs per prison bed = \$ 4,375,000

TOTAL SAVINGS of 250 additional parole releases = \$ 5,561,250

● PROVIDE THE OPPORTUNITY TO REDUCE THE NUMBER OF FIRST TIME OFFENDERS BEING COMMITTED TO PRISON BY 25%.

This would reduce the number of first time offenders being committed to prison from 4,749 (65.76%) in fiscal year 1974-75 to 3,582 (52.6%) in 1977-78 (based on figures in 1974-75).

● PROVIDE THE OPPORTUNITY TO REDUCE THE RATE OF COMMITMENT TO PRISON PER 100,000 POPULATION BY 9%.

This would reduce the rate of commitments to prison from 175 per 100,000 population in fiscal year 1974-75 to 160 per 100,000 population in 1977-78 (based on figures in 1974-75 fiscal year).

● **PROVIDE THE OPPORTUNITY TO INCREASE THE RATE OF COLLECTION FOR COST OF SUPERVISION BY 100%.**

This would increase the cost of supervision program collection rate from 18% to at least 36%. (Based on July, August, September 1976 receipts of \$263,617 receipts would increase to at least \$527,234 in a similar three months period in 1977-78 fiscal year.)

* * * * *

Corollary objectives established for the community supervision program are those performance requirements which will effectively increase the quality of supervision, thus "providing the opportunity" for other segments of the criminal justice system to utilize community supervision as an alternative to incarceration. These objectives are stated as follows:

● **REDUCE THE AVERAGE CASELOAD SIZE OF PAROLE AND PROBATION OFFICERS.**

This will provide the Parole and Probation Officer an average caseload of 35 for maximum, 70 for medium and 140 for minimum supervision classifications during 1977-78 fiscal year.

● **INCREASE THE NUMBER OF PERSONAL CONTACTS WITH PAROLEES AND PROBATIONERS BY PAROLE AND PROBATION OFFICERS.**

Provide at least four personal face-to-face community contacts each month with probationers and parolees in Class I (maximum) supervision and six collateral contacts; two personal and three collateral for those in Class II (medium); and one personal and three collateral for those in Class III (minimum) supervision status. Currently, contacts are infrequent and spasmodic. (See page 31 of the Task Force Full Report for Minimum Standards.)

● **INCREASE PARTICIPATION BY PAROLEES AND PROBATIONERS IN COMMUNITY SELF-IMPROVEMENT PROGRAMS.**

Require a minimum of twelve hours per month of community self-improvement program participation by probationers and parolees in maximum supervision classification and six hours for those in medium classification. Now only about 25% of those under supervision are actively participating in community self-improvement programs. (See page 31 of the Task Force Full Report for Minimum Standards)

● **PROVIDE SYSTEM OF CASELOAD MANAGEMENT AND MOVEMENT.**

This will systematically move cases through the three supervision classifications and to final termination when no longer in need of supervision. The officer's supervisor will monitor the movement assuring proper classification and prevent "paper caseloads or padding."

● **PROVIDE SYSTEMATIC MEANS OF IMPLEMENTING STANDARDS OF INVESTIGATION AND SUPERVISION.**

The time standards established by the Workload Task Force would be gradually implemented over a three year period.

Although the Standards for investigation and supervision should be implemented as soon as possible, a request is being made to the legislature to implement these standards over a three year period due to the continued depressed economic situation. The Standards, as previously displayed, have been utilized in the preparation of the 1977-78 legislative budget request.

Full implementations of these Standards over a three year period, as shown on Page II of this document, will require an expenditure of more than eleven million dollars. However, the possible and probable impact on the total criminal justice system will more than justify these expenditures.

FOR INSTANCE, IF THE IMPLEMENTATION OF THE STANDARDS COULD CAUSE THE PROBATION RATE TO INCREASE SUFFICIENTLY TO SAFELY DIVERT AT LEAST SIX HUNDRED OFFENDERS FROM PRISON, THE SAVINGS ACCRUED THROUGH A REDUCTION IN BEDS TO BE CONSTRUCTED PLUS OPERATING COSTS WOULD MORE THAN OFFSET THE COST OF IMPLEMENTING THE STANDARDS.

EXAMPLE OF ECONOMIC IMPACT		
IMPRISONMENT COST:		
600 x construction costs of \$17,500 per bed	=	\$ 10,500,000
600 x operating costs of \$14 per day x 365 days in year	=	<u>3,066,000</u>
		\$ 13,566,000
COMMUNITY SUPERVISION COSTS:		
600 x community supervision costs of \$1.00 per day x 365 days in year	=	<u>219,000</u>
SAVINGS PER YEAR IN DIVERTING 600 OFFENDERS TO COMMUNITY SUPERVISION		\$ 13,347,000

The National Council on Crime and Delinquency, the American Corrections Association and the President's Commission on Law Enforcement and the Administration of Justice are among the most prominent and creditable organizations which support the concept of reduced caseloads with more intensive supervision as a viable means of reducing recidivism.

A national-level evaluation, *An Examination of Intensive Supervision As A Treatment Strategy for Probationers*, published by the U. S. Department of Justice, further substantiates the Recommendations contained in this report and states the following:

"The major findings of the present assumptions research is that all projects achieved significant reductions in recidivism for the individual projects ranged from 28.4 percent to 61.9 percent. The overall percentage reduction was around 50 percent, reflecting an overall change in frequency from two offenses in the baseline year to one offense in the service year. . . . The data indicated that intensive supervision clients recidivated less at every level of offense."

Department of Offender Rehabilitation

Louie L. Wainwright, Secretary

New Formula for Generating Community Services Field Staff

STANDARDS IN HOURS

SUPERVISION:	Hours required for each case/month	
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Postsentence Investigation	10.00 (2.00)	25%
Preparole	4.50 (1.00)	25%
Mandatory Cond. Release	4.50 (1.00)	0%
Work Release	4.00 (.20)	0%
Other State Investigations	4.00 (1.00)	25%
Security Investigations	2.50 (.33)	50%
Release on Recognizance	4.00 (.50)	50%
Violation Investigations	2.00 (.50)	0%
OTHER RELATED DUTIES		
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Informal court appearance	1.50 (.75)	0%
Formal revocation proceeding	8.00 (.75)	0%
Formal modification proceeding	1.50 (.75)	0%
Presence required by Judge	3.00 (.75)	0%
Correspondence	4.50 (.00)	0%
Forms/reports	8.00 (.00)	75%
Community resources	5.00 (1.00)	0%
Training	8.00 (.50)	0%
Special projects	2.00 (.50)	0%
TOTAL	45.50	

A DOR Task Force was appointed to identify a workload measure. Through a survey of field staff, standards were developed for supervision tasks, investigative tasks and "other related duties." These standards were based on hours required to perform a specific task.

WORK HOUR DEFINITION
The amount of time to perform a specific task.

AVAILABLE HOURS PER MONTH FOR SUPERVISION, INVESTIGATIVE, & OTHER RELATED DUTIES

- P/P Officer's hours available-year.
40 hrs./wk. x 52 + 8 hrs. = 2,088
Relief factor - Annual Leave, Sick Leave & Holidays = - 232

1,856 ÷ 12 = 154
- Recommended adjustment; Delete officer hours controlled by courts. - 14

140
- Work time available per month for investigations and supervision = 140

140 work hours = One Probation and Parole Officer.

DELINEATION OF TWO CATEGORIES OF TASKS
The primary tasks performed by the Probation and Parole Officers are case supervision and investigations. The following tables present hours of work by type of case or investigation.

CASE SUPERVISION TASKS
Case Supervision Formula - 1977-78 Implementation

Type	Work-Hrs./Mo./Supervision
Class I - Maximum	4 Hrs.
Class II - Medium	2 Hrs.
Class III - Minimum	1 Hr.

INVESTIGATIVE TASKS
Investigative Formula - 1977-78 Implementation

Type	No. Work Hrs./Investigation
Presentence	12 Hrs.
Postsentence	10 Hrs.
Preparole	4.5 Hrs.
Mandatory Cond. Release	4.5 Hrs.
Work Release	4 Hrs.
Other State	4 Hrs.
Security	2.5 Hrs.
Release on Recognizance	4 Hrs.
Violation	2 Hrs.

Any combination of 140 work hours equals one officer.

SAMELE SUPERVISION CASELOAD

Cases:

- 35 Class I (Max.) = One PO
- or
- 70 Class II (Med.) = One PO
- or
- 140 Class III (Min.) = One PO

SAMPLE INVESTIGATION WORKLOAD

Investigations	11.66	Presentence=One PO
	14.0	Postsentence=One PO
	31.10	MCR=One PO
	35	Work Release=One PO
	35	Other State=One PO
	56	Security=One PO
	35	ROR=One PO
	70	Violation=One PO

GENERIC WORKLOAD FOR ONE OFFICER

13 Class I =	52 Hrs.
24 Class II =	48 Hrs.
13 Class III =	13 Hrs.
50 Cases =	113 Hrs.
Balance	27 Hrs. for Investigations.
TOTAL	140 Hrs.

Projected average monthly workload increase 6/30/78 based on average workload increase from January through June, 1978 with linear regression applied.

STANDARDS OF SUPERVISION AND INVESTIGATION

IMPLEMENTATION SCHEDULE

	Projected Average Monthly Workload 6/30/78	Hours Allocated To Task in 1976-77	Proposed STANDARDS in Work Hours	1977-78			1978-79			1979-80			1977-78 822 P/P Officers - 472 P/P OIL & Dist. Sup. I Prior Year + 350 Positions: 247 P/P OIL I x \$12,800 \$3,038,100 103 P/P OIL II x \$13,252 1,354,956 34 Sup. x \$14,325 487,050 109 Ck. Typ. II x \$7,899 1,334,031 61 Para-Prof. Aids - 67 Prior Year - 0 Para-Prof. Aids x \$5,085 (35,610) 80,191,227 (Computation includes projected workload increase of 10.49% from 6/30/76 - 6/30/78)
				Specific Tasks Measured in Monthly Work Hours	Monthly Work Hours Generated	P/P Officers Needed at 140 Hours Per Month	Specific Tasks Measured in Monthly Work Hours	Monthly Work Hours Generated	P/P Officers Needed at 140 Hours Per Month	Specific Tasks Measured in Monthly Work Hours	Monthly Work Hours Generated	P/P Officers Needed at 140 Hours Per Month	
SUPERVISION													
Class I (Max.) 25%	9638.75		5.50	4.0	39,355	281.107	4.75	46734.08	333.81	5.00	54113.13	386.52	
Class II (Med.) 50%	19677.5	felon 1.9	2.75	2.0	39,355	281.107	2.875	46734.08	333.81	2.75	54113.13	386.52	1978-79 853 P/P Officers - 822 P/P OIL & Dist. Sup. I Prior Year 131 Positions: 87 P/P OIL I x \$12,800 \$1,070,100 44 P/P OIL II x \$13,252 583,068 16 Sup. x \$14,325 234,870 66 Ck. Typists x \$7,899 521,334 85 Para-Prof. - 91 Prior Year + 4 Para-Prof. Aids x \$5,085 37,636 Annualization of new Positions (\$1,081,132 Non Re-Occurring Expenses (558,384) \$2,949,750
Class III (Min.) 25%	9638.75	Misd. 1.14	1.50	1.0	9,838.75	70.277	1.875	11883.52	83.45	1.375	18528.28	90.63	
TOTAL	39355				88,548.75	632.491		105151.64	751.07		121754.54	509.67	
INVESTIGATIONS:													
Presentence	1478.30	5.7 Misd 7.8 Felon	15.0	12	17740.82 (25%)	95.04 (31.68)	13.5	19957.88	106.92 (35.64)	15	22175.4	118.80 (39.60)	
Postsentence	1036.4	5.7	10.0	10	10364.00 (25%)	55.52 (18.51)	10	10364.0	55.52 (18.51)	10	1365.00	55.52 (18.51)	
Preparole	336.32	5.7	4.5	4.5	1526.94 (25%)	8.18 (2.78)	4.5	1526.94	8.18 (2.78)	4.5	1526.94	8.18 (2.78)	
Mandatory Cond. Release	143.54	5.7	4.5	4.5	846.38 (0)	4.62 (0)	4.5	846.38	4.62 (0)	4.5	846.38	4.62 (0)	
Work Release	80.66	1.9	4.0	4.0	322.64 (0)	2.30 (0)	4.0	322.64	2.30 (0)	4.0	322.64	2.30 (0)	
Other State	430.91	5.7	4.0	4.0	1723.84 (25%)	9.23 (3.08)	4.0	1723.84	9.23 (3.08)	4.0	1723.84	9.23 (3.08)	
Security	50.67	1.9	2.5	2.5	149.175 (50%)	.54 (.54)	2.5	149.18	.54 (.54)	2.5	149.18	.54 (.54)	
Release on Recognizance	333.08	1.9	4.0	4.0	1334.72 (50%)	4.77 (4.77)	4.0	1334.72	4.77 (4.77)	4.0	1334.72	4.77 (4.77)	
Violation	861.16	.0	2.0	2.0	1322.32 (0)	9.45 (0)	2.0	1322.32	9.45 (0)	2.0	1322.32	9.45 (0)	
TOTAL					35130.14	189.85 (51.31)		37347.68	201.53 (59.27)		39545.23	213.41 (59.23)	
TOTAL P/P OFFICER POSITIONS GENERATED and (Para-Professionals)						822.14 (51.31)			952.8 (59.27)			1083.05 (59.23)	
													1978-80 1083 P/P Officers - 953 P/P OIL & Dist. Sup. I Prior Year + 130 Positions: 87 P/P OIL I x \$12,800 \$1,070,100 43 P/P OIL II x \$13,252 569,830 14 Sup. x \$14,325 200,650 63 Ck. Typ. x \$7,899 513,435 89 Para-Prof. - 85 Prior Year + 4 Para-Prof. Aids x \$5,085 37,636 Annualization of New Positions (208,739) Non Re-Occurring Expenses (558,384) \$2,610,309
													ANNUAL COST BASE P/P Officer \$12,800 P/P OIL II \$13,252 Sup. \$14,325 Ck. Typ. \$7,899 Para-Prof. Aids \$5,085 Supervisor ratio 1 to 9 P/P Officers. Ck. Typ. ratio 1 to 2 P/P Officers. Calculated on lapse factor of 20%

P/P Officer's hours available 2,088
40 hours x 52 weeks =
Annual leave; vacation; sick holidays - 222
1,866

1,866 - 12 months - 184
other related duties - 14
Net monthly hrs. 140

Numbers in parenthesis () indicate Para-Professional positions and percentage

END