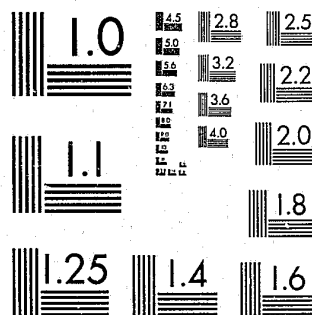


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United States Department of Justice  
Washington, D. C. 20531

DATE FILMED

4-10-80

# N.C. Department of Correction



## MANAGEMENT INFORMATION AND RESEARCH



B. Hunt, Jr.  
Governor



Amos E. Reed  
Secretary

61480

**DIVISION OF ADULT PROBATION AND PAROLE  
WORKLOAD STUDY**

Margaret A. Shelton  
Research and Planning  
May 23, 1979

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AUG 20 1979

ACQUISITION

**Division of Adult Probation and Parole  
Workload Study**

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## I. Introduction

### A. Purpose of the study

In response to an administrative decision and a Division of Adult Probation and Parole request, the Office of Research and Planning conducted a Workload Study to identify the average amount of time Probation/Parole Officers spend working on specific duties. The results of the study will provide information essential for managers of the Division of Adult Probation and Parole to identify problems, set standards, and make recommendations with regard to how an officer apportions his time.

### B. Problem identification

There has been considerable discussion concerning the average amount of time it should take for a Probation/Parole Officer to perform the tasks of the position. It was agreed that before standards of this type could be established, it was necessary to know the current amount of time being spent for specific tasks.

### C. Summary of results

According to the results of the Workload Study, during each week officers spend an average of 74 percent of their time on duties other than directly supervising clients on their caseload. Of this, eight percent is spent working on investigations and 66 percent is spent working on other duties which are supportive either of supervision or investigations. Thus, only 26 percent of an average work week is spent in actual supervision contacts. Major areas of support include court (16%), clerical (19%), and travel (14%).

## II. Methodology

### A. Selection of the sample

One-hundred and seventy-four Probation/Parole Officers were randomly selected from the 379 active officers in the month of September 1977, to become the Workload Study sample. In order to determine the

validity of the sample, a test was made comparing characteristics of the sample with those of the entire group of officers. The data were drawn from the information reported on the Management Evaluation System Sheets for September and a test of significance was performed. The test showed that the sample was a valid representation of the entire population with respect to distribution of supervision levels, geographic location, and sex of officers. (See the Appendix for details of this test.)

During the interval between the selection of sample officers and completion of the study, 18 officers were lost from the study due to promotion, transfer, or resignation. These losses did not invalidate the representativeness of the sample as a whole and the remaining 156 officers were still a fair sample.

#### B. Data Collection

In cooperation with staff members from the Division of Adult Probation and Parole, a daily time sheet was designed categorizing the major duties of a Probation/Parole Officer (see Exhibit 1). Instructions for filling out the form and the list of functions to be included under each major heading were printed on the reverse side of each daily time sheet. The officers in the sample were instructed to record on a daily basis the number of minutes that they spent on each task. These sheets were then mailed to the Office of Research and Planning at the end of each work week.

It was presumed that a three month period of data collection would provide a fair representation of the average distribution of time being spent by officers. The officers began recording their activities on February 1, 1978 and continued until April 28, 1978.

#### C. Summarizing the data

For each week of the study there were approximately 800 daily sheets submitted. These were tallied to provide weekly officer summaries and then further tallied to obtain nine branch summaries and, finally, one grand weekly summary. The most valuable data item is "average minutes per officer" showing, in the aggregate, how officers' weekly time was distributed among the 26 categories on the time sheet.



Information was also collected from questionnaires (Exhibit 2) which were distributed to the Workload Study sample. Out of 156 officers who participated in the last week of the study, 155 sent in questionnaires and the one that was missing was due to a resignation.

A Task Force consisting of Division of Adult Probation and Parole Administrators, Branch Managers, an Assistant Branch Manager, and Research and Planning Staff was formed to review the initial and final results of the study.

### III. Results

#### A. Over-all time distribution

The over-all time distribution for the twenty-six tasks measured (Exhibit 3) shows the average and standard deviation of minutes each officer spent on each task in a week, for the twelve-week period. Also shown is the average percentage of an officer's time spent per task.

#### B. Weekly variation

The average amount of time spent per officer on each of five major categories during each week of the study is displayed graphically as Exhibit 4 and in a table as Exhibit 5.

The week-to-week variation appears to be fairly stable, with only the eighth week as an exception. During that week, Easter Monday was celebrated as a state holiday and many officers took annual leave time for the entire week.

#### C. Branch comparison of clerical situation

The average amount of time spent per officer on clerical duties\* for each branch is shown on the graph in Exhibit 6. Also presented in Tables 1 and 2 below are the data obtained from the questionnaires concerning the availability of clerical staff and the degree of satisfaction with the clerical situation.

---

\* Clerical duties include correspondence, filing, dictating, paperwork required for opening and closing cases, and other forms or reports.

TABLE 1

Availability of clerical staff

Branch	No. officers reporting secretary available to officer at the unit	No. officers reporting secretary <u>not</u> available to officer at unit, but in county	neither
A	10	-	-
B	17	-	1
C	16	2	-
D	12	-	2
E	19	1	-
F	14	-	2
G	20	1	-
H	14	1	2
I	<u>18</u>	<u>1</u>	<u>2</u>
Total	140	6	9

Total of 155 officers reporting

TABLE 2

Satisfaction with clerical situation

Branch	percent favorable	Number favorable	Number unfavorable	no comment
A	38%	3	5	2
B	91%	10	1	7
C	79%	11	3	4
D	67%	6	3	5
E	72%	13	5	2
F	64%	7	4	5
G	59%	10	7	4
H	79%	11	3	3
I	53%	<u>9</u>	<u>8</u>	<u>4</u>
Total		80 (67%)	39 (33%)	36

Total officers sending in questionnaires 155

Total officers reporting 119 (77%)

Total officers with no comments 36 (23%)



#### D. Branch comparison of travel situation

The average amount of time spent per officer per week on travel for each branch is shown on the graph in Exhibit 7. Ninety-six (64%) of the 155 officers stated in the questionnaires that they shared a car, 55 (36%) officers reported that they did not share a car, and 4 officers did not answer the question. Seventy-two (75%) of the 96 officers reported that sharing a car does reduce the number of hours per week spent on supervision, fourteen (15%) disagreed, and 10 officers did not answer the question.

#### E. Branch comparison of five major categories

The average amount of time spent per officer on supervision, investigations, court, clerical, and travel according to branches is shown in Exhibit 8 with the corresponding numbers presented as Exhibit 9.

#### F. Analysis of the effect of Court Intake Officers on court and supervision time.

A comparison was made of the 61 Probation/Parole Officers who have Court Intake Officers in their units and the 97 officers who do not. The average and standard deviation for time spent on court, supervision, investigations, and other duties were calculated for both groups for the twelve weeks of the Workload Study. The data were drawn from the information reported on the daily time sheets, and a test of significance was performed on the selected sample of officers. The results (displayed below) showed a significantly smaller court time and larger supervision time for officers who have Court Intake Officers in their units:

TABLE 3

	With CIO (61 officers)		Without CIO (97 officers)	
	Average Minutes	Standard Deviation	Average Minutes	Standard Deviation
Court	269 (12%)	300	398 (18%)	362
Supervision	627 (29%)	342	525 (24%)	301
Investigations	169 (8%)	189	166 ( 8%)	200
Other Duties	1113 (51%)	454	1093 (50%)	520
Total minutes =	2178 (100%)		2182 (100%)	

Officers with Court Intake Officers in their units spent an average of 129 minutes less on court related activities and 102 minutes more on supervision activities each week than did officers without such court help. This difference meant 6% less time spent in court and 5% more time spent on supervision per week. The difference in clerical time between the two groups was not statistically significant.

#### IV. Recommendations

##### A. Proposed system of time allocation

According to the results of the Workload Study, 26% of a Probation/Parole Officer's time was spent on direct supervision of clients. Although the tasks listed under III. Other Duties primarily describe support services, about 20% of the court related time could be considered an extension of supervision. The fact that officers were spending only 26% of their time in actual supervision was a discouraging, but not surprising result to the Adult Probation and Parole Task Force. It was suggested that many officers have clients who are not in need of supervision, and some clients who are in need of additional supervision are not receiving it.

The question of how much of an officer's time should be spent, on the average, for each client in each of the five levels of supervision was discussed by this committee and the following system of time allocation was proposed.

TABLE 4

##### Appropriate Contact Hours Per Month (Average)

Intensive	4
Maximum	2
Regular	1
Suspended	1/6

For the purpose of estimating the impact of adopting these as objectives, it was assumed that under the new designations for supervision levels, the average caseload distribution could be derived from the currently existing one as follows:

TABLE 5

Supervision Level Distribution of Caseload

<u>Current Designation</u>	<u>% of Caseload</u>	<u>Proposed Designation</u>	<u>Current % of Caseload</u>	<u>Expected % of Caseload</u>
Supermaximum	0.4%	Intensive	0.4%	0.5
Maximum	29.2%	Maximum	29.2%	30
Medium	32.9%	Regular (Medium & Minimum)	58.6%	60
Minimum	25.7%			
Suspended	11.8%	Suspended	11.8%	9.5
	100%		100%	100%

Next, if each officer had only 75 clients, and the standard number of supervision hours per client in each category were met, the number of cases per officer and the number of supervision hours per officer for each category of supervision would be:

TABLE 6

Standard Caseload

	<u>Clients per Officer</u>	<u>Supervision Hours per officer</u>
Intensive	.33	1.33
Maximum	22	44
Regular	44	44
Suspended	9	1.50
	75.33	90.83 (hours per month)

Since the number of working hours per month for each officer is 167, an officer would need to spend  $100 \times \frac{90.83}{167} = 54.4\%$  of his time on supervision to meet these standards. According to the Workload Study, only about 26% of an officer's time was spent on supervision. An increase to 54.4% is clearly unachievable since much of the remaining time is spent in activities such as travel, clerical, etc., which are in direct support of supervision. In summary, in order to determine the degree to which resources fail to meet our goals, the following parameters were established:

TABLE 7

Parameters

- 1.) Standard contact hours by level (Table 4)
- 2.) Distribution of clients by level of supervision (Table 5)
- 3.) Percent of time spent by officer in supervision activities (from analysis of daily time sheets)

## B. Implementation of objectives

According to the Task Force, in order for the Division of Adult Probation and Parole to meet the objectives of Tables 4 and 5 with realistic expectations of the officers' workload, one or more of the following must be accomplished: (1) employment of additional Probation/Parole Officers, (2) an increase in the effectiveness of the present officers, (3) addition of specialized officers, and (4) utilization of additional outside resources such as diversion programs. According to results of the Workload Study, additional clerical or court help will be necessary in order to increase the 26% time currently being spent in supervision. Currently, there are 176 Probation/Parole Officers being aided by Court Intake Officers. It was stated that the new manual and new forms for the Division of Adult Probation and Parole should allow more supervision time and improve span of control.

## V. Acknowledgements

### ADULT PROBATION AND PAROLE OFFICERS

#### Selected for Workload Study

#### Branch A

Theodis Beck	A-24
Alan Bridgeman	A-31
Hal Dedmon	A-32
Olin H. Finger	A-81
Roger D. Haynie	A-42
Edwin C. Hendrix	A-01
Thomas Lance	A-04/80
Fred LeMieux	A-35
James D. Roberson	A-21
Roger W. Whitley	A-15

#### Branch B

Larry S. Eller	B-13
James W. Gant	B-33
Robert G. Halsey	B-15
Zachary L. Henderson	B-23
Patrica P. Hiott	B-47
Mickey Hobson	B-09
Kenneth B. Huffman	B-25
Jeff Joines	B-08
Jim McLean	B-16
Herbert C. Piper	B-37
Frank E. Poteat	B-07
A. L. Potter	B-01
Danny A. Royall	B-27/37
Robert B. Russell, Jr.	B-05
Lynn Stringer	B-03
Ken Wallin	B-02
Joe M. Watkins	B-36
James H. West	B-30
David W. Willard	B-17

#### Branch C

Larry W. Barefoot	C-45
Franklin R. Bennett	C-27
James Bloomfield	C-17
John F. Daniel	C-14
Milton Grady	C-15
Deanna R. Grant	C-32
Dan Grogan	C-24
Criss Hiatt	C-11
Lowell E. Jones	C-36
Burton Kennedy	C-31
Kyle Kilborn	C-48
R. A. McAllister	C-38
Michael D. Melton	C-13
Karen Miller	C-85
Robert L. Miller	C-39
Henry R. Pennix	C-40
F. Eugene Sherrill	C-72
Robin Moore Stiles	C-29
Robert D. White	C-16

#### Branch D

Arnold Ashley	D-18
Claude Brooks	D-10
W. Ronald Brown	D-14
Bruce A. Crouse	D-02
J. Willard Ellis, Jr.	D-32
Owen W. Justice	D-35
George W. McGhee	D-21
Charles A. McKnight	D-34
Dwan Moore	D-86
Sandra Newton	D-81
Robert E. Preddy	D-26
Billie Jones-Rogers	D-82
Robert J. Leak	A-37/D-05
Leroy G. Swepson	D-70

Branch E

Jill Barnes	E-82
Lloyd Batten, Jr.	E-31
Peggy Biggers	E-26
Dallas L. Blackman	E-11
Phillip E. Brande	E-33
J. Michael Chapin	E-03
Ken Deans	E-13
Allan Dickens	E-35
Robert N. Fulford	E-37
Paul J. Gross, Jr.	E-60
Edith Hodnett	E-38
James E. Holmes	E-22
Bobby Howell	E-40
Mary E. Jones	E-15
Ed McAuley	E-14
Marilyn A. Nelson	E-49
Whitney E. Saunders, Jr.	E-32
Willie Watson	E-41
Bernard Wilder	E-06
Thomas H. Wilder	E-46

Branch F

Donna A. LaMotte	F-84
Alvin C. Basnight	F-02
Evelyn H. Brown	F-32
Raymond K. Copley	F-34
Harriett S. Early	F-80
William E. Glover, Jr.	F-71
Mike Langston	F-39
Mary B. Moore	F-81
Burke H. Parker	F-37
Janice Sellers	F-82
John H. Simmons	F-20
Albert A. Smith	F-08
Keith M. Smith	F-22
Mary Lou Sutton	F-09
J. Michael Thomas	F-25
George E. Wynn	F-01

Branch G

Lewis E. Brothers	G-43
W. D. Buckley	G-49
Steven E. Clemmons	G-21
John G. Deese	G-19
J. R. Fullwood	G-24
C. Gregory Haggins	G-48
Phillip A. Hardy	G-36
Steve Hughes	G-10
Kenneth A. King	G-05
Delton R. Locklear	G-17
Rick Marshburn	G-42
John I. Morgan	G-46
Rosemary B. Norris	G-83
Delton Oxendine	G-37
Ellis E. Page, III	G-16
Millie Phillips	G-47/70
H. Ronald Revels, Jr.	G-39
James C. Ring	G-33
Edward Sampson	G-13
Jennifer L. Spayd	G-82
James H. Thornton	G-38
John E. Townsend	G-15
John R. Williams	G-02

Branch H

Ron Bailey	H-34
Wayne Bray	H-18
Lee Britt	H-16
Kathy Burris	H-36
James M. Chesnut III	H-27
Don R. Cole	H-20
Kerry C. Baxley	H-82
Betty W. Ellis	H-83
Thomas A. Faircloth	H-40
Jerry Harris	H-29
D. F. Holder	H-31
David Kellum	H-39
Frank Lanier	H-35

Branch H con't

William T. Lester	H-09
Frank B. Mitchell	H-03
Arthur W. Phillips	H-07
Craig W. Ratliff	H-13
Lloyd H. Willis	H-73

Branch I

Linda Boling	I-09
James G. Boylin	I-26
James W. Bryant	I-44
Ronald Caldwell	I-05
William A. Carpenter	I-14
Ann Chance	I-81
Sally B. Davis	I-86
Jack Dunne	I-12
Harold E. Fite	I-04
Jackie Godfrey	I-45
McHeron Grice	I-36
Gregory Hamrick	I-17
Joseph M. Holmes	I-60
Kathy Kirven	I-10
Don T. Linker	I-21
John C. Loughridge	I-02
Jim Lowder	I-31
B. R. Lynch	I-03
Allen McConnell	I-70
Ashford Matthews	I-38
Hester D. Narron	I-29
Robert W. Riddle, Jr.	I-16
Gene Russell	I-19



#### TASK FORCE

Al Sigmon, Chief, Program Services, Division of Adult Probation and Parole  
Frank Bright, Chief, Field Services, DAPP  
Jimmy Harris, Assistant Chief, Field Services, DAPP  
Bob Beam, Branch Manager, Branch A, DAPP  
David Massengill, Branch Manager, Branch D, DAPP  
James Russ, Branch Manager, Branch G, DAPP  
Larry Harris, Assistant Manager, Branch D, DAPP  
Jeff Williams, Director, Management Information and Research  
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Margaret Shelton, Research Associate, Research and Planning  
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Jeff Williams, Director, Management Information and Research

#### TECHNICAL ASSISTANTS

Naomi Muhammad, Stenographer, Research and Planning  
Ami O'Neill, Stenographer, Research and Planning

## ADULT PROBATION AND PAROLE OFFICER WORKLOAD STUDY

## DAILY TIME SHEET

Exhibit 1

NAME \_\_\_\_\_ NUMBER \_\_\_\_\_ DATE \_\_\_\_\_

I. SUPERVISION	TIME (MIN)	CASES DEALT WITH	TOTAL CASELOAD
A. SUPER-MAXIMUM			
B. MAXIMUM			
C. MEDIMUM			
D. MINIMUM			
E. SUSPENDED			
II. INVESTIGATIONS	TIME (MIN)	NUMBER	
A. ORAL PRESENTENCE			
B. WRITTEN PRESENTENCE			
C. PRESENTENCE PARTIAL			
D. JOB AND RESIDENCE			
E. PREDIAGNOSTIC			
F. PREPAROLE			
G. WORK RELEASE			
H. INFORMATION ONLY			
I. VIOLATIONS			
J. COMPACT / OUT OF STATE			
K. CYO			
L. INTRA-STATE TRANSFER			
M. SPECIAL			
III. OTHER DUTIES	TIME (MIN)	NUMBER	
A. INTERVIEWS			
B. COURT			
C. PAROLE COMMISSION			
D. CLERICAL			
E. ADMINISTRATIVE			
F. CASE PLANNING			
G. TRAVEL			
H. OTHER			

IV. WORKING TIME: NUMBER OF HOURS \_\_\_\_\_

SIGNATURE: \_\_\_\_\_

# INSTRUCTION SHEET

This Daily Time Sheet will be used to measure the average amount of time it takes for a Probation/Parole Officer to perform a task. The results of this study will provide valuable information to be used in the development of the Master Plan for the Department of Correction. Please record the number of minutes you spend daily on each activity listed. Please begin recording these activities on Wednesday, February 1, 1978 and continue until Friday, April 28, 1978. It is of utmost importance that you are accurate. At the conclusion of the workday on Friday (or the last day worked if holiday, vacation or sick leave) please send the Daily Time Sheets for that week to:

Margaret A. Shelton  
Office of Management Information and Research  
831 West Morgan Street  
Raleigh, North Carolina  
(Inter-Office mail)

If you have any questions please call: (919) 733-5711

## I. Supervision

Record the total amount of time spent on each level, the total number of cases dealt with that day, and your total caseload per level.

## II. Investigations

Record the total amount of time spent on each type of investigation and the total number of investigations of each type.

## III. Other Duties

The following activities will be incorporated into the major headings. Record the total amount of time spent on each activity and list under the major headings.

### A. Interviews

- Unit interviews - felons over 4 years
- Unit interviews - other
- County home or jail
- PPI (Preliminary Planning Interviews)
- Commutation interviews
- Death row case interviews
- Other interviews

- Waiting period (before, during, and after Commission meetings)
- Serving warrants
- CYO review committee
- Other Commission related business

### B. Clerical

- Correspondence
- Dictating
- New cases (forms, etc.)
- Closing cases (forms, etc.)
- Other forms/reports

### E. Administrative

- Staff meetings
- Training
- Job consultation
- Other administrative tasks

### F. Case Planning

- Amount of time assessing needs and establishing mutual agreement between the officer and the client and will also include case evaluation and job development

### G. Travel

- In-town and out-of town travel including retrieval of violators
- Keep up actual time traveled

### H. Other Productive Time

- Productive time spent on tasks not listed above

### B. Court

- Preliminary hearing
- Revocation hearing
- Extradition hearing
- Presence required by court
- Waiting period (before, during, after court)
- Serving warrants
- Checking court records
- Checking payment schedule
- Meeting with judges
- Other court related business

### C. Parole Commission

- Preliminary hearing
- Revocation hearing
- Presence required by Commission

## IV. Working Time

Record the number of hours you worked that day. This should be the amount of time on duty and not the sum of the above items.

OFFICE MEMORANDUM

TO: Adult Probation & Parole Officers  
Participating in the Workload Study

Date: 5/10/78

From: Margaret A. Shelton

Thank you very much for your cooperation during the Workload Study. We appreciate the promptness of the arrival of the time sheets, the neatness in filling in the time categories, and the concern for accuracy exhibited by the participating officers. At this point, we are working on the final statistical tabulations which you will receive a copy of at the conclusion of the project.

There are several factors which will help us to interpret the outcome of this study.

If you could take just a few more minutes to answer these last (hopefully!) questions and return them to me immediately, we would be most appreciative.

Please put N/A if the question does not apply to you.

- 1) Do you have a car assigned for your own use, or do you share a car with others at least one day per week?

( ) share ( ) do not share  
( ) number of other officers sharing same car.  
( ) number of days per week car is available to me.

Having to share a car ( ) does ( ) does not reduce the number of hours per week below what I would otherwise spend on supervision.

Having to share a car causes the following problems:

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- 2) Do you have a secretary available to you at the unit? \_\_\_\_\_ in the same county? \_\_\_\_\_

- 3) Please list any problems you have with clerical help.

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- 4) Were you in training at Salemburg or Chinqua-Penn any time during February, March, or April? \_\_\_\_\_

- 5) What percentage of your time do you think you spend in supervision? \_\_\_\_\_%

- 6) What do you think the state average is for time spent in supervision? \_\_\_\_\_%

- 7) What percentage of his time do you think an officer ought to spend in supervision? \_\_\_\_\_%

- 8) Is there a Court Intake Officer in your unit? \_\_\_\_\_ if so, in what duties have they been of substantial help? Please list:

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- 9) Is there a Restitution Officer in your unit? \_\_\_\_\_ if so, in what duties have they been of substantial help? Please list:

---

---

---

NAME \_\_\_\_\_

BRANCH \_\_\_\_\_

Average of all weeks from February 6 through April 28, 1978	Average minutes per officer	Percent	(Minutes of) Standard Deviation
I. SUPERVISION			
A. SUPER-MAXIMUM	6	*	2.5
B. MAXIMUM	236	(11%)	23.1
C. MEDIMUM	184	(8%)	17.6
D. MINIMUM	117	(5%)	13.6
E. SUSPENDED	24	(1%)	6.5
Total	567	26%	
II. INVESTIGATIONS			
A. ORAL PRESENTENCE	9	*	3.3
B. WRITTEN PRESENTENCE	3	*	1.6
C. PRESENTENCE PARTIAL	2	*	1.0
D. JOB AND RESIDENCE	20	(1%)	6.6
E. PREDIAGNOSTIC	5	*	6.1
F. PREPAROLE	38	(2%)	5.6
G. WORK RELEASE	2	*	1.2
H. INFORMATION ONLY	49	(2%)	8.6
I. VIOLATIONS	17	(1%)	3.3
J. COMPACT / OUT OF STATE	13	*	1.8
K. CYO	2	*	1.4
L. INTRA-STATE TRANSFER	3	*	1.0
M. SPECIAL	3	*	1.3
Total	166	8%	
III. OTHER DUTIES			
A. INTERVIEWS	35	(2%)	7.0
B. COURT	349	(16%)	34.0
C. PAROLE COMMISSION	11	*	2.7
D. CLERICAL	420	(19%)	30.0
E. ADMINISTRATIVE	153	(7%)	45.9
F. CASE PLANNING	73	(3%)	18.7
G. TRAVEL	304	(14%)	26.7
H. OTHER	96	(4%)	20.9
Total	1441	66%	

\* Less than 1%

Grand Total

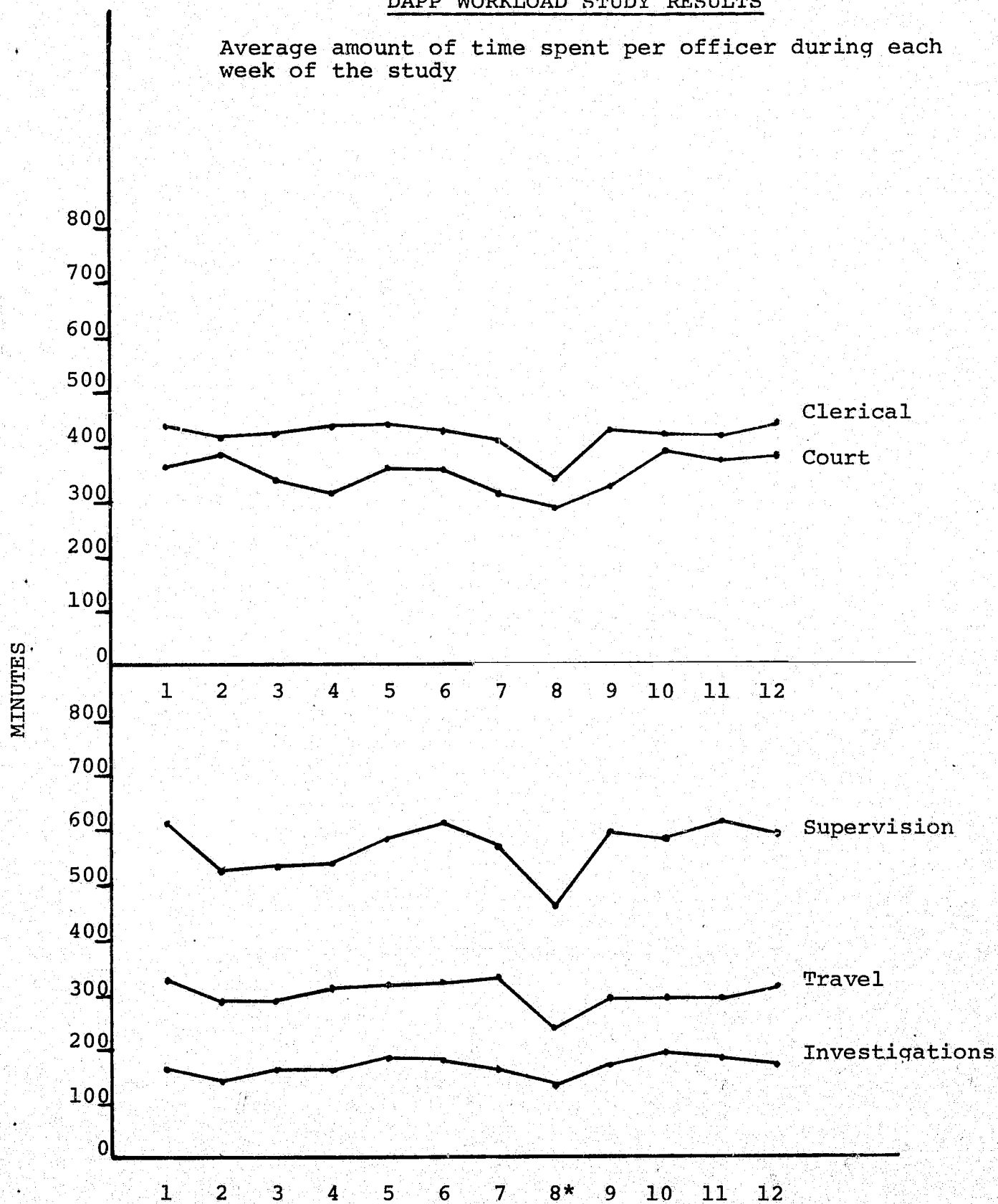
15

2174

100%

DAPP WORKLOAD STUDY RESULTS

Average amount of time spent per officer during each week of the study



\* Easter Monday week

MAS  
12/6/78

DAPP WORKLOAD STUDY RESULTS

Average amount of time spent per officer during each week from February 6th through April 28, 1978

<u>Minutes</u>					
Weeks	Supervision	Investigations	Court	Clerical	Travel
1	612	168	367	438	335
2	523	149	397	409	286
3	530	158	338	423	288
4	536	161	313	445	302
5	587	181	357	446	320
6	607	175	352	429	331
7	561	157	311	401	339
8*	451	130	291	337	241
9	598	173	325	429	296
10	575	196	394	418	298
11	609	184	372	413	299
12	595	169	375	446	307

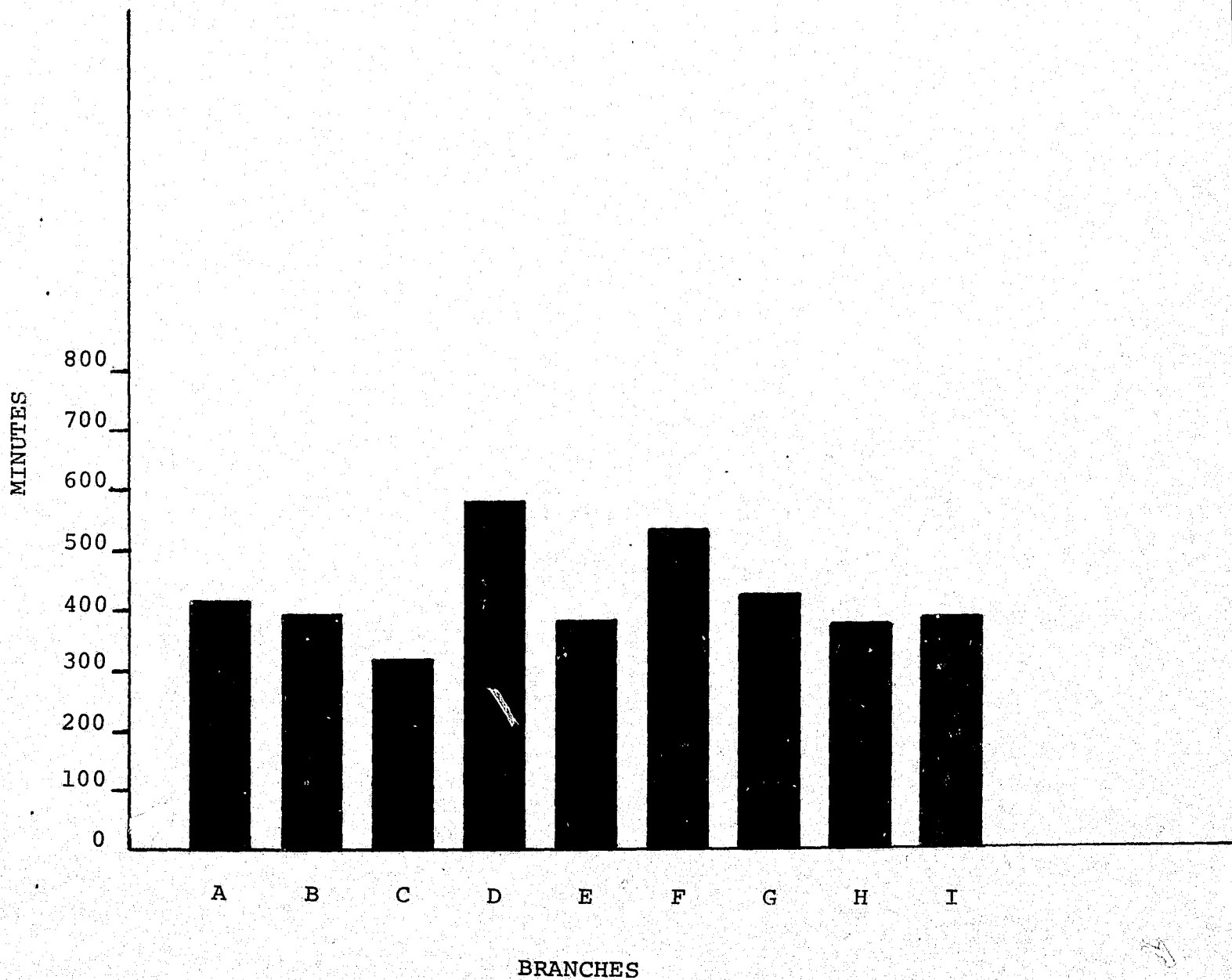
\* Easter Monday week

12/6/78  
MAS



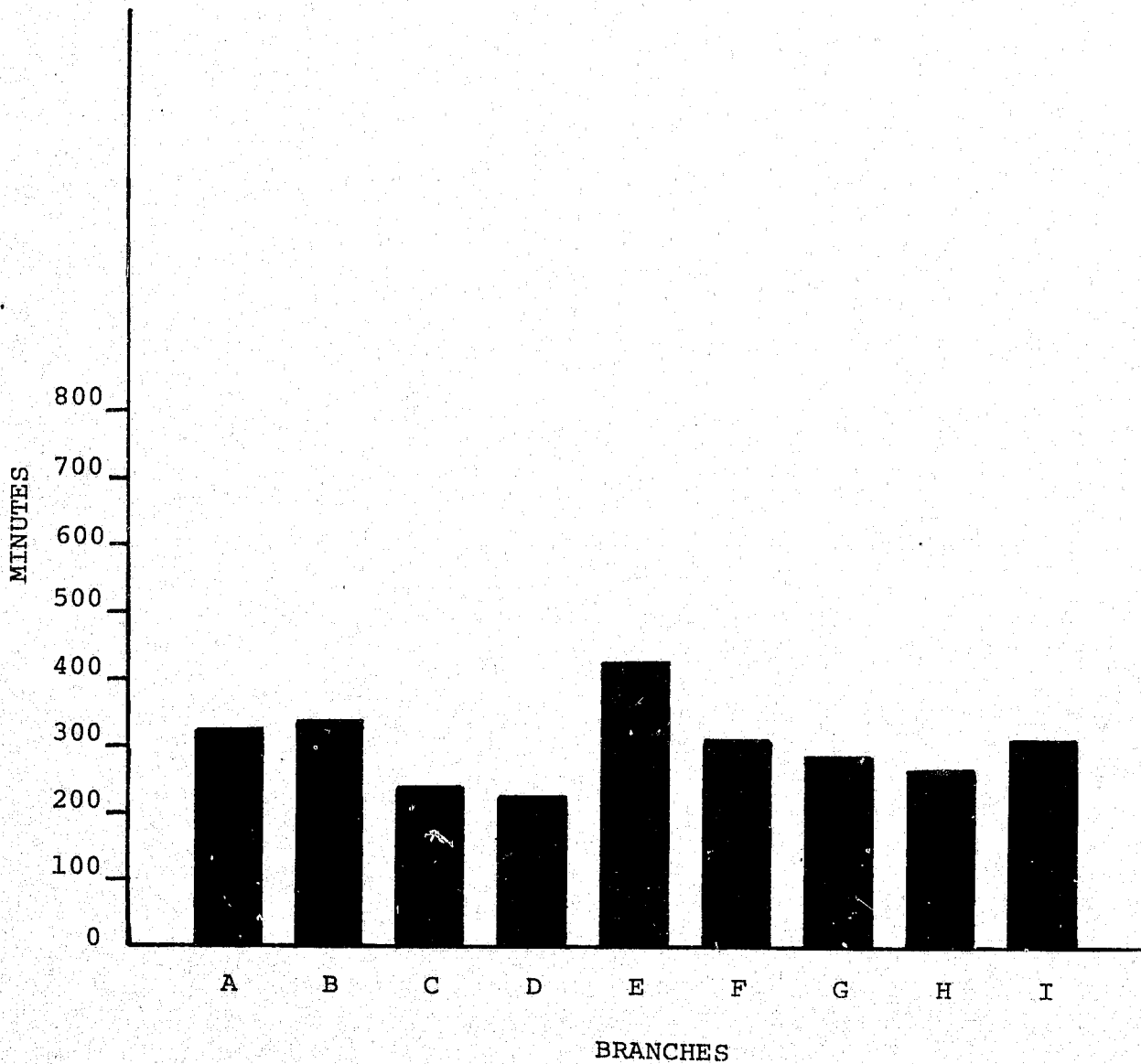
DAPP WORKLOAD STUDY RESULTS

Average amount of time spent per week per officer  
on clerical duties for each branch



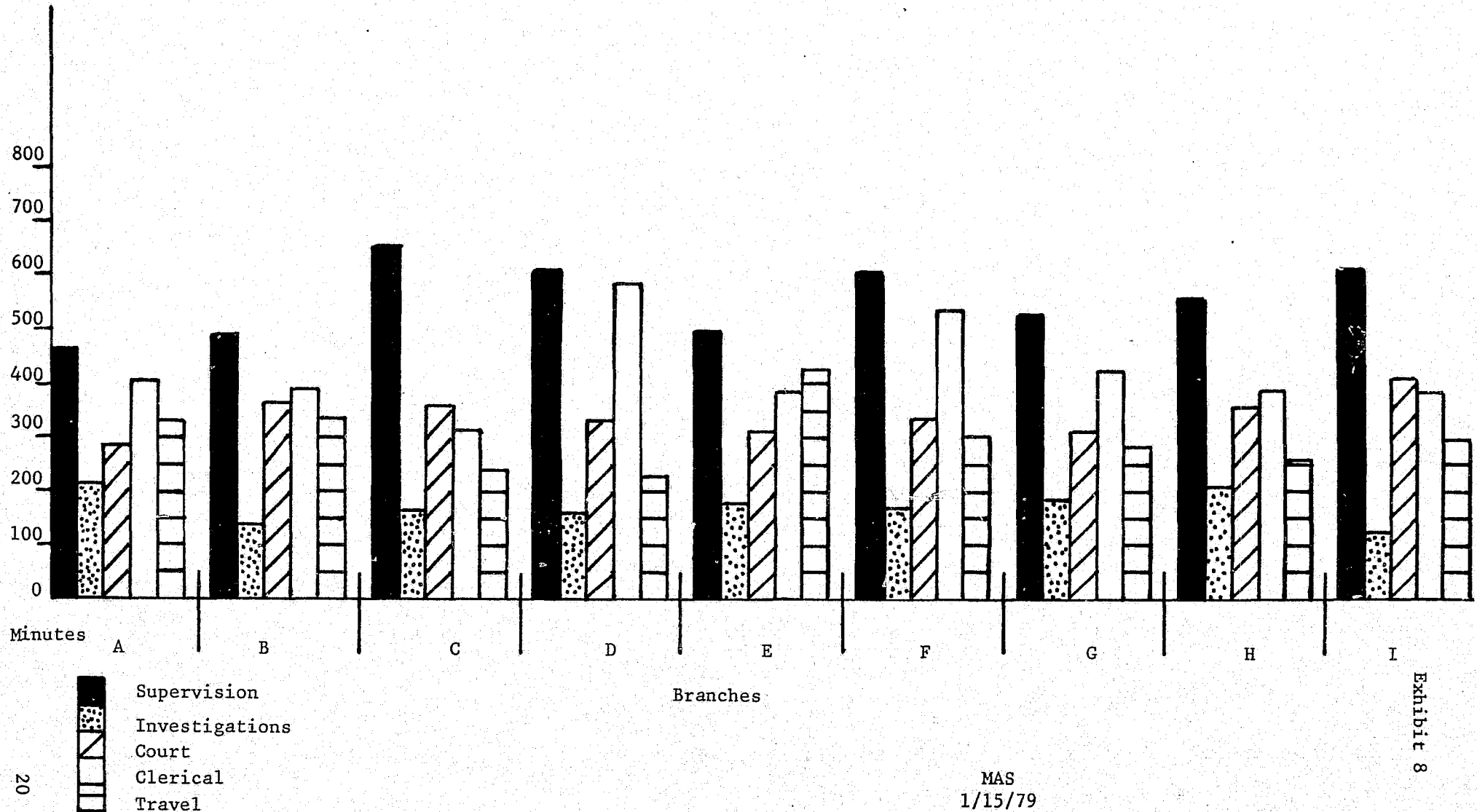
DAPP WORKLOAD STUDY RESULTS

Average amount of time spent per week per officer  
on travel for each branch



# DAF WORKLOAD STUDY RESULTS

Average amount of time spent per week per officer  
for each branch distributed by major category



MAS  
1/15/79

DAPP WORKLOAD STUDY RESULTS

Average amount of time spent per week per officer for each branch

	<u>Average minutes per officer</u>	<u>Standard Deviation</u>
<u>Branch A</u>		
Supervision	466	62.5
Investigations	214	50.6
Court	286	94.0
Clerical	411	76.6
Travel	334	41.0
<u>Branch B</u>		
Supervision	492	74.8
Investigations	143	43.7
Court	361	71.7
Clerical	389	53.6
Travel	343	65.2
<u>Branch C</u>		
Supervision	651	72.3
Investigations	156	45.5
Court	357	31.4
Clerical	314	35.2
Travel	245	36.8
<u>Branch D</u>		
Supervision	610	85.3
Investigations	153	29.3
Court	332	70.8
Clerical	581	77.4
Travel	227	42.1
<u>Branch E</u>		
Supervision	500	73.4
Investigations	177	41.3
Court	313	66.4
Clerical	389	52.0
Travel	426	57.3

Branch F

Supervision	602	58.6
Investigations	165	54.4
Court	387	90.9
Clerical	542	52.1
Travel	303	51.0

Branch G

Supervision	578	59.1
Investigations	190	36.0
Court	317	52.6
Clerical	429	53.9
Travel	286	57.3

Branch H

Supervision	557	51.9
Investigations	205	74.4
Court	354	55.3
Clerical	384	106.7
Travel	256	34.3

Branch I

Supervision	618	90.5
Investigations	123	31.6
Court	411	80.2
Clerical	394	74.6
Travel	301	44.1

Appendix  
Test of Sample Validity

One-hundred and seventy-four Adult Probation and Parole Officers were randomly selected from the 379 population of officers for the month of September to become the Workload Study Sample. In order to test the validity of the sample, the mean, mode, range, and standard deviation were obtained by caseload and supervision grade. The data were drawn from the information reported on the Management Evaluation System sheets for September and a test of significance was performed on the selected sample of officers. The test showed that the sample is a valid representation of the entire population with respect to distribution of supervision levels, geographic location, and sex of officers.

1. Average Caseload by Level of Supervision

<u>Level of Supervision</u>	<u>All Officers</u> (379)	<u>Sample Officers</u> (174)
Super Maximum	.18	.13
Maximum	26.72	26.41
Medium	34.22	34.94
Minimum	23.93	23.36
Suspended	9.45	9.22
Total.	94.28	94.09

$$Z = \frac{\bar{x} - Me}{\sigma / \sqrt{N_s}}$$

$Z =$	Super Maximum	Maximum	Medium	Minimum	Suspended
	- .54	-.24	.44	-.34	-.44

The absolute values of all  $Z$  scores are smaller than 1.96 and are therefore compatible with the hypothesis that the sample population has the same distribution of supervision levels as the entire group of officers.

## 2. Officer Distribution by Branch

Branch	Sample Officers (174)	Non-sample Officers (205)
A	14	22
B	19	19
C	20	27
D	14	18
E	25	24
F	16	22
G	24	25
H	20	20
I	22	28

$$\chi^2 = 2.51$$

$$df = 8$$

The value of chi-squared which was obtained was in a range compatible with the hypothesis that the geographic distribution of officers in the sample is similar to that of the officers not in the sample.

## 3. Officer Distribution by Sex

Sex	Sample Officers (174)	Non-sample Officers (205)
Male	139	169
Female	35	36

$$\chi^2 = .40$$

$$df = 1$$

$$p = .5$$



The value of chi-squared which was obtained is within a range compatible with the hypothesis that the sex distribution of officers in the sample is similar to that of officers not in the sample.

**END**