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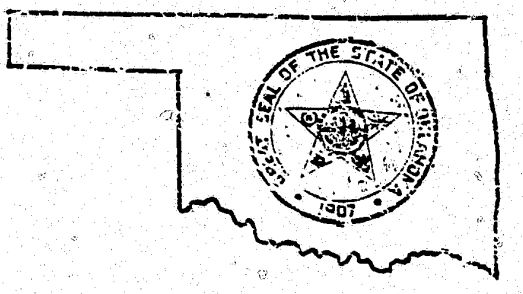


# SOCIAL CLIMATES AT OKLAHOMA DEPARTMENT OF CORRECTIONS' COMMUNITY TREATMENT CENTERS

DECEMBER, 1979



May, 1980

DEPARTMENT OF CORRECTIONS
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## EXECUTIVE SUMMARY

The present study was the sixth administration of the Correctional Institution Environment Scale (CIES) within the community treatment program. Purposes of the study were as follows: (a) continue monitoring the community treatment centers' programs with the CIES; (b) examine whether or not major social climate changes have occurred since the previous test period (i.e., July, 1979); and (c) examine the influence that staff turnover and fluctuations in population sizes have on social climates.

To measure the social climate of the various centers the CIES and a background questionnaire were administered to 468 male residents and 54 female residents (82.5 percent of the total population) during caseload meetings held between December 10 and December 19, 1979. In addition, 150 staff members (75.8 percent of the total FTE) completed the scale during December, 1979. The data were transformed into standard scores, using the appropriate norm group, for statistical analysis on the Planning and Research unit's micro-processor. Major findings of the study were as follows:

1. With the exception of Kate Barnard, resident subscale scores on the Relationship and Treatment dimensions approximated the national norms. This finding was not congruent with expectations, since each center operates under a Positive Reinforcement Program and offers work release and multiple counseling programs. Therefore, it was expected that the centers would exceed national norms for the Relationship and Treatment dimensions.
2. Population changes had a differential effect on social climates. This effect may be relative to the interaction patterns between staff and residents, and/or residents and residents. That is, population size may effect interaction patterns through increasing or decreasing the likelihood of contacts and the nature of contacts.
3. Only two background variables were found to show a strong relationship with resident scores on the various dimensions. First, PRP level was found to have high positive correlations with scores on Staff Control at three centers. As PRP level increased so did the perceived Staff

Control. Second, the rank-order correlations between staffs' length at center and residents Practical Orientation was negative. That is, as the rank on staffs' length at center increased the rank on Practical Orientation decreased.

4. Overall, since the July 1979 test period, McAlester, Enid, Horace Mann Women, and Clara Waters revealed positive changes in social climate, Oklahoma City and Horace Mann Men showed negative changes, while Tulsa, Kate Barnard, Muskogee and Lawton remained stable.

# CHAPTER I

## PURPOSE

Since the Fall of 1976, the staff of the Oklahoma Department of Corrections has periodically administered the Correctional Institution Environment Scale (CIES) to residents of each community treatment center. Past testings have been used to monitor the nature of each center's social climate and to ascertain the impact various programs and policy changes have had on the social climate of centers.

The present study, conducted in December 1979, was the sixth administration of the CIES within the community treatment program. The overall purpose of the study is to continue monitoring the Community Treatment Program with the CIES. Specifically, the purpose is to examine whether or not major social climate changes have occurred in the centers since the preceding test period in July, 1979.

There have been no major program-wide policy changes between the July and December testing. However, major personnel and population changes have occurred with two of the eight male centers experiencing an increase in the average monthly population of more than ten residents during this time period and one male center experiencing a decreased average monthly population of seventeen residents. These changes afford an opportunity to examine whether staff turnover and major changes in population have been accompanied by changes in the social climates.

While the CIES was also administered at the Residential Substance Abuse Program (RSAP), the present report will not include RSAP results. These results will be included in a future report which will present the social climate of RSAP as perceived by residents at different stages of the thirty-day program.

# CHAPTER II
# METHODOLOGY

## Sample

A total of 468 male residents and 54 female residents participated in the present study, which represented 82.5 percent of the total population assigned to the Community Treatment Centers on the testing dates. Table 1 provides information on the sample size, the total population for the testing date, percent of the total population tested, and the testing date for each center. In addition to the inmate sample, CIES data was collected from 150 staff members (75.8 percent of the total alloted full-time employees).

## Procedures

Residents: The CIES was administered to residents by Ray E. Little of the Community Treatment Program's administration staff. Prior to the test date, case managers at ten (10) centers were told when the CIES would be administered and instructed to schedule caseload meetings on the test date. As a result, the CIES was administered at twenty-six (26) caseload meetings which occurred between December 10, 1979, and December 21, 1979.

For each caseload meeting, test procedures consisted of the following steps: (a) a brief verbal introduction by the test administrator; (b) a verbal explanation by test administrator of the CIES, background questionnaire, and instructions on completing the response sheet; (c) distribution and administration of the questionnaire and (d) collection of the response sheet and termination of the session.

Staff: The superintendent at each center was responsible for dissemination and collection of staff data. Staff were provided a test packet which consisted of a written explanation of the forms, and instructions for completing the response sheet. Test packets were given to staff on December 3, 1979, with instructions to complete and return CIES data to the center superintendent by December 19, 1979.

# CHAPTER III

# RESULTS AND DISCUSSION

This chapter is divided into two sections. The first section presents the results for the residents of each center and the second section discusses the findings from the staff data. CIES subscale scores are expressed in terms of standard scores derived utilizing the appropriate norm group. That is, scores for the CIES subscales were obtained using the male norms for male centers, the female norms for female centers, and staff norms for all centers. The utilization of staff norms should be noted, as this is the first time that staff norms have been used for the Community Treatment Program. Previously, average scores for staff were converted to standard scores with resident norms so that direct comparision between residents and staff could be made. However, this process did not reflect how the staff at centers compared to the national norms established for staff. In the present report, staff are compared to the national norms for staff.

## Residents

Results for residents are presented by background characteristics and by perceived social climate of centers. Within the background subsection is a brief description of the nature of the community treatment program population on the characteristics collected during the study and the relationship of these characteristics to CIES subscale scores. These relationships were examined in terms of Pearson product moment correlation (r), which ranges from an r value of -1.00 to 0.00 to +1.00. Regardless of sign, the larger the value of r the stronger the relationship between variables. A negative r value indicates the extent to which changes in one variable are accompanied by changes in the opposite direction in the other variable, while a positive value of r reveals the extent to which the variables increase and/or decrease together.

Table 1

Sample Sizes and Test Dates by Center for the
December 1979 Administration of the CIES

| Center | Sample Size | Total Population[1] | Percent Total[2] | Test Date | Sample Size | Total FTE[3] | Percent Total[4] |
|---|---|---|---|---|---|---|---|
| Oklahoma City (OKC) | 92 | 128 | 71.9 | 12/13/79 | 16 | 26 | 61.5 |
| Kate Barnard (KB) | 76 | 81 | 93.8 | 12/17/79 | 20 | 22 | 90.9 |
| Tulsa (TCTC) | 39 | 56 | 69.6 | 12/11/79 | 14 | 19 | 73.7 |
| Horace Mann Men (HMM) | 42 | 49 | 85.7 | 12/11/79 | 18 | 21 | 85.7 |
| McAlester (McCTC) | 81 | 104 | 77.9 | 12/20/79 | 22 | 28 | 78.6 |
| Lawton (LCTC) | 44 | 52 | 84.6 | 12/12/79 | 12 | 17 | 70.6 |
| Enid (ECTC) | 40 | 43 | 93.0 | 12/21/79 | 11 | 16 | 68.8 |
| Muskogee (MCTC) | 54 | 56 | 96.4 | 12/10/79 | 12 | 17 | 70.6 |
| Horace Mann Women (HMW) | 18 | 22 | 81.8 | 12/11/79 | 10 | 13 | 76.9 |
| Clara Waters (CW) | 36 | 42 | 85.7 | 12/18/79 | 15 | 19 | 78.9 |
| Total | 522 | 633 | 82.5 | | 150 | 198 | 75.8 |

[1]Inmate population as reported to the Classification office on the date of testing.

[2]Sample divided by Total Population.

[3]Full-Time Employee Positions allotted.

[4]Sample divided by FTE.

## Background Characteristics

Background characteristics for each center's response group are provided in Appendix A. For the entire program, the inmate population had an average age of 29, were high school graduates or possessed a G.E.D., and the majority were serving their first incarceration. A majority of residents were at or above Level 3 on the Positive Reinforcement Program (PRP) system, males had been incarcerated on the instant offense an average of 22 months and females an average of 10 months had been at the center four months, and had six months left to serve on their sentence. Only 21 percent of the males and 11 percent of the females were not participating in center-based programs, while 10 percent of the males and 7 percent of the females had not been involved in community-based programs. Only 16 percent of the males had been through the 30 day Residential Substance Abuse Program (RSAP) at McAlester CTC and only 9 percent of the population had participated in community residential substance abuse programs. On the question asking residents to rate the PRP system on a scale from 1 (dissatisfied) to 5 (very satisfied), the average rating for males was 2.66 and for females was 2.85. Both ratings, then, fell below the scale midpoint of 3.00. It would be useful for program administrators to investigate why satisfaction with PRP was not higher.

Correlations of the above background variables with CIES subscales revealed very little relationship existed. The only subscale to show a very strong relationship to background variables was Staff Control. This subscale had correlations (with age, education, PRP level, and length at center) in the range of +0.240 to +0.363. Several of the correlations were large for individual centers between background variables and Staff Control scores. For example, PRP level correlation with Staff Control was +0.663 at HMM, +0.420 at McCTC, and +0.873 at HMW. (The positive r value indicates that as PRP level increases so does the perceived Staff Control). It appears, then, that for community treatment centers results on staff control are differentially influenced by backgound variables.

## Social Climate

In this subsection the primary point of discussion concerns changes, as perceived by the residents, in the social climate between the July 1979 test period and the present test period. Changes in the social climates are discussed for each center only in terms of subscales that show a fluctuation of at least five standard scores since the July, 1979 test period. The required change of five represents one-half of a standard deviation in standard score terms (see Myers and Clark, 1979, pp. 5-8). It was felt that a standard score change of this magnitude suggested a major change on a subscale. Table 2 presents resident subscale scores for both test periods and net changes by community treatment center. In addition, a plot of each center's CIES profile for the July, 1979, and December, 1979, test period is provided in Appendix B.

For those subscales that met the required change, an analysis of the items within the subscale was performed. These analyses indentified which items' response rates in the scored direction changed significantly from the July, 1979 testing. Items with significant changes, as identified by the z-test for differences in proportions, are discussed.

For the December testing, the percentage of residents responding in the desired direction for each item within the nine subscales is provided in Appendix C. The reader is encouraged to perform additional item comparisions by referring to Appendix C of the present report and item responses from the July 1979 testing (Myers and Clark, 1979, pp. 94-104). Simply because the change did not reach significance does not mean a change is not important. The statistical criterion is utilized only to limit the discussion in this report.

In addition, changes in social climates at several centers are discussed in terms of the increases or decreases in the average daily population. These changes in population reflect the difference of the average daily population during December 1979 from the average daily population during July 1979. Population figures used are as reported in the population movement tables of the July and December, Monthly Community Treatment Program Reports. Population changes for each center are provided in Appendix D.

# TABLE 2
## COMMUNITY TREATMENT PROGRAM RESIDENT CIES SUBSCALE SCORES AND NET CHANGE* FOR JULY 1979 AND DECEMBER 1979 TEST PERIODS

| CIES SUBSCALE | OKLAHOMA CITY | | | KATE BARNARD | | | TULSA | | | HORACE MANN MEN | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 7/79 | 12/79 | Change | 7/79 | 12/79 | Change | 7/79 | 12/79 | Change | 7/79 | 12/79 | Change |
| Involvement | 51 | 52 | 1 | 64 | 67 | 3 | 51 | 53 | 2 | 58 | 55 | -3 |
| Support | 56 | 49 | -7 | 65 | 69 | 4 | 52 | 56 | 4 | 60 | 51 | -9 |
| Expressiveness | 49 | 47 | -2 | 52 | 50 | -2 | 51 | 52 | 1 | 49 | 49 | 0 |
| Autonomy | 52 | 51 | -1 | 59 | 60 | 1 | 55 | 53 | -2 | 54 | 53 | -1 |
| Practical Orientation | 52 | 48 | -4 | 60 | 64 | 4 | 46 | 48 | 2 | 53 | 53 | 0 |
| Personal Problem Orientation | 49 | 46 | -3 | 56 | 57 | 1 | 49 | 53 | 4 | 53 | 46 | -7 |
| Order/Organization | 57 | 53 | -4 | 64 | 66 | 2 | 61 | 61 | 0 | 59 | 56 | -3 |
| Clarity | 65 | 60 | -5 | 72 | 76 | 4 | 65 | 65 | 0 | 68 | 58 | -10 |
| Staff Control | 44 | 47 | 3 | 45 | 47 | 2 | 44 | 46 | 2 | 47 | 48 | 1 |

| | McALESTER | | | LAWTON | | | ENID | | | MUSKOGEE | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Involvement | 46 | 52 | 6 | 50 | 55 | 5 | 53 | 53 | 0 | 49 | 46 | -3 |
| Support | 49 | 54 | 5 | 53 | 54 | 1 | 47 | 55 | 7 | 56 | 46 | -10 |
| Expressiveness | 48 | 48 | 0 | 50 | 51 | 1 | 45 | 50 | 5 | 44 | 44 | 0 |
| Autonomy | 51 | 51 | 0 | 51 | 53 | 2 | 49 | 53 | 4 | 48 | 49 | 1 |
| Practical Orientation | 47 | 52 | 5 | 47 | 45 | -2 | 45 | 50 | 5 | 40 | 41 | 1 |
| Personal Problem Orientation | 48 | 51 | 3 | 49 | 50 | 1 | 52 | 54 | 2 | 43 | 43 | 0 |
| Order/Organization | 51 | 60 | 9 | 58 | 57 | -1 | 55 | 57 | 2 | 59 | 62 | 3 |
| Clarity | 58 | 64 | 6 | 63 | 64 | 1 | 60 | 64 | 4 | 53 | 59 | 6 |
| Staff Control | 43 | 47 | 4 | 47 | 47 | 0 | 53 | 42 | -11 | 50 | 53 | 3 |

| | HORACE MANN WOMEN | | | CLARA WATERS | | |
|---|---|---|---|---|---|---|
| Involvement | 43 | 47 | 4 | 45 | 52 | 7 |
| Support | 41 | 46 | 5 | 44 | 53 | 9 |
| Expressiveness | 36 | 42 | 6 | 43 | 34 | -9 |
| Autonomy | 38 | 44 | 6 | 43 | 44 | 1 |
| Practical Orientation | 49 | 46 | -3 | 52 | 56 | 4 |
| Personal Problem Orientation | 41 | 42 | 2 | 46 | 43 | -3 |
| Order/Organization | 44 | 48 | 4 | 47 | 55 | 8 |
| Clarity | 48 | 45 | -3 | 53 | 62 | 9 |
| Staff Control | 57 | 60 | 3 | 60 | 59 | -1 |

*Net Change: 12/79 minus 7/79

Oklahoma City Community Treatment Center

Across the three categories of dimensions, the Oklahoma City center (OCTC) showed little change since the July 1979 test period in spite of an average daily population increase of 18 residents (Appendix D). Standard scores for the Relationship and Treatment dimension remained near the national norm, while Clarity on the Maintenance dimension was a standard deviation above the norm. Two subscales, Support and Clarity, dropped by five or more standard scores.

Examination of the item analyses for the Support subscale revealed three items (11, 47, and 74) decreased significantly in the percent of residents responding in the desired direction. These three items each relate to support received from staff. Items 11, 47, and 74 had the lowest response rate in the scored direction of the support items for the July period and the response rates were even lower for the present period. In other words, compared to the previous testing a smaller percentage of resident's perceived support from the staff on these three items during the present test period.

On the Clarity subscale, item analysis found significant decreases in the response rates for items 8, 35, and 89. These items involve staff actions toward other staff and toward residents. A major increase occurred for item 62 which relates to residents changing their minds. These results on Clarity, suggest staff actions in some areas are perceived as more arbitrary than in July 1979. This situation should be examined by management, as the increased population may exceed the capabilities attached to the number of staff allocated to the center.

Kate Barnard Community Treatment Center

December results for this center were elevated above the July results from one to four standard scores on eight of the nine subscales. The only subscale to show a decrease was Expressiveness, which showed a decline of two standard scores. These subscale scores across dimensions suggested that residents of this center perceived emphases on supportive interpersonal relations and preparing for release to the street. In addition these emphases occurred within a relatively structure environment. It was noted in the July 1979 report (p. 56), that Kate Barnard had showed a continuous decline on several subscales since December, 1977; however, it would appear this trend has been altered.

Tulsa Community Treatment Center

Results for this center were very similar to July 1979, results, with the largest change being an increase of four standard scores on the Support and Personal Problem Orientation subscales. Only two subscales (Practical Orientation and Staff Control) fell below the national norms. Overall, residents at the Tulsa CTC perceived the level of the Relationship and Treatment dimensions to be at the national average, with above average emphasis on the System Maintenance dimensions (Staff Control is the exception as it was close to the national norm).

Horace Mann Men

Major changes on the subscales for HMM occurred on Support, Personal Problem Orientation, and Clarity, each of which decreased by more than five standard scores. However, the subscale scores approximated the national norms and, as in July 1979, were elevated on Order and Organization and Clarity (System Maintenance dimensions), even though the Clarity score dropped by 10 standard scores since July 1979.

Item analysis on the Support subscale revealed three items (29, 38, and 83) to which the response rate significantly decreased. Items 29 and 38, which dropped by 18 percent and 22 percent, relate to support received from other residents. Item 83, also with a decrease of 22 percent, concerns staff awareness of residents' needs. The decline in residents' perceived support from other residents may refect changes at the center that have altered the nature of interaction between residents or it may reflect changes in the nature of the inmate population.

Personal Problem Orientation decreased by seven standard scores from the July 1979 testing. Four items (6, 15, 33, and 69) were found to have contributed significantly to the decline with the response rate in the scored direction decreasing by at least 18 percent on all four items. As with the decline on the Support subscale, two of the items (6 and 15) relate to other residents and one item (69) relates to staff. The fourth item (33) concerned the general atmosphere of the unit.

The decrement by 10 standard scores on Clarity represented the largest drop on any subscale for HMM. Again, four items (8, 17, 35, and 44) contributed significantly to decrease. Item 8 which showed the largest decline (from 63 percent to 36 percent) states "Staff sometimes argues with each other" (desired response is "False" 0. The other three items relate

to staff keeping residents informed as to aspects which affect their day-to-day functioning at the center. These items suggest a potential lack of cohesiveness among the HMM staff.

With the results obtained, it would appear the HMM administration should examine whether or not policy/staff changes at the center have affected resident interaction. The change underlying the decline on clarity may have also contributed to the decreases which occurred on Support and Personal Problem Orientation, particularly on items which address staff. In addition, HMM's population has dropped from an average daily population of 70 in July 1979, to an average of 48 for December 1979, (Appendix D), and the population drop may have altered the nature of staff-resident and resident-resident interaction.

McAlester Community Treatment Center

This center was found to have increases of five or more standard scores on five of the nine subscales. None of the subscales had decreased, while four remained stable or increased slightly. Overall, the McAlester profile showed an improvement on the Relationship and System Maintenance dimensions, and maintained the level of emphasis on the Treatment dimensions. The December profile more closely resembles what Moos has labeled Relationship-Oriented profile (see Myers and Clark, 1979 b), than did the July profile.

Within the Relationship Dimensions, Involvement and Support increased by five or more standard scores while Expressiveness remained the same as the July, 1979, value. On Involvement, items 1 and 82 showed significant increases in responses in the scored direction, which reflected an increase in the pride residents have in the unit and in residents' perception that the unit is friendly. For Support, a significant increase occurred on item 83 (from 18 percent to 40 percent) and suggested residents perceived the staff to be more aware of residents' needs.

Practical Orientation among the Treatment dimensions increased by five standard scores as a result of significant increments in "true" responses to items 14, 23, and 59. These items concern residents planning for the future, learning new ways of doing things, and working toward goals. Such changes may have resulted from improvements in the PRP system utilized at the center, particularly in developing contracts.

The other two subscales to show major increases were Order and Organization (by nine standard scores) and Clarity (six standard scores). Three items contributed significantly to the change on Order and Organization. Items 16 and 25 concern the orderliness of the facility, while item 34 concerns the overall organization. Changes on Clarity involved significant increases for items 8 and 53, which reflect less overt disagreement among staff and greater clarity in what will happen on rule violations.

The improvement shown by McAlester is commendable, as all subscales were at or above the national norms except Expressiveness and Staff Control. It is interesting that the improvements have occurred while the average daily population increased between July, 1979, and December, 1979, by 35 residents (Appendix D). McAlester's administration should be interviewed in depth in an attempt to identify possible variables underlying the improvements.

Lawton Community Treatment Center

This center's profile remained stable with the exception of the improvement on Involvement. One problem area may be Practical Orientation, which decreased slightly since July 1979, and is one-half standard deviation below the national norm. This may reflect weaknesses which exist in the delivery of PRP at the center. All other Relationship and Treatment dimensions are at or above the norm. Scores for the System Maintenance dimensions showed little change. Significant increases in responses in the scored direction on three items (1, 19, and 46) seemed to underlie the improvement on Involvement. Residents expressed more pride in the unit, (item 19), and more residents felt an adequate number of social activities were provided (item 46).

Enid Community Treatment Center

Increases were found on all subscales except Involvement (which remained stable) and Staff Control (which decreased 11 standard scores). All subscales for the Relationship and Treatment dimensions were at or above the national norms and only the System Maintenance dimension of Staff Control was below the norm. Increases on other dimensions appeared to reduce the need for Staff Control. As with McAlester, these improvements were accompanied by an increased center population (Appendix D).

Four subscales met the required standard score change: Support, Expressiveness, Practical Orientation, and Staff Control. Within the Relationship dimensions the increase on Support was aided by items 47, 56, and 65, which reflect increased support from staff. However, item 47 changed from 3 percent to 23 percent so that there is still considerable room for improvement. One item on the Expressiveness subscale increased significantly in the positive direction. This itme (21) revealed more residents perceived open communication with staff than in July 1979. Several other Expressiveness items showed at least a ten percent increase in response in the positive direction.

Of the Treatment dimensions, Practical Orientation was the only one to increase by five standard scores, although the other two dimensions also improved. This increase on Practical Orientation was accompanied by significantly improved response rates in the scored direction on items 5 and 23, both of which had more than 50 percent of the residents responding in the scored direction. Apparently a higher percentage of residents perceive an emphasis on making plans for after release and for learning new ways of doing things.

Among the System Maintenance dimensions, Staff Control met the required amount of change as this subscale decreased by 11 standard scores. Contributing to this change were significant decreases in the percentage responding in the scored direction on items 18, 63, and 72. Item 18 and 63 suggested more residents perceived communication with staff and residents to be less restricted and item 72 implied fewer residents perceived staff regularly check up on residents. Given the nature of these three items the Enid administration should determine if the nature of the change on Staff Control is desired.

Muskogee Community Treatment Center

Two subscales changed by five or more standard scores as a decrease occurred on Support and an increase was found for Clarity. Subscales for the Relationship and Treatment dimensions were all below the national norms, with Practical Orientation almost a standard deviation below the norm. To compensate for the low scores on the Relationship and Treatment dimensions, the System Maintenance dimensions were above the norm. Staff Control for Muskogee was the highest among the male community treatment centers.

Item analysis for the Support subscale found that the only item response rate to decrease significantly was item 56, which concerns staff's involvement in resident activities. This item was one of two Support subscale items to have a response rate in the scored direction of 50 percent or more on the July 1979, testing, which left only item 63 among the Support items to exceed a 50 percent response rate in December.

The improvement on Clarity was aided by significant increases on items 53 and 89, which revealed a greater percentage of residents knew what to expect if they violated rules and when case managers would be on the unit. However, the improvement on items 53 and 89 was accompanied by a significant decrease on item 80. This revealed more residents did not know when they would be transferred from the center. MCTC's administration needs to examine the ambiguity concerning transfers.

As with the Enid Center, Muskogee experienced an increased average daily population from July 1979 (Appendix D, Table D-1). Unlike the other center the social climate profile was not improved. Community Treatment Program officials should examine the differences experienced as it is unclear why ECTC would improve with population increases and MCTC remain comparatively stable and below the national norms on the Relationship and Treatment dimensions.

Horace Mann Women's Community Treatment Center

This center revealed positive improvements across the Relationship dimensions, a positive increase on Autonomy in the Treatment dimensions, and only small changes across the System Maintenance dimensions. With the exception of Staff Control, though, all subscales were below the national norms for women. Staff Control, which exceeded the national norm by one standard deviation, may reflect an effort to compensate for the low scores on Order and Organization and Clarity.

Improvements on the Relationship dimensions of Support and Expressiveness were related to significant increases in responses in the scored direction on item 65 for the Support subscale and items 12 and 75 on the Expressiveness subscale. Item 65 addresses counselors encouraging resident and increased from 21 percent in July, to 50 percent in December. Items 12 and 75 both increased from 5 percent to 33 percent in the scored direction and imply less restrictions on open communication.

The only item to significantly change for the Autonomy subscale was item 76, which increased from 11 percent to 39 percent. Item 76 concerns resident government and the authors are hard pressed to explain why 39 percent felt there was a resident government and 61 felt there was not.

Clara Waters Community Treatment Center

The social climate profile for Clara Waters varied considerably between July 1979 and December 1979, particularly on the Relationship and System Maintenance dimensions. Among the Relationship dimensions, Involvement and Support increased by seven and nine standard scores, respectively, and both were raised above the national norm. However, Expressiveness decreased by nine standard scores and fell to almost two standard deviations below the norm. Changes in the Relationship dimensions were accompanied by increases of eight and nine standard scores on Order and Organization and Clarity. Staff Control, the other System Maintenance dimension, showed little change.

For the Relationship dimensions, changes on Involvement were partly an outgrowth of significantly increased response rates on items 19 and 73. The extent to which residents care about each other (item 19) and independently contribute (item 73) has increased since July, 1979. Increases on Support were an outgrowth of items 38, 47, and 74, which suggested residents perceived an increase in support from both residents and staff. The decline on Expressiveness was related to significant drops in the response rate to items 12, 30, 39, and 75. These items concern expression of feelings.

The increase on Order and Organization involved items 43, 52, and 79, suggesting that the facility was more organized (item 43), residents had improved personal appearances (item 52) and staff set an example for neatness and orderliness (item 79). The response rate to item 43 (on organization) improved from 10 percent to 25 percent, so that the majority of residents still perceived that, "Things are sometimes very disorganized around here." Response rates for items 52 and 79 both rose above 50 percent. Three items (8, 35 and 44) also contributed significantly to the increase in the Clarity subscale. Item 8 and 35 reveal less open arguing among staff and less fluctuation by staff on decisions, while item 44 showed staff were reinforcing residents.

Overall, Clara Waters profile had improved since the July, 1979, testing. The low Expressiveness score would seem to distract from self-improvement by residents, particularly in treatment efforts. However, while Autonomy and Personal Problem Orientation scores were below the norms, Practical Orientation was above the norm and in standard score value was second only to Kate Barnard among all centers. The situation with Expressiveness is somewhat related to high Staff Control, as Horace Mann Women have high Staff Control and restricted Expressiveness.

## Staff

As with the section on residents, staff results are presented by background responses and CIES responses. Background variables on the staff are summarized in Appendix A, which provides age, sex, length at center, length in corrections, and staff positions. This summary represents the characteristics of the staff that responded and is not meant to necessarily represent the nature of the staff as a whole. For example, only one member of the Oklahoma City staff provided background information, so that the summary by no means represents the nature of the Oklahoma City staff.

## Background Characteristics

As mentioned, background characteristics for all responding staff are presented by center in Appendix A. Of interest to the present study was the nature of the background characteristics for the staff with the most frequent contact with inmates, that is, case managers and correctional officers. It has been hypothesized that better social climates result in facilities in which staff match inmate's characteristics on age and other variables as staff are then better able to relate to the inmates.

Within the present study, the average age of case managers and correctional officers did not match inmates' average age very closely at any of the centers. Staff's average age (excluding OCTC) varied between 31.6 at HMM CTC to 46.8 at LCTC. Kendall's partial rank-order correlation, with residents' age as the control variable, revealed only small, insignificant relationships between staff age and subscale scores.

However, a strong first order correlation was found between staff's length at center and ranking on residents' Practical Orientation subscale scores (tau=-714). This correlation suggested that as months at center for

staff increased, the Practical Orientation score tended to decrease. While this finding is tentative and should be further assessed in future studies, the implication is that long term staff may need additional training or some type of "burn-out" sessions.

Staff turnover was also reviewed in relation to subscale scores for inmates. Information on staff turnover is provided in Appendix D. Little relationship was found between turnover and residents' subscale scores, so it appeared that the relationship between staff's length at center and residents' Practical Orientation scores was independent of the frequency with whcih new staff entered the center.

## Social Climates for Staff

Table 3 presents staff results for the July, 1979, and December, 1979, test periods with scores normed on the male and female national norms for staff depending on the sex of the resident population. Several changes occurred in the staff subscale scores, some as large as 30 standard scores (HW CTC on Support). Obviously, staff perceptions of the centers' social climates have altered considerably since July 1979.

OCTC staff perceived major decreases on Involvement, Expressiveness, Practical Orientation, and Clarity, with an accompanying increase in Staff Control. Scores for this center were around the national norms for staff with the exception of Involvement and Order/Organization which fell below the norm. Considering the results for staff and residents at OCTC, one has to question whether or not the increased population at this center has exceeded the capabilities of the staff size. It would appear this possibility is strong.

Subscale scores for KBCTC staff revealed increases on the Relationship and System Maintenance dimensions and a decline on the Treatment dimensions (Involvement and Support) and Order/Organization and Clarity were accompanied by a slight decrease on the perceived staff Control. Staff scores for KBCTC tended to be lower than resident scores on most subscales.

Major changes since July, 1979, for TCTC staff scores were on the Sytem Maintenance dimensions, particularly Order/Organization and Clarity scores which increased by a sizable amount. Resident and staff subscale scores were closely related with the exception of Practical Orientation,

# TABLE 3
## COMMUNITY TREATMENT PROGRAM STAFF CIES SUBSCALE SCORES AND NET CHANGE* FOR JULY 1979 AND DECEMBER 1979 TEST PERIODS

| CIES SUBSCALE | OKLAHOMA CITY | | | KATE BARNARD | | | TULSA | | | HORACE MANN MEN | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 7/79 | 12/79 | Change | 7/79 | 12/79 | Change | 7/79 | 12/79 | Change | 7/79 | 12/79 | Change |
| Involvement | 48 | 40 | -8 | 55 | 61 | 6 | 54 | 54 | 0 | 58 | 62 | 4 |
| Support | 50 | 49 | -1 | 59 | 64 | 5 | 58 | 62 | 4 | 57 | 59 | 2 |
| Expressiveness | 53 | 47 | -6 | 58 | 58 | 0 | 52 | 52 | 0 | 52 | 51 | -1 |
| Autonomy | 51 | 50 | -1 | 61 | 57 | -4 | 59 | 56 | -3 | 58 | 57 | -1 |
| Practical Orientation | 53 | 47 | -6 | 68 | 62 | -6 | 63 | 62 | -1 | 55 | 57 | 2 |
| Personal Problem Orientation | 51 | 52 | 1 | 60 | 60 | 0 | 51 | 54 | 3 | 54 | 54 | 0 |
| Order/Organization | 32 | 32 | 0 | 37 | 55 | 18 | 48 | 58 | 10 | 62 | 55 | -7 |
| Clarity | 65 | 49 | -16 | 64 | 72 | 8 | 56 | 79 | 23 | 86 | 80 | -6 |
| Staff Control | 46 | 52 | 6 | 49 | 45 | -4 | 48 | 50 | 2 | 52 | 55 | 3 |

| | McALESTER | | | LAWTON | | | ENID | | | MUSKOGEE | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Involvement | 67 | 63 | -4 | 54 | 54 | 0 | 52 | 55 | 3 | 64 | 64 | 0 |
| Support | 71 | 68 | 3 | 54 | 58 | 4 | 59 | 61 | 2 | 75 | 73 | -2 |
| Expressiveness | 66 | 57 | -9 | 51 | 49 | -2 | 51 | 58 | 7 | 53 | 59 | 6 |
| Autonomy | 59 | 56 | -3 | 55 | 53 | -2 | 55 | 56 | 1 | 58 | 58 | 0 |
| Practical Orientation | 62 | 61 | -1 | 65 | 63 | -2 | 58 | 56 | -2 | 69 | 70 | 1 |
| Personal Problem Orientation | 62 | 56 | -6 | 62 | 55 | -7 | 56 | 59 | 3 | 59 | 59 | 0 |
| Order/Organization | 58 | 58 | 0 | 62 | 54 | -8 | 42 | 39 | -3 | 64 | 67 | 3 |
| Clarity | 90 | 76 | -14 | 79 | 72 | -7 | 70 | 70 | 0 | 75 | 78 | 3 |
| Staff Control | 44 | 47 | 3 | 48 | 46 | -2 | 44 | 48 | 4 | 57 | 51 | -7 |

| | HORACE MANN WOMEN | | | CLARA WATERS | | |
|---|---|---|---|---|---|---|
| Involvement | 38 | 50 | 12 | 53 | 70 | 17 |
| Support | 26 | 56 | 30 | 40 | 64 | 24 |
| Expressiveness | 39 | 33 | -6 | 39 | 54 | 15 |
| Autonomy | 33 | 35 | 2 | 35 | 49 | 14 |
| Practical Orientation | 47 | 60 | 13 | 59 | 66 | 7 |
| Personal Problem Orientation | 42 | 48 | 6 | 50 | 48 | -2 |
| Order/Organization | 45 | 65 | 20 | 62 | 63 | 1 |
| Clarity | 51 | 87 | 36 | 80 | 87 | 7 |
| Staff Control | 56 | 64 | 8 | 61 | 65 | 4 |

*Net Change: 12/79 minus 7/79

where staff perceived a much higher emphasis.

HMCTC and LCTC remained stable on the Relationship and Treatment dimensions, but revealed major declines on Order/Organization and Clarity. MCTC revealed an increased score on Expressiveness and a decline on Staff Control. Additionally, MCTC had one of the more positive social climates for staff, while the resident profile for this center was the lowest among male centers. Little similarity existed between staff and resident profiles for MCTC.

McCTC staff perceived major declines on Expressiveness, Personal Problem Orientational and Clarity. These declines simply brought staff perceptions closer to resident perceptions relative to the respective norm group. In McCTC case, an increased population may have been perceived as disruptive to staff, but not to residents. ECTC, which increased in average daily population by four, remained stable with the exception of the Expressiveness subscale. It is interesting to note the standard score discrepancy of 18 between ECTC staff and residents on the perceived Order/Organization.

Both women centers showed major increases across subscales. For HWCTC, staff perceived all but Expressiveness (which dropped) and Autonomy to have improved by large amounts. Staff perceptions for HWCTC were more than a standard deviation beneath the national norms for Expressiveness and Autonomy, and were much lower than resident perceptions. For CWCTC, staff perceptions for the various dimensions showed sizable improvement on six of the nine subscales, with Personal Problem Orientation, Order/Organization and Staff Control as the exceptions.

Overall the profiles for the staffs of the various male community treatment centers were positive. The exceptions occurred on Order/Organization at OCTC and ECTC and Involvement at OCTC. For the women centers, the profiles had improved considerably for staff since the July, 1979, test period. By utilizing staff norms the extreme elevation which occurred when resident norms were applied was removed and the profiles more closely resembled resident profiles.

## Conclusions

Three questions have been addressed in the present study. First, the nature of each centers' profile, as perceived by staff and residents, has been displayed and compared to the July 1979, results. For the December

test period, with the exception of Kate Barnard, subscales on the Relationship and Treatment dimensions approximated the national norms. This result is disappointing, given the active utilization of PRP, work release, and multiple counseling programs. As expected results for the System Maintenance dimensions were above the norms.

The question which remains and not addressed in this study or previous studies, is the quality with which the PRP system is actually delivered. That is, do residents play a major role in goal setting? Are the goals meaningful to the residents? Perhaps it would be useful for the administration of the Community Treatment Program to more carefully examine the quality of the PRP system as it is actually delivered. Since implementation, it has been assumed that PRP would induce positive changes on a measurement such as the CIES; yet the results from previous CIES test periods have produced only marginal support for PRP. It is time to more carefully examine the PRP process in relation to its impact on the social environment. If the PRP system is effective, then the delivery at the centers must be less than adequate. Alternatively, the expectation for PRP as a positive influence on the social climate may be inappropriate.

One means of examining the influence of PRP would be to provide intensive training on goal setting and other aspects of PRP for the staff of one center, say MCTC, provide careful feedback to staff, closely monitor the PRP system, then assess the center's social climate through the CIES. This would allow the administration to state that PRP was delivered as desired. If the results for MCTC improved following the training and monitoring, then direct support would be provided for PRP and the extensive training could be expanded to include all centers' staffs. If little change occurred, then the expectation that PRP contributes to improved social climates would become less viable.

A second purpose of the study was to examine social climates relative to population changes. At OCTC, the population increase was accompanied by an overall decline in the social climate profile, while McCTC showed a positive change in the profile with increased population. HMCTC had a sizable drop in average daily population that was accompanied by a decline in the profile. It appeared, then, that population size has a differential effect on centers and the effect may be relative to the interaction patterns between staff and residents. Too frequent, or infrequent, contact

may be an outgrowth of staff/inmates ratios.

The final purpose of the present study concerned the relationship between staff turnover and resident subscale scores. It has been hypothesized that staff turnover may underlie changes in a center's social climate. While no relationship was found with staff turnover, it was found that a strong negative relationship existed between case managers/correctional officers' length at center and residents' Practical Orientation score. It may be that staff should have continuous training, as suggested through centers' with less experience staff having higher scores on residents' Practical Orientation subscale. The proposed study with the MCTC staff would provide more direct information on this training issue.

# APPENDIX A

# Table A-1

## PERCENTAGE DISTRIBUTION ON BACKGROUND QUESTIONS FOR RESIDENTS AT EACH COMMUNITY TREATMENT CENTER

| ITEM | OCTC | TCTC | KBCTC | HMCTC | McCTC | LCTC | ECTC | MCTC | HWCTC | CWCTC | TOTAL MALE | TOTAL FEMALE |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **AGE** | | | | | | | | | | | | |
| | (N-89) | (N-34) | (N-76) | (N-41) | (N-77) | (N-42) | (N-34) | (N-53) | (N-17) | (N-36) | (N-446) | (N-53) |
| 15-19 | 2.25 | 0.00 | 11.84 | 17.07 | 5.19 | 4.76 | 5.88 | 0.00 | 0.00 | 13.89 | 5.83 | 9.43 |
| 20-24 | 20.22 | 26.47 | 43.42 | 56.10 | 22.08 | 38.10 | 29.41 | 35.85 | 23.53 | 25.00 | 32.51 | 24.53 |
| 25-29 | 30.34 | 41.18 | 21.05 | 9.76 | 33.77 | 26.19 | 14.71 | 18.87 | 35.29 | 22.22 | 25.34 | 26.42 |
| 30-34 | 22.47 | 11.76 | 9.21 | 12.20 | 12.99 | 9.52 | 11.76 | 22.64 | 23.53 | 19.44 | 14.80 | 20.75 |
| 35-39 | 7.87 | 8.82 | 2.63 | 2.44 | 12.99 | 9.52 | 20.59 | 13.21 | 0.00 | 8.33 | 9.19 | 5.66 |
| 40/over | 16.85 | 11.76 | 11.84 | 2.44 | 12.99 | 11.90 | 17.65 | 9.43 | 17.65 | 11.11 | 12.33 | 13.21 |
| Mean | 31.10 | 29.24 | 26.92 | 23.98 | 29.73 | 28.31 | 31.65 | 29.64 | 29.24 | 29.17 | 28.96 | 29.19 |
| **RACE** | | | | | | | | | | | | |
| | (N-88) | (N-36) | (N-73) | (N-40) | (N-76) | (N-43) | (N-34) | (N-53) | (N-17) | (N-36) | (N-443) | (N-53) |
| White | 57.95 | 58.33 | 71.23 | 70.00 | 65.79 | 58.14 | 67.65 | 64.15 | 41.18 | 66.67 | 64.11 | 58.49 |
| Black | 35.23 | 33.33 | 21.92 | 20.00 | 15.79 | 32.56 | 20.59 | 26.42 | 52.94 | 30.56 | 25.73 | 37.74 |
| Indian | 4.55 | 8.33 | 5.48 | 7.50 | 7.89 | 4.65 | 5.88 | 9.43 | 5.88 | 0.00 | 6.55 | 1.89 |
| Other | 2.27 | 0.00 | 1.37 | 2.50 | 9.21 | 4.65 | 5.88 | 0.00 | 0.00 | 2.78 | 3.39 | 1.89 |
| **EDUCATION** | | | | | | | | | | | | |
| | (N-88) | (N-34) | (N-72) | (N-40) | (N-76) | (N-42) | (N-34) | (N-53) | (N-17) | (N-36) | (N-439) | (N-53) |
| Less than 10 | 15.91 | 11.76 | 15.28 | 27.50 | 11.84 | 26.19 | 17.65 | 20.75 | 17.65 | 8.33 | 17.54 | 11.32 |
| Less than 12 | 26.14 | 23.53 | 33.33 | 27.50 | 17.11 | 26.19 | 20.59 | 15.09 | 35.29 | 27.78 | 23.92 | 30.19 |
| 12 | 52.27 | 50.00 | 37.50 | 40.00 | 57.89 | 42.86 | 52.94 | 52.83 | 29.41 | 50.00 | 48.75 | 43.40 |
| Less than 16 | 5.68 | 11.76 | 12.50 | 5.00 | 13.16 | 2.38 | 8.82 | 11.32 | 17.65 | 11.11 | 9.11 | 13.21 |
| 16 | 0.00 | 0.00 | 1.39 | 0.00 | 0.00 | 2.38 | 0.00 | 0.00 | 0.00 | 2.78 | 0.46 | 1.89 |
| More than 16 | 0.00 | 2.94 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.23 | 0.00 |
| Mean | 10.95 | 11.53 | 11.25 | 10.43 | 11.55 | 10.74 | 11.09 | 11.13 | 10.88 | 11.58 | 11.11 | 11.36 |
| **PRIORS** | | | | | | | | | | | | |
| | (N-92) | (N-39) | (N-76) | (N-42) | (N-81) | (N-44) | (N-40) | (N-54) | (N-18) | (N-36) | (N-468) | (N-54) |
| 0 | 52.17 | 43.59 | 69.74 | 61.90 | 45.68 | 52.27 | 37.50 | 48.15 | 44.44 | 63.89 | 52.35 | 57.41 |
| 1 | 26.09 | 28.21 | 15.79 | 23.81 | 30.86 | 25.00 | 22.50 | 22.22 | 38.89 | 19.44 | 24.36 | 25.93 |
| 2 | 6.52 | 10.26 | 5.26 | 7.14 | 7.41 | 15.91 | 12.50 | 16.67 | 16.67 | 16.67 | 9.40 | 16.67 |
| 3 | 6.52 | 12.82 | 1.32 | 2.38 | 8.64 | 0.00 | 17.50 | 5.56 | 0.00 | 0.00 | 6.41 | 0.00 |
| 4 | 3.26 | 2.56 | 2.63 | 2.38 | 0.00 | 4.55 | 5.00 | 3.70 | 0.00 | 0.00 | 2.78 | 0.00 |
| Over 4 | 5.43 | 2.56 | 5.26 | 2.38 | 7.41 | 2.27 | 5.00 | 3.70 | 0.00 | 0.00 | 4.70 | 0.00 |
| **NUMBER OF FACILITIES PRIOR TO ENTERING A COMMUNITY TREATMENT CENTER** | | | | | | | | | | | | |
| | (N-85) | (N-37) | (N-70) | (N-35) | (N-76) | (N-40) | (N-34) | (N-53) | (N-15) | (N-35) | (N-430) | (N-50) |
| 1 | 11.76 | 10.81 | 60.00 | 68.57 | 9.21 | 10.00 | 8.82 | 1.89 | 26.67 | 48.57 | 22.09 | 42.00 |
| 2 | 38.82 | 18.92 | 21.43 | 22.86 | 42.11 | 40.00 | 23.53 | 41.51 | 46.67 | 31.43 | 32.79 | 36.00 |
| 3 | 31.76 | 48.65 | 15.71 | 8.57 | 35.53 | 30.00 | 41.18 | 41.51 | 26.67 | 17.14 | 31.16 | 20.00 |
| 4 | 4.71 | 13.51 | 1.43 | 0.00 | 7.89 | 7.50 | 11.76 | 11.32 | 0.00 | 2.86 | 6.74 | 2.00 |
| 5 | 5.88 | 2.70 | 0.00 | 0.00 | 5.26 | 7.50 | 5.88 | 3.77 | 0.00 | 0.00 | 3.95 | 0.00 |
| Over 5 | 7.06 | 5.41 | 1.43 | 0.00 | 0.00 | 5.00 | 8.82 | 0.00 | 0.00 | 0.00 | 3.26 | 0.00 |

## Table A-1, cont.
## PERCENTAGE DISTRIBUTION ON BACKGROUND QUESTIONS FOR RESIDENTS AT EACH COMMUNITY TREATMENT CENTER, CONTINUED

| ITEM | OCTC | TCTC | KBCTC | HMCTC | McCTC | LCTC | ECTC | MCTC | HWCTC | CWCTC | TOTAL MALE | TOTAL FEMALE |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **PROGRAM PARTICIPATION AT AN INSTITUTION** | | | | | | | | | | | | |
| | (N-92) | (N-39) | (N-76) | (N-42) | (N-81) | (N-44) | (N-40) | (N-54) | (N-18) | (N-36) | (N-468) | (N-54) |
| Vo-Tech | 8.70 | 5.13 | 35.53 | 35.71 | 6.17 | 2.27 | 10.00 | 5.56 | 11.11 | 16.67 | 13.89 | 14.81 |
| Voc. Rehab. | 43.48 | 25.64 | 14.47 | 19.05 | 27.16 | 59.09 | 22.50 | 48.15 | 5.56 | 2.78 | 32.48 | 3.70 |
| Educational | 13.04 | 12.82 | 5.26 | 0.00 | 9.88 | 11.36 | 7.50 | 9.26 | 11.11 | 2.78 | 8.97 | 5.56 |
| Other | 21.74 | 15.38 | 9.21 | 9.52 | 22.22 | 20.45 | 12.50 | 27.78 | 11.11 | 30.56 | 17.95 | 24.07 |
| None | 9.78 | 12.82 | 5.26 | 14.29 | 11.11 | 11.36 | 12.50 | 9.26 | 11.11 | 5.56 | 10.26 | 7.41 |

NOTE: Residents may participate in more than one category so that the total may be greater than 100 percent.

| | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **SUBSTANCE ABUSE PROGRAM EXPERIENCE AND AVERAGE POSITIVE REINFORCEMENT PROGRAM RATING** | | | | | | | | | | | | |
| | (N-92) | (N-39) | (N-76) | (N-42) | (N-81) | (N-44) | (N-40) | (N-54) | (N-18) | (N-36) | (N-468) | (N-54) |
| McCTC RSAP | 16.30 | 30.77 | 6.58 | 9.52 | 20.99 | 13.64 | 17.50 | 12.96 | 16.67 | 0.00 | 15.60 | 5.56 |
| Community RSAP | 9.78 | 7.69 | 7.89 | 4.76 | 17.28 | 2.27 | 12.50 | 7.41 | 5.56 | 5.56 | 9.40 | 5.56 |
| Average PRP Rating | 2.32 | 2.31 | 3.43 | 2.76 | 2.75 | 2.11 | 2.38 | 2.89 | 2.61 | 2.97 | 2.66 | 2.85 |

Table A-1, cont.
PERCENTAGE DISTRIBUTION ON BACKGROUND QUESTIONS FOR RESIDENTS AT EACH COMMUNITY TREATMENT CENTER, CONTINUED

| ITEM | OCTC | TCTC | KBCTC | HMCTC | McCTC | LCTC | ECTC | MCTC | HWCTC | CWCTC | TOTAL MALE | TOTAL FEMALE |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **POSITIVE REINFORCEMENT PROGRAM LEVEL** | | | | | | | | | | | | |
| | (N-80) | (N-37) | (N-71) | (N-40) | (N-71) | (N-41) | (N-34) | (N-51) | (N-16) | (N-35) | (N-425) | (N-51) |
| 1 | 26.25 | 2.70 | 1.41 | 15.00 | 43.66 | 4.88 | 0.00 | 25.49 | 12.50 | 28.57 | 17.65 | 23.53 |
| 2 | 17.50 | 21.62 | 5.63 | 15.00 | 14.08 | 17.07 | 47.06 | 11.76 | 12.50 | 8.57 | 16.71 | 9.80 |
| 3 | 43.75 | 29.73 | 60.56 | 40.00 | 25.35 | 43.90 | 41.18 | 33.33 | 25.00 | 22.86 | 40.47 | 23.53 |
| 4 | 11.25 | 43.24 | 22.54 | 27.50 | 12.68 | 29.27 | 8.82 | 21.57 | 50.00 | 37.14 | 20.47 | 41.18 |
| 5 | 1.25 | 2.70 | 9.86 | 2.50 | 4.23 | 4.88 | 2.94 | 7.84 | 0.00 | 2.86 | 4.71 | 1.96 |
| 6 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **MONTHS INCARCERATED ON PRESENT OFFENSE** | | | | | | | | | | | | |
| | (N-87) | (N-35) | (N-74) | (N-41) | (N-76) | (N-43) | (N-33) | (N-52) | (N-17) | (N-35) | (N-441) | (N-52) |
| 1–5 | 10.34 | 11.43 | 59.46 | 53.66 | 13.16 | 4.65 | 6.06 | 9.62 | 35.29 | 42.86 | 22.22 | 40.38 |
| 6–10 | 8.05 | 11.43 | 33.78 | 29.27 | 22.37 | 18.60 | 33.33 | 19.23 | 23.53 | 34.29 | 21.32 | 30.77 |
| 11–15 | 13.79 | 5.71 | 5.41 | 12.20 | 14.47 | 23.26 | 24.24 | 15.38 | 11.76 | 11.43 | 13.61 | 11.54 |
| 16–20 | 9.20 | 25.71 | 0.00 | 0.00 | 3.95 | 11.63 | 6.06 | 9.62 | 11.76 | 5.71 | 7.26 | 7.69 |
| 21–25 | 9.20 | 11.43 | 1.35 | 2.44 | 9.21 | 6.98 | 6.06 | 7.69 | 0.00 | 2.86 | 6.80 | 1.92 |
| Over 25 | 49.43 | 34.29 | 0.00 | 2.44 | 36.84 | 34.88 | 24.24 | 38.46 | 17.65 | 2.86 | 28.80 | 7.69 |
| Mean | 34.49 | 29.06 | 5.53 | 6.59 | 24.22 | 25.67 | 18.67 | 24.62 | 12.18 | 9.00 | 21.63 | 10.04 |
| **MONTHS AT PRESENT CENTER** | | | | | | | | | | | | |
| | (N-87) | (N-35) | (N-73) | (N-41) | (N-67) | (N-43) | (N-33) | (N-51) | (N-17) | (N-36) | (N-430) | (N-53) |
| 1 | 33.33 | 20.00 | 32.88 | 34.15 | 52.24 | 30.23 | 30.30 | 35.29 | 23.53 | 30.56 | 34.88 | 28.30 |
| 2 | 20.69 | 17.14 | 16.44 | 14.63 | 20.90 | 13.95 | 39.39 | 13.73 | 17.65 | 8.33 | 19.07 | 11.32 |
| 3 | 9.20 | 8.57 | 15.07 | 14.63 | 2.99 | 13.95 | 9.09 | 9.80 | 5.88 | 13.89 | 10.23 | 11.32 |
| 4 | 3.45 | 20.00 | 9.59 | 21.95 | 10.45 | 18.60 | 9.09 | 9.80 | 11.76 | 13.89 | 11.40 | 13.21 |
| 5 | 3.45 | 2.86 | 5.48 | 2.44 | 1.49 | 2.33 | 6.06 | 1.96 | 5.88 | 2.78 | 3.26 | 3.77 |
| Over 5 | 29.89 | 31.43 | 20.55 | 12.20 | 11.94 | 20.93 | 6.06 | 29.41 | 35.29 | 30.56 | 21.16 | 32.08 |
| Mean | 4.43 | 5.66 | 3.53 | 3.12 | 2.55 | 4.35 | 2.52 | 4.43 | 4.59 | 3.86 | 3.80 | 4.09 |
| **MONTHS LEFT TO SERVE** | | | | | | | | | | | | |
| | (N-80) | (N-34) | (N-68) | (N-37) | (N-67) | (N-41) | (N-30) | (N-46) | (N-16) | (N-34) | (N-403) | (N-50) |
| 1 | 12.50 | 20.59 | 26.47 | 24.32 | 14.93 | 14.63 | 36.67 | 26.09 | 25.00 | 14.71 | 20.60 | 18.00 |
| 2 | 21.25 | 14.71 | 11.76 | 21.62 | 14.93 | 7.32 | 20.00 | 6.52 | 0.00 | 8.82 | 14.89 | 6.00 |
| 3 | 16.25 | 14.71 | 17.65 | 10.81 | 16.42 | 19.51 | 13.33 | 13.04 | 18.75 | 20.59 | 15.63 | 20.00 |
| 4 | 12.50 | 17.65 | 17.65 | 21.62 | 19.40 | 19.51 | 13.33 | 15.22 | 31.25 | 5.88 | 16.87 | 14.00 |
| 5 | 8.75 | 5.88 | 8.82 | 5.41 | 5.97 | 0.00 | 6.67 | 8.70 | 0.00 | 11.76 | 6.70 | 8.00 |
| Over 5 | 28.75 | 26.47 | 17.65 | 16.22 | 28.36 | 39.02 | 10.00 | 30.43 | 25.00 | 38.24 | 25.31 | 34.00 |
| Mean | 6.89 | 6.24 | 3.97 | 3.78 | 5.67 | 5.54 | 3.13 | 5.91 | 4.38 | 6.88 | 5.33 | 6.08 |
| **PROGRAM PARTICIPATION** | | | | | | | | | | | | |
| | (N-92) | (N-39) | (N-76) | (N-42) | (N-81) | (N-44) | (N-40) | (N-54) | (N-18) | (N-36) | (N-468) | (N-54) |
| In-Center SA Group | 51.09 | 64.10 | 34.21 | 59.52 | 40.74 | 70.45 | 25.00 | 55.56 | 55.56 | 30.56 | 48.50 | 38.89 |
| Other Center Group | 29.35 | 48.72 | 36.84 | 38.10 | 38.27 | 52.27 | 30.00 | 38.89 | 44.44 | 69.44 | 37.82 | 61.11 |
| Education | 16.30 | 12.82 | 32.89 | 23.81 | 12.35 | 25.00 | 7.50 | 29.63 | 38.89 | 47.22 | 20.30 | 44.44 |
| Community Based | 21.74 | 20.51 | 18.42 | 21.43 | 8.64 | 45.45 | 20.00 | 29.63 | 38.89 | 27.78 | 21.79 | 31.48 |
| Other | 15.22 | 17.95 | 21.05 | 26.19 | 22.22 | 22.73 | 12.50 | 18.52 | 5.56 | 19.44 | 19.44 | 14.81 |
| None | 27.17 | 15.38 | 19.74 | 11.90 | 18.52 | 11.36 | 27.50 | 25.93 | 16.67 | 8.33 | 20.51 | 11.11 |

NOTE: Residents may participate in more than one category so that the total may be greater than 100 percent.

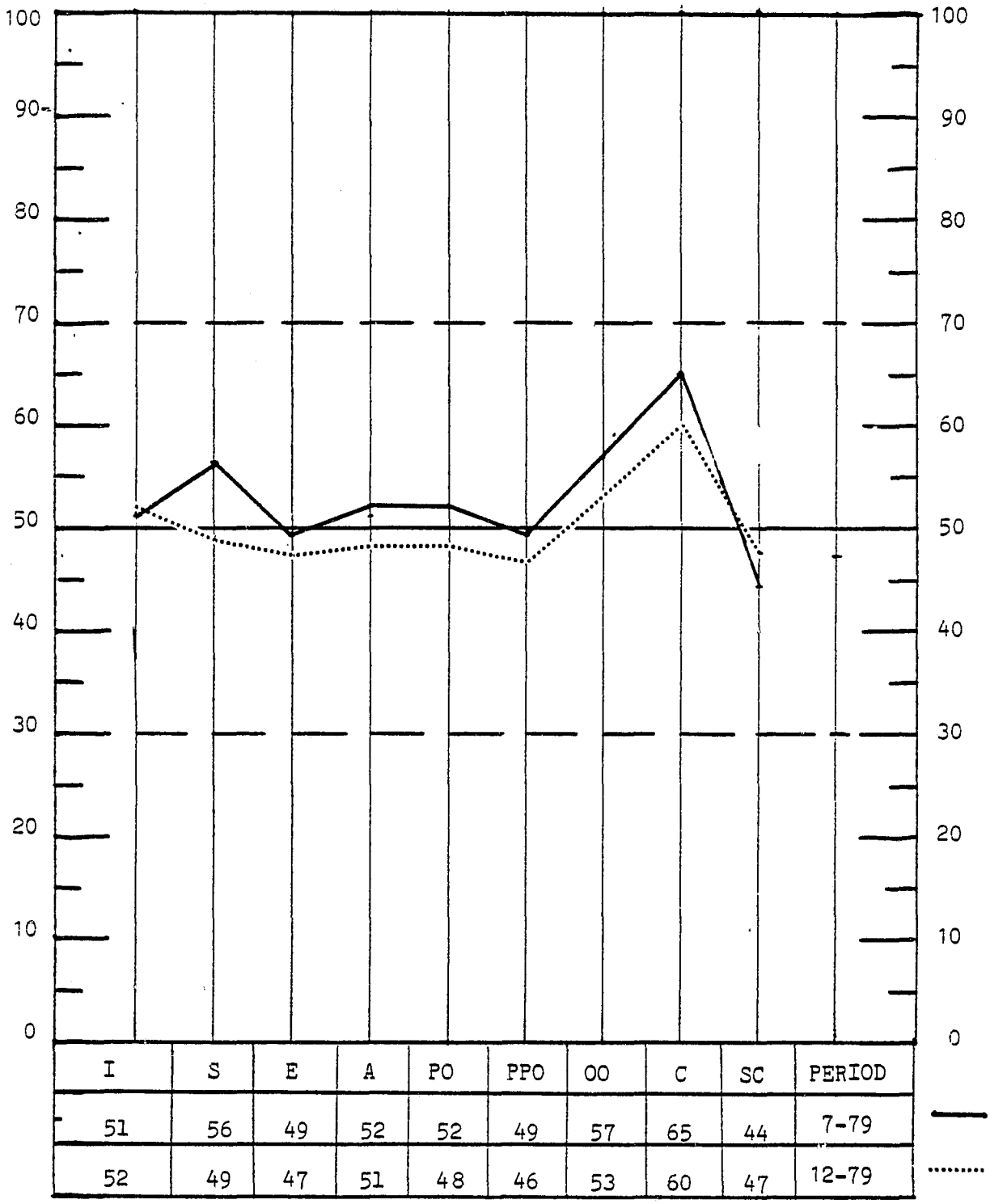
# Table A-2

## PERCENTAGE DISTRIBUTION ON BACKGROUND QUESTIONS FOR STAFF AT EACH COMMUNITY TREATMENT CENTER

| | OCTC | TCTC | KBCTC | HMCTC | McCTC | LCTC | ECTC | MCTC | HWCTC | CWCTC | TOTAL MALE | TOTAL FEMALE |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **AGE** | | | | | | | | | | | | |
| | (N-1) | (N-14) | (N-19) | (N-12) | (N-21) | (N-10) | (N-10) | (N-10) | (N-9) | (N-14) | (N-97) | (N-23) |
| Under 25 | 0.00 | 14.29 | 10.53 | 16.67 | 14.29 | 0.00 | 20.00 | 10.00 | 33.33 | 21.43 | 12.37 | 26.09 |
| 26–30 | 0.00 | 28.57 | 36.84 | 50.00 | 14.29 | 0.00 | 40.00 | 10.00 | 22.22 | 28.57 | 25.77 | 26.09 |
| 31–35 | 0.00 | 28.57 | 26.32 | 16.67 | 28.57 | 20.00 | 20.00 | 0.00 | 22.22 | 7.14 | 21.65 | 13.04 |
| 36–40 | 0.00 | 7.14 | 10.53 | 0.00 | 19.05 | 10.00 | 10.00 | 20.00 | 0.00 | 7.14 | 11.34 | 4.35 |
| 41–45 | 0.00 | 14.29 | 5.26 | 8.33 | 0.00 | 20.00 | 0.00 | 10.00 | 0.00 | 7.14 | 7.22 | 4.35 |
| Over 45 | 100.00 | 7.14 | 10.53 | 8.33 | 23.81 | 50.00 | 10.00 | 50.00 | 22.22 | 28.57 | 21.65 | 26.09 |
| Mean | 55.00 | 33.14 | 33.26 | 31.67 | 35.86 | 45.20 | 30.80 | 43.90 | 33.00 | 36.36 | 35.91 | 35.04 |
| **SEX** | | | | | | | | | | | | |
| | (N-1) | (N-14) | (N-20) | (N-14) | (N-22) | (N-11) | (N-9) | (N-11) | (N-9) | (N-16) | (N-102) | (N-25) |
| Male | 100.00 | 78.57 | 75.00 | 85.71 | 40.91 | 90.91 | 77.78 | 90.91 | 11.11 | 31.25 | 73.53 | 24.00 |
| Female | 0.00 | 21.43 | 25.00 | 14.29 | 59.09 | 9.09 | 22.22 | 9.09 | 88.89 | 68.75 | 26.47 | 76.00 |
| **MONTHS AT CENTER** | | | | | | | | | | | | |
| | (N-1) | (N-14) | (N-20) | (N-14) | (N-22) | (N-11) | (N-11) | (N-11) | (N-9) | (N-16) | (N-104) | (N-25) |
| 6/Under | 0.00 | 14.29 | 25.00 | 35.71 | 27.27 | 0.00 | 27.27 | 18.18 | 33.33 | 37.50 | 22.12 | 36.00 |
| 7–12 | 0.00 | 14.29 | 30.00 | 28.57 | 27.27 | 0.00 | 9.09 | 18.18 | 0.00 | 18.75 | 20.19 | 12.00 |
| 13–18 | 0.00 | 21.43 | 15.00 | 7.14 | 45.45 | 9.09 | 27.27 | 9.09 | 0.00 | 6.25 | 21.15 | 4.00 |
| 19–24 | 0.00 | 7.14 | 5.00 | 0.00 | 0.00 | 18.18 | 9.09 | 9.09 | 11.11 | 37.50 | 5.77 | 28.00 |
| 25–30 | 0.00 | 21.43 | 20.00 | 14.29 | 0.00 | 0.00 | 0.00 | 0.00 | 33.33 | 0.00 | 8.65 | 12.00 |
| Over 30 | 100.00 | 21.43 | 5.00 | 14.29 | 0.00 | 72.73 | 27.27 | 45.45 | 22.22 | 0.00 | 22.12 | 8.00 |
| Mean | 85.00 | 24.50 | 13.60 | 17.50 | 10.32 | 61.55 | 24.82 | 31.91 | 20.56 | 12.19 | 23.78 | 15.20 |
| **MONTHS IN CORRECTIONS** | | | | | | | | | | | | |
| | (N-1) | (N-14) | (N-20) | (N-13) | (N-22) | (N-11) | (N-11) | (N-12) | (N-9) | (N-16) | (N-104) | (N-25) |
| 6/Under | 0.00 | 7.14 | 10.00 | 15.38 | 18.18 | 0.00 | 27.27 | 16.67 | 22.22 | 18.75 | 13.46 | 20.00 |
| 7–12 | 0.00 | 7.14 | 20.00 | 15.38 | 18.18 | 0.00 | 0.00 | 16.67 | 11.11 | 12.50 | 12.50 | 12.00 |
| 13–18 | 0.00 | 0.00 | 5.00 | 7.69 | 31.82 | 0.00 | 27.27 | 8.33 | 0.00 | 18.75 | 12.50 | 12.00 |
| 19–24 | 0.00 | 7.14 | 15.00 | 7.69 | 4.55 | 18.18 | 9.09 | 0.00 | 11.11 | 12.50 | 8.65 | 12.00 |
| 25–30 | 0.00 | 7.14 | 0.00 | 7.69 | 0.00 | 0.00 | 0.00 | 0.00 | 33.33 | 12.50 | 1.92 | 20.00 |
| Over 30 | 100.00 | 71.43 | 50.00 | 46.15 | 27.27 | 81.82 | 36.36 | 58.33 | 22.22 | 25.00 | 50.96 | 24.00 |
| Mean | 85.00 | 42.50 | 31.30 | 35.92 | 43.32 | 81.36 | 29.27 | 36.33 | 23.00 | 28.19 | 42.11 | 26.32 |
| **STAFF POSITIONS FOR THE SAMPLE** | | | | | | | | | | | | |
| | (N-1) | (N-13) | (N-20) | (N-14) | (N-21) | (N-11) | (N-11) | (N-11) | (N-9) | (N-16) | (N-102) | (N-25) |
| C.O. | 0.00 | 30.77 | 50.00 | 50.00 | 38.10 | 54.55 | 63.64 | 90.91 | 55.56 | 56.25 | 50.98 | 56.00 |
| C.M. | 100.00 | 38.46 | 25.00 | 21.43 | 19.05 | 36.36 | 18.18 | 0.00 | 22.22 | 31.25 | 23.53 | 28.00 |
| Admin. | 0.00 | 15.38 | 10.00 | 14.29 | 9.52 | 0.00 | 9.09 | 0.00 | 11.11 | 6.25 | 8.82 | 8.00 |
| Support | 0.00 | 15.38 | 15.00 | 14.29 | 33.33 | 9.09 | 9.09 | 9.09 | 11.11 | 6.25 | 16.67 | 8.00 |

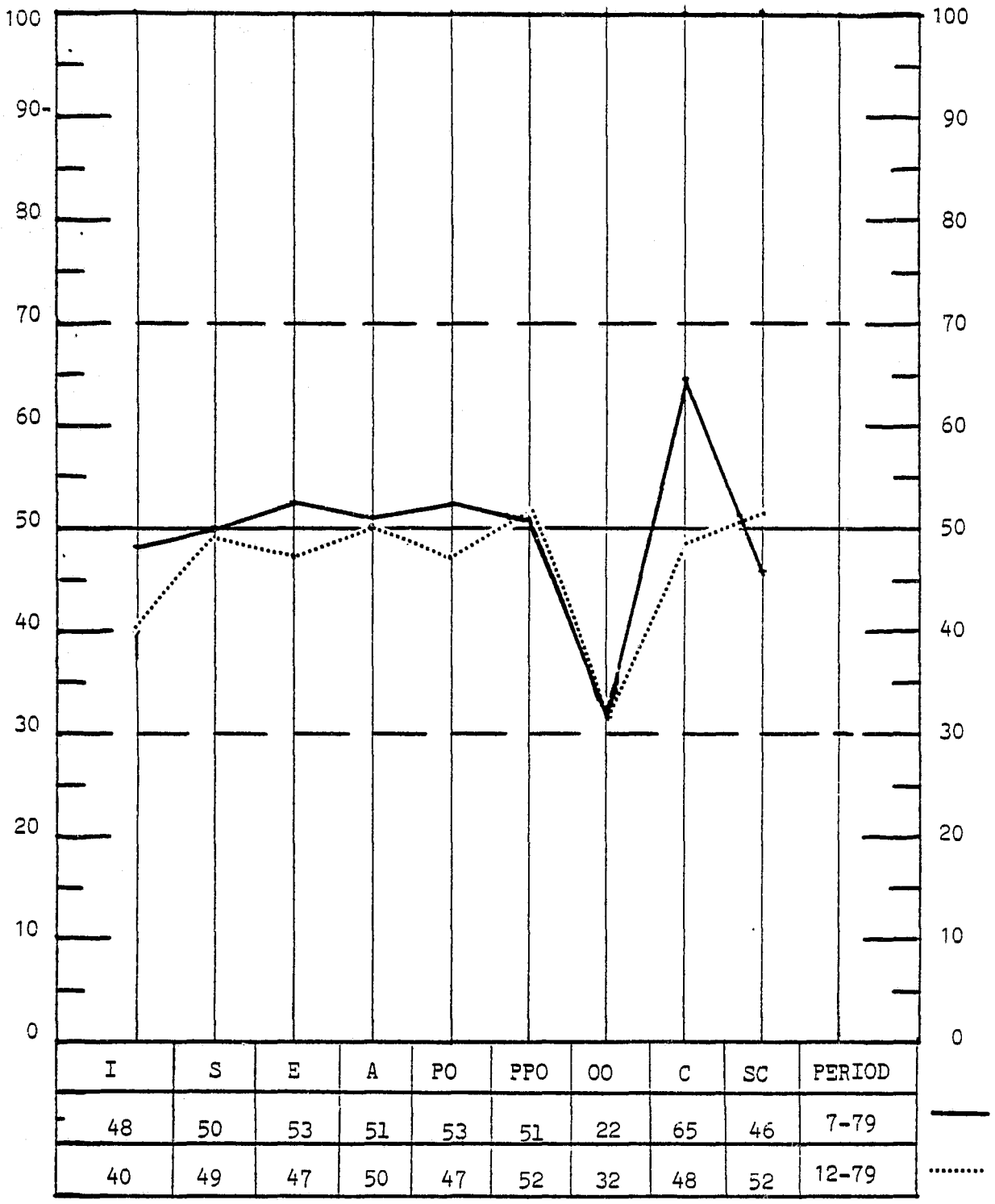
# APPENDIX B

Staff and Resident Social Climate Profiles
for Each Community Treatment Center
for July, 1979, and December, 1979



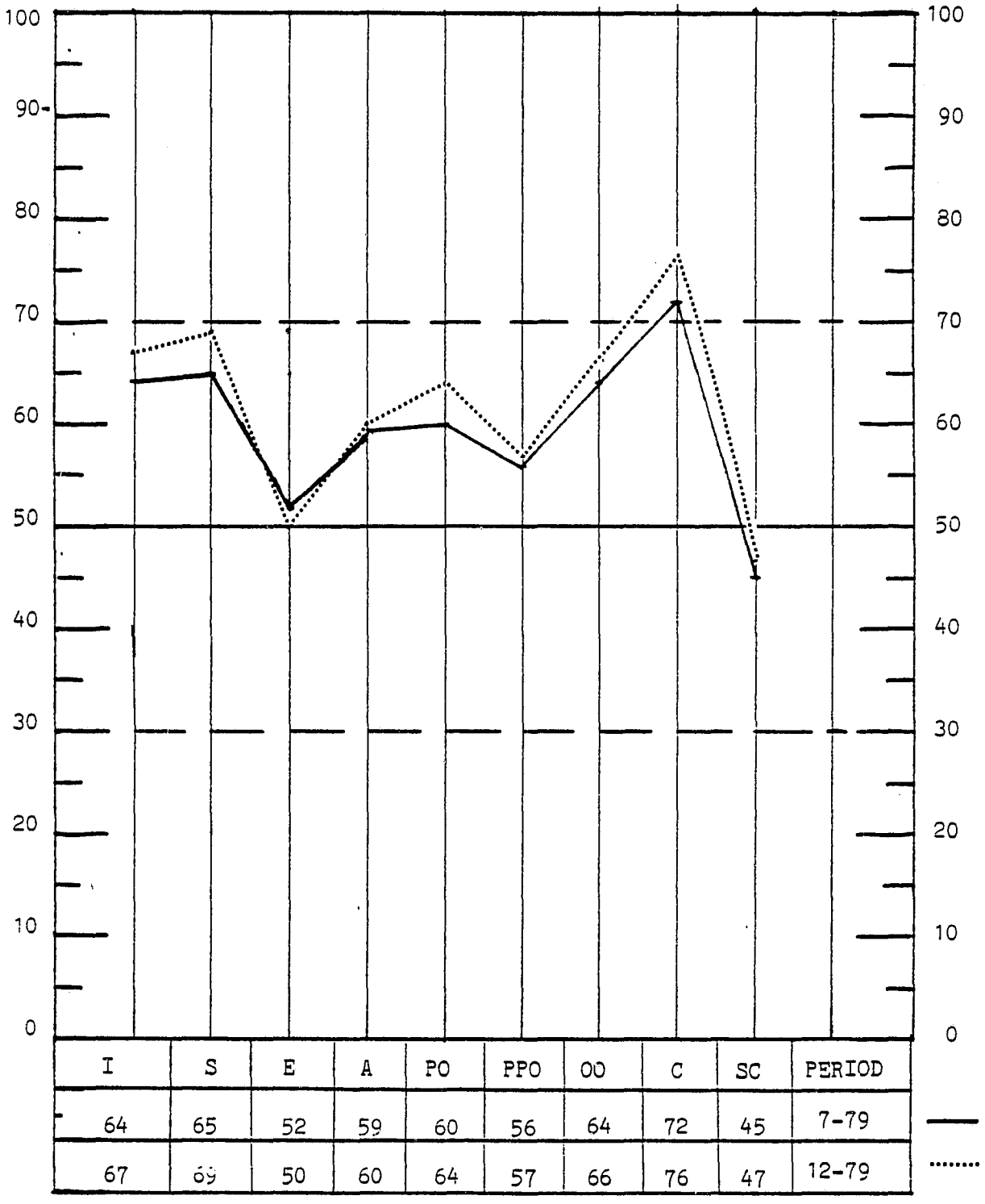

| I | S | E | A | PO | PPO | OO | C | SC | PERIOD |
|---|---|---|---|---|---|---|---|---|---|
| 51 | 56 | 49 | 52 | 52 | 49 | 57 | 65 | 44 | 7-79 |
| 52 | 49 | 47 | 51 | 48 | 46 | 53 | 60 | 47 | 12-79 |

Figure 1. Social Climate Profiles for Oklahoma City Residents.



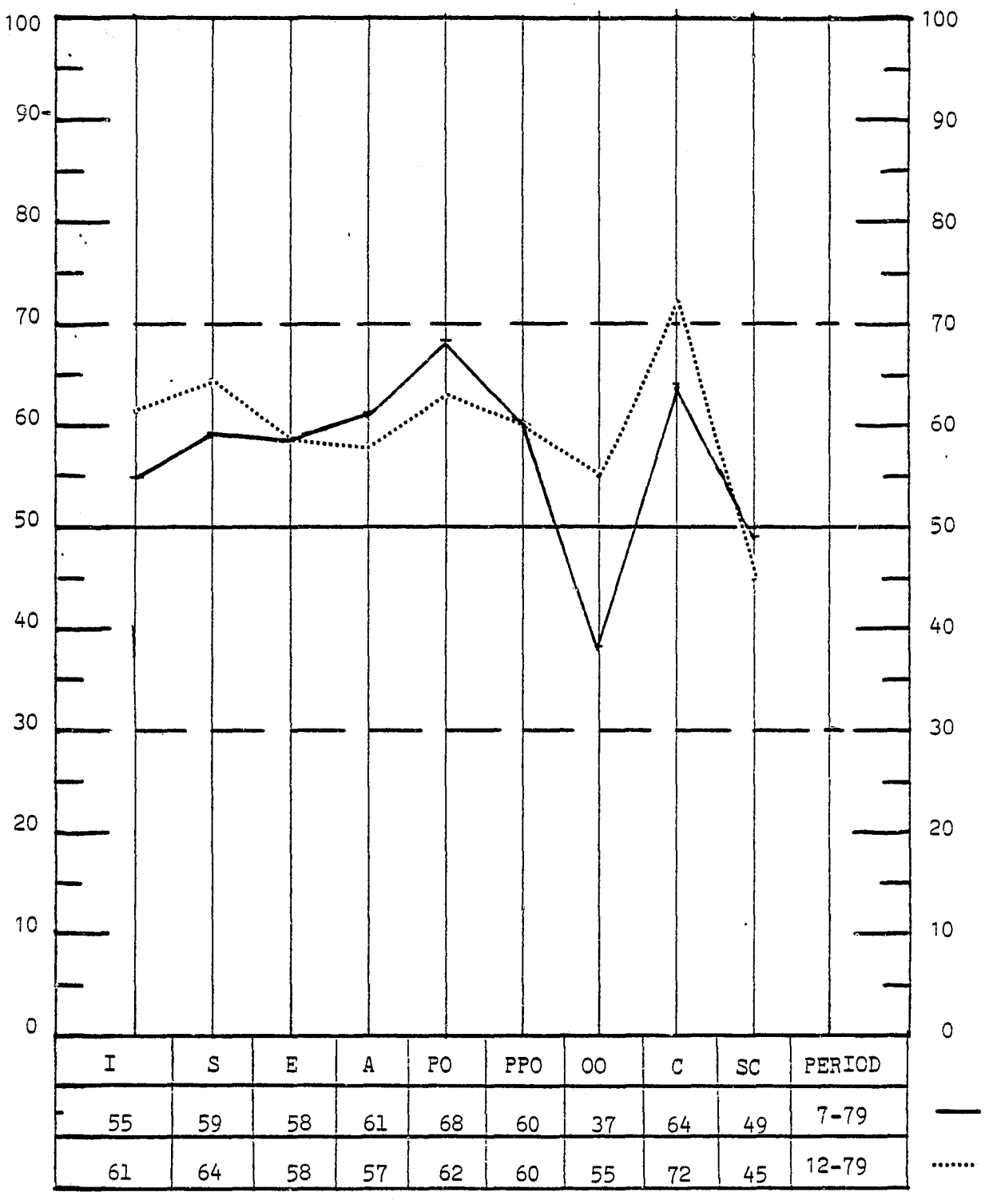

| I | S | E | A | PO | PPO | OO | C | SC | PERIOD |
|---|---|---|---|---|---|---|---|---|---|
| 48 | 50 | 53 | 51 | 53 | 51 | 22 | 65 | 46 | 7-79 |
| 40 | 49 | 47 | 50 | 47 | 52 | 32 | 48 | 52 | 12-79 |

Figure 2. Social Climate Profiles for Oklahoma City Staff.



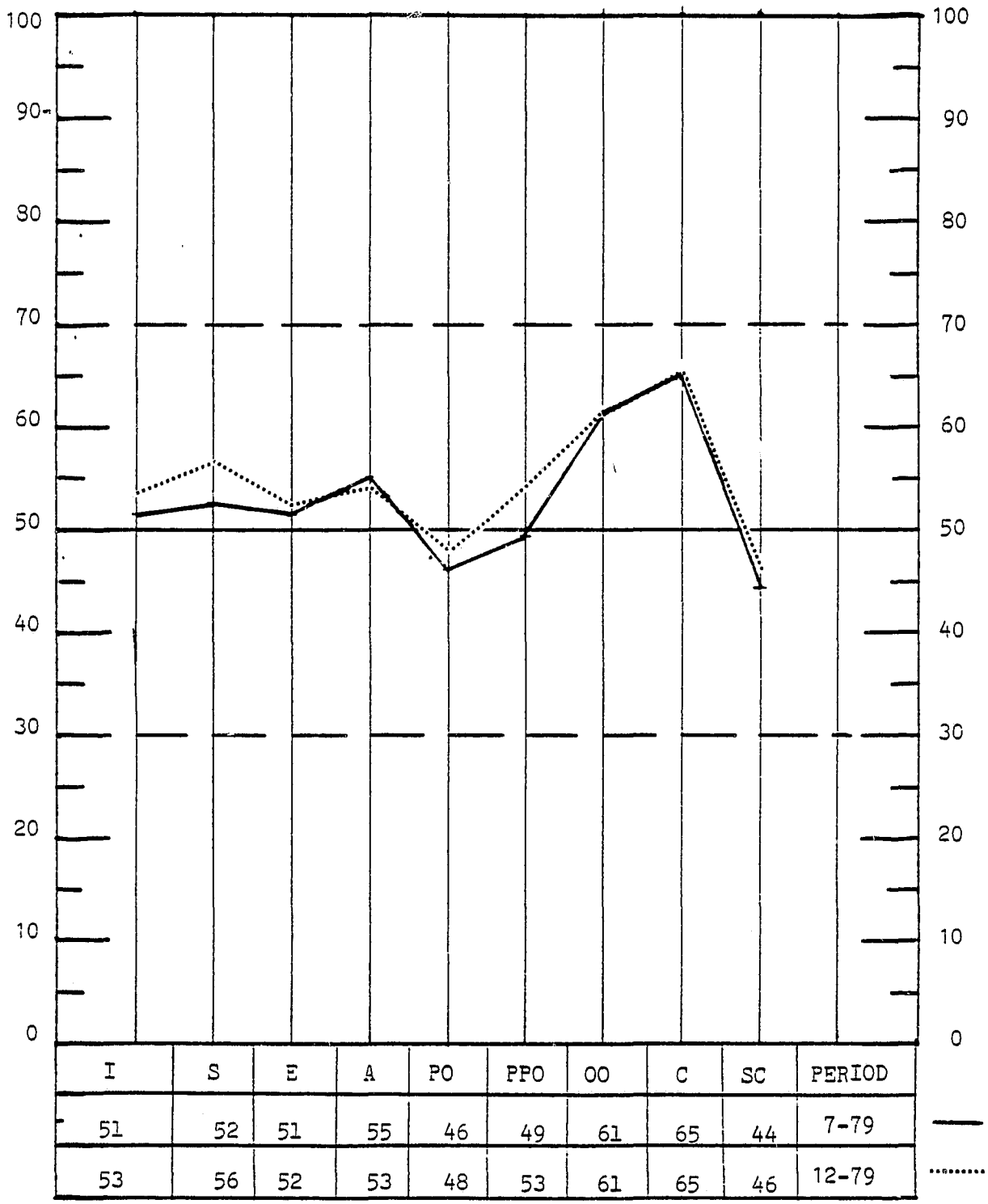

| I | S | E | A | PO | PPO | OO | C | SC | PERIOD |
|---|---|---|---|---|---|---|---|---|---|
| 64 | 65 | 52 | 59 | 60 | 56 | 64 | 72 | 45 | 7-79 |
| 67 | 69 | 50 | 60 | 64 | 57 | 66 | 76 | 47 | 12-79 |

Figure 3. Social Climate Profiles for Kate Barnard Residents



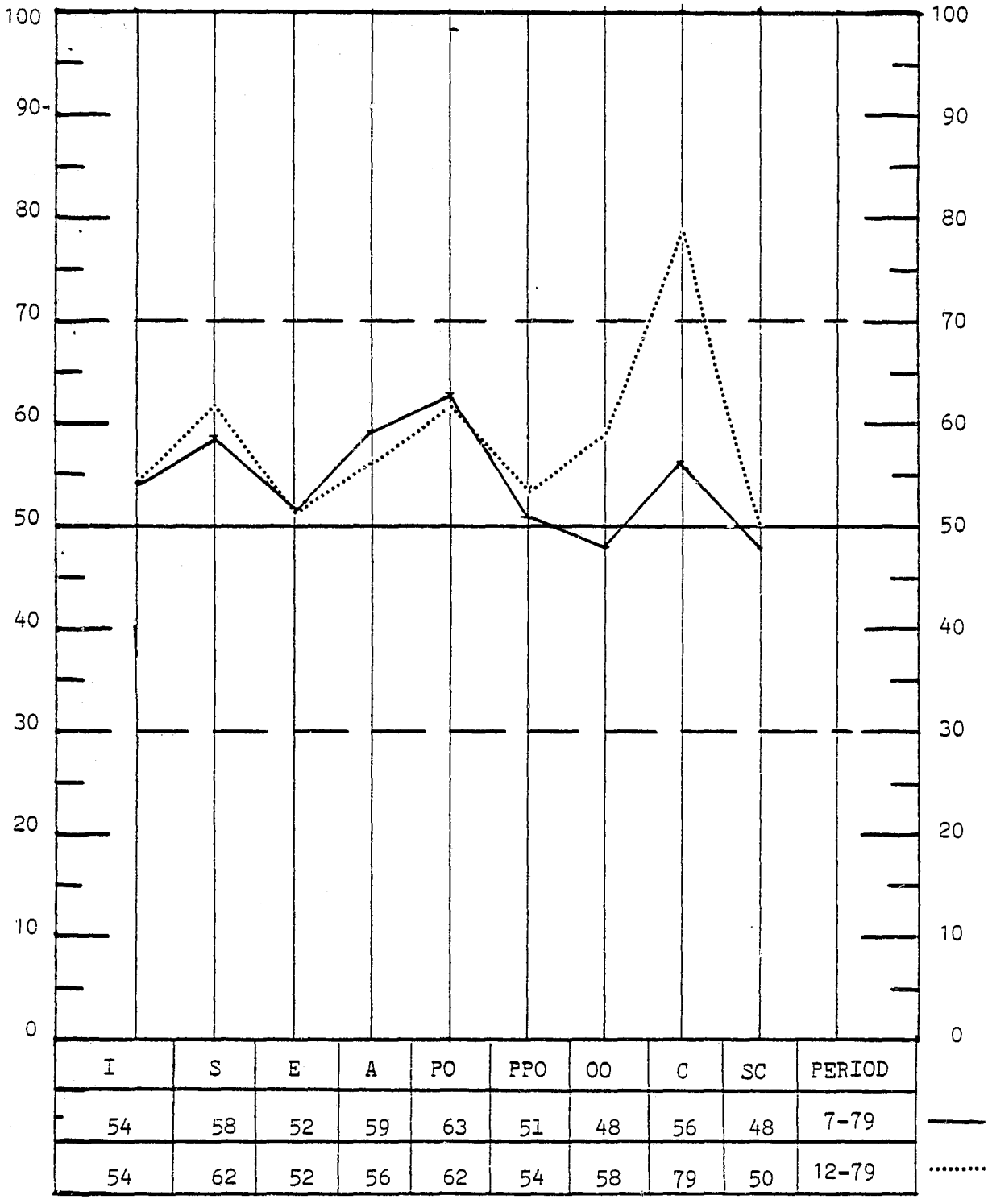

| I | S | E | A | PO | PPO | OO | C | SC | PERIOD |
|---|---|---|---|---|---|---|---|---|---|
| 55 | 59 | 58 | 61 | 68 | 60 | 37 | 64 | 49 | 7-79 |
| 61 | 64 | 58 | 57 | 62 | 60 | 55 | 72 | 45 | 12-79 |

Figure 4. Social Climate Profiles for Kate Barnard Staff.



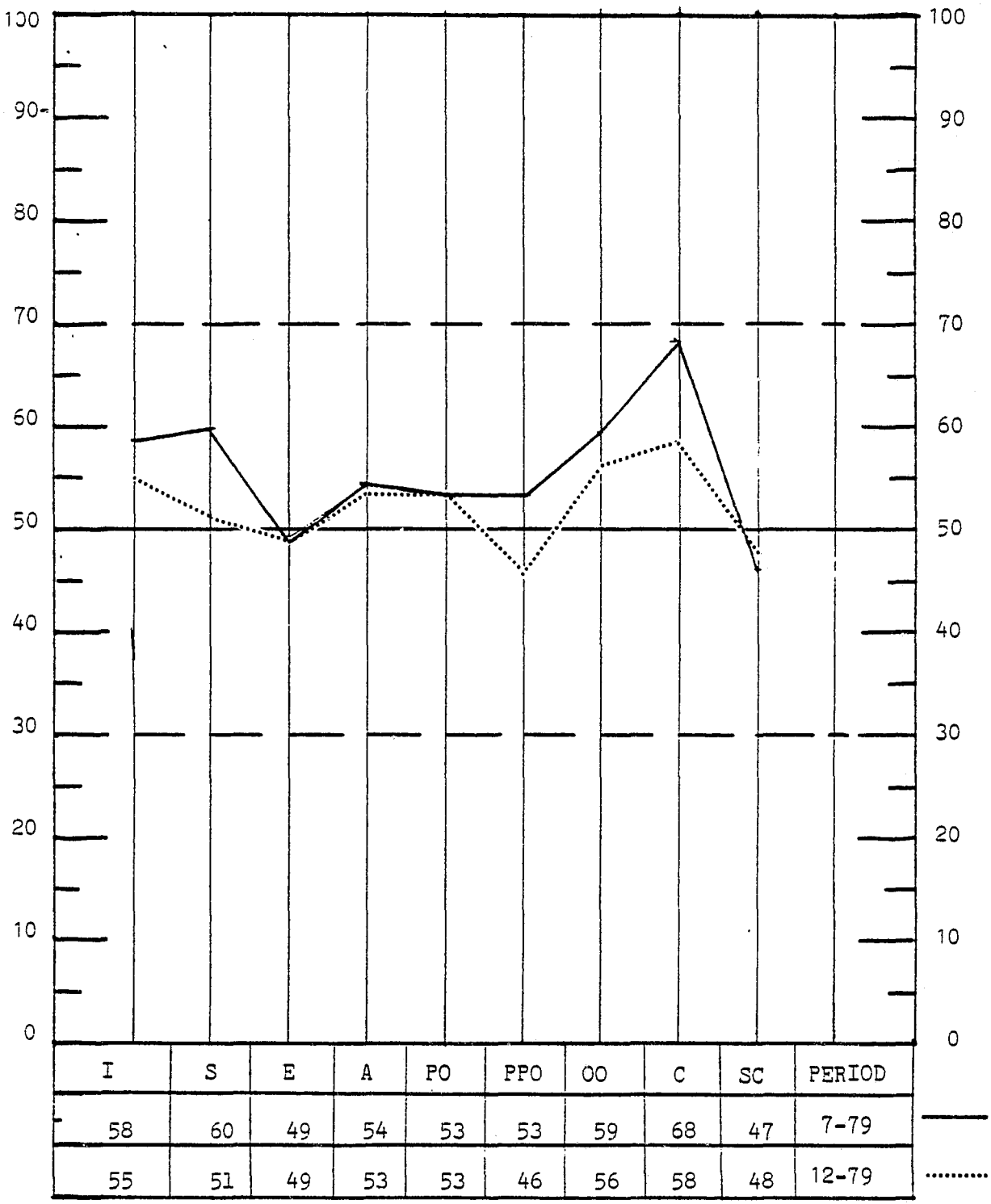

| I | S | E | A | PO | PPO | OO | C | SC | PERIOD |
|---|---|---|---|---|---|---|---|---|---|
| 51 | 52 | 51 | 55 | 46 | 49 | 61 | 65 | 44 | 7-79 |
| 53 | 56 | 52 | 53 | 48 | 53 | 61 | 65 | 46 | 12-79 |

Figure 5. Social Climate Profiles for Tulsa Community Treatment Center Residents.



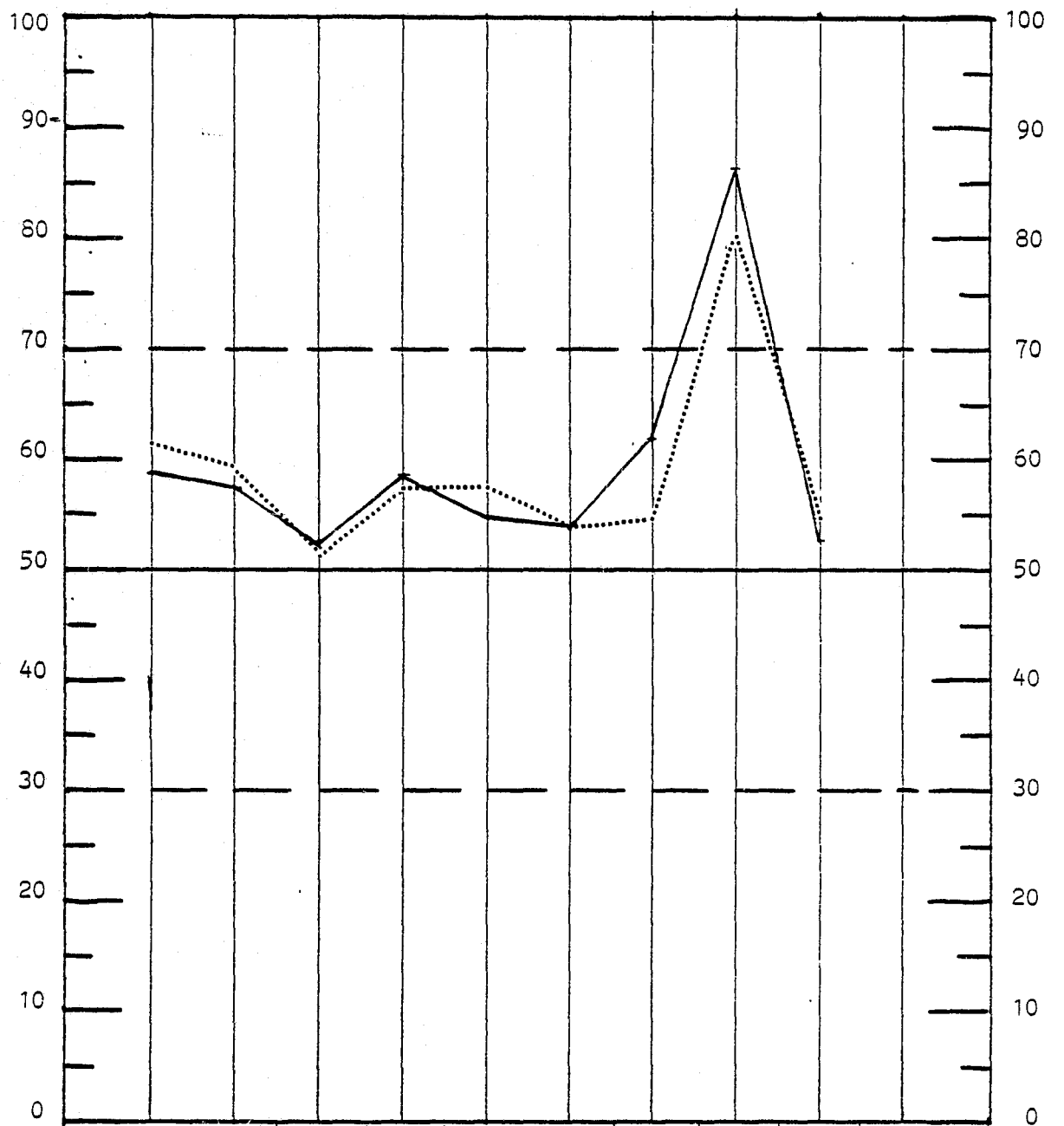

| I | S | E | A | PO | PPO | OO | C | SC | PERIOD |
|---|---|---|---|---|---|---|---|---|---|
| 54 | 58 | 52 | 59 | 63 | 51 | 48 | 56 | 48 | 7-79 |
| 54 | 62 | 52 | 56 | 62 | 54 | 58 | 79 | 50 | 12-79 |

Figure 6. Social Climate Profiles for Tulsa Community Treatment Center Staff.



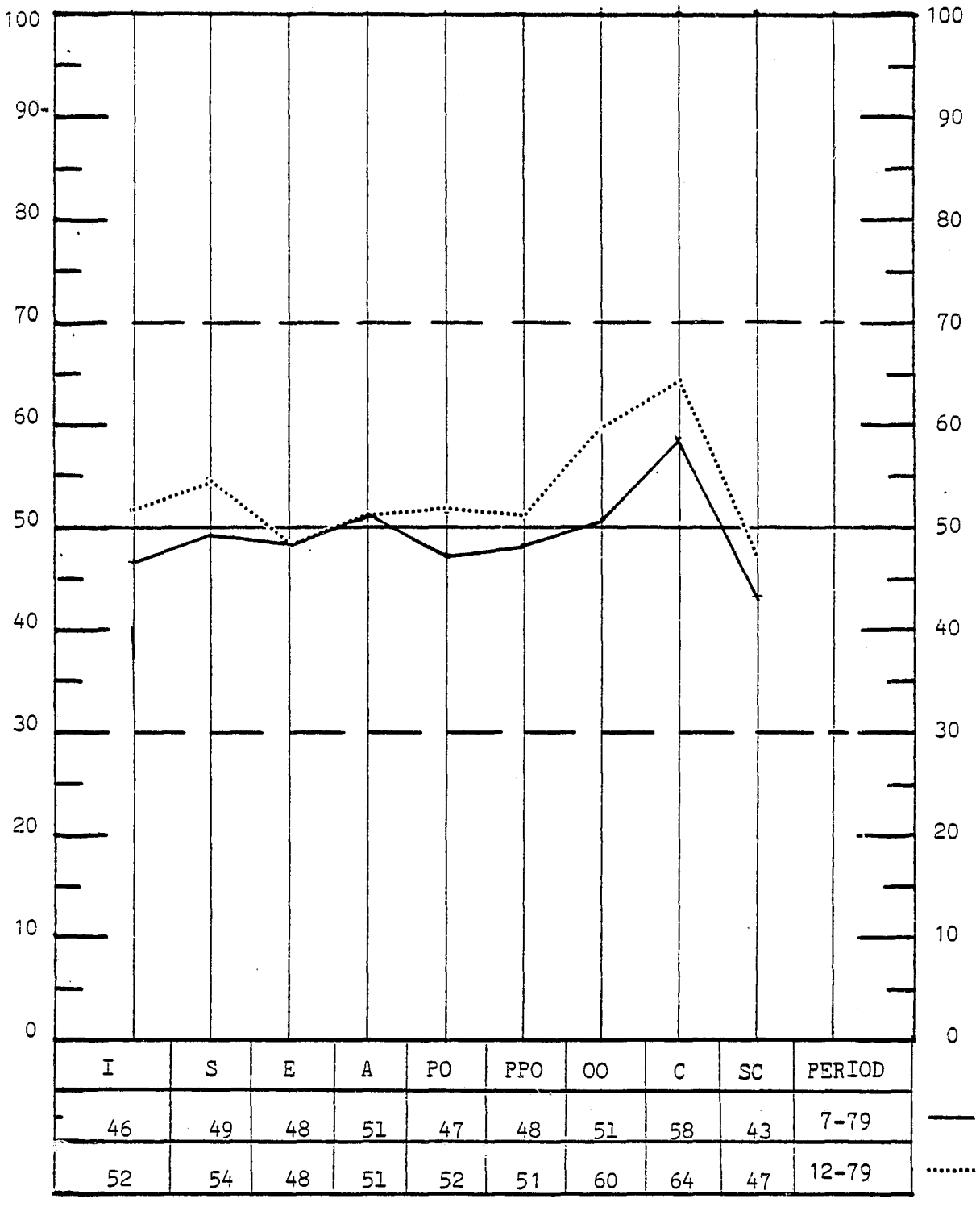

| I | S | E | A | PO | PPO | OO | C | SC | PERIOD |
|---|---|---|---|---|---|---|---|---|---|
| 58 | 60 | 49 | 54 | 53 | 53 | 59 | 68 | 47 | 7-79 |
| 55 | 51 | 49 | 53 | 53 | 46 | 56 | 58 | 48 | 12-79 |

Figure 7. Social Climate Profiles for Horace Mann Men Residents.



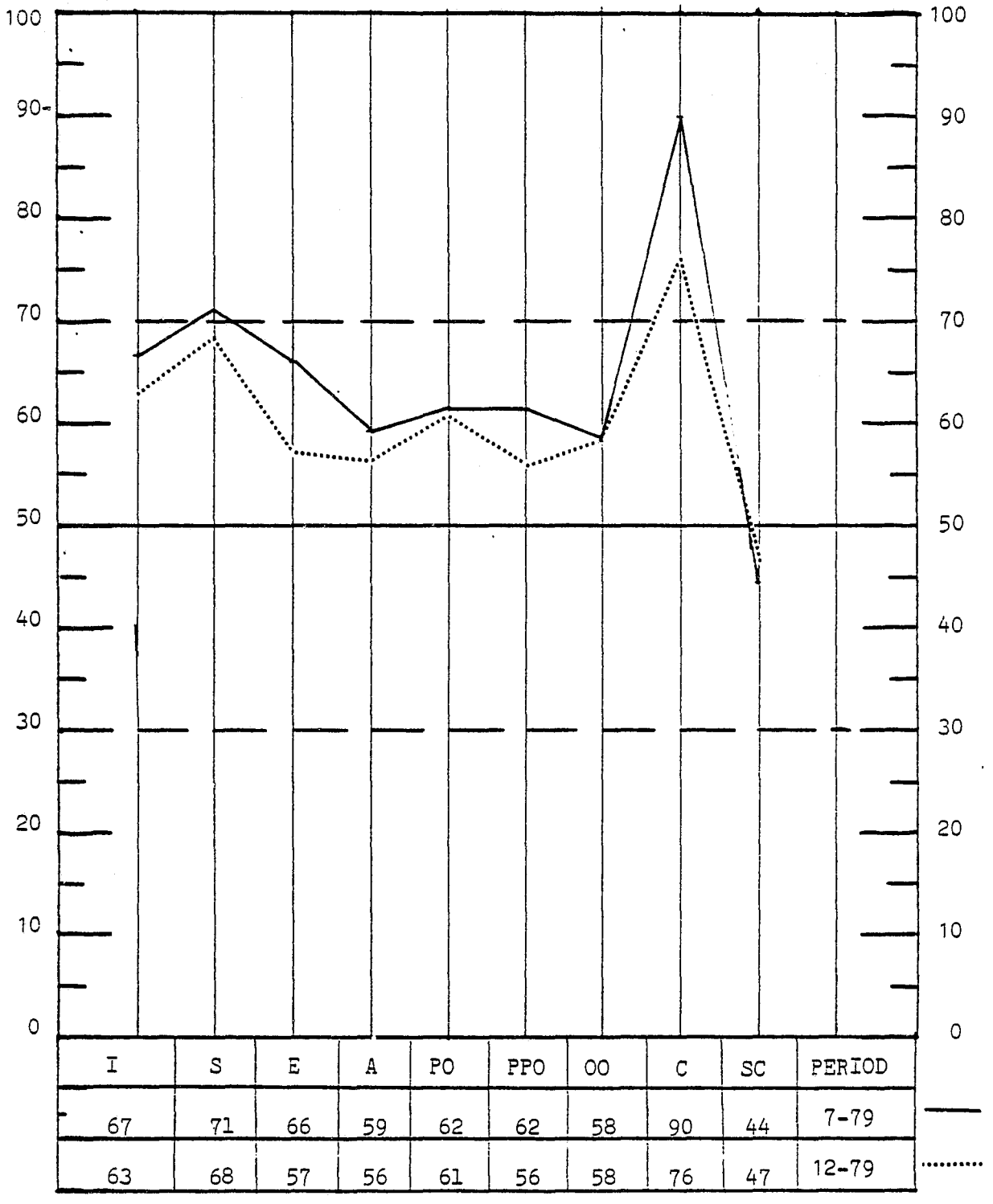

| I | S | E | A | PO | PPO | OO | C | SC | PERIOD |
|---|---|---|---|---|---|---|---|---|---|
| 58 | 57 | 52 | 58 | 55 | 54 | 62 | 86 | 52 | 7-79 |
| 62 | 59 | 51 | 57 | 57 | 54 | 55 | 80 | 55 | 12-79 |

Figure 8. Social Climate Profiles for Horace Mann Men Staff.



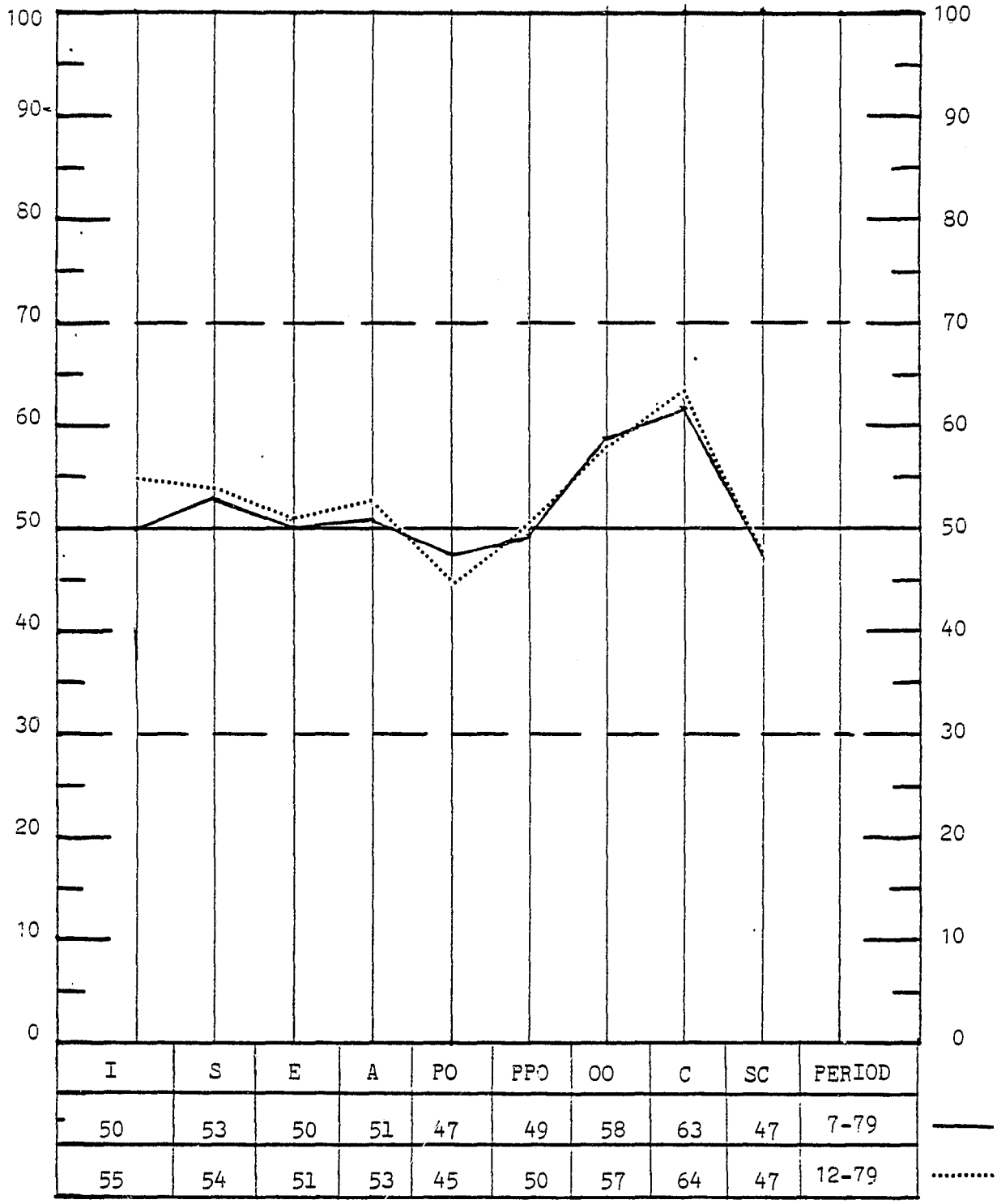

| I | S | E | A | PO | PPO | OO | C | SC | PERIOD |
|---|---|---|---|---|---|---|---|---|---|
| 46 | 49 | 48 | 51 | 47 | 48 | 51 | 58 | 43 | 7-79 |
| 52 | 54 | 48 | 51 | 52 | 51 | 60 | 64 | 47 | 12-79 |

Figure 9. Social Climate Profiles for McAlester Residents.



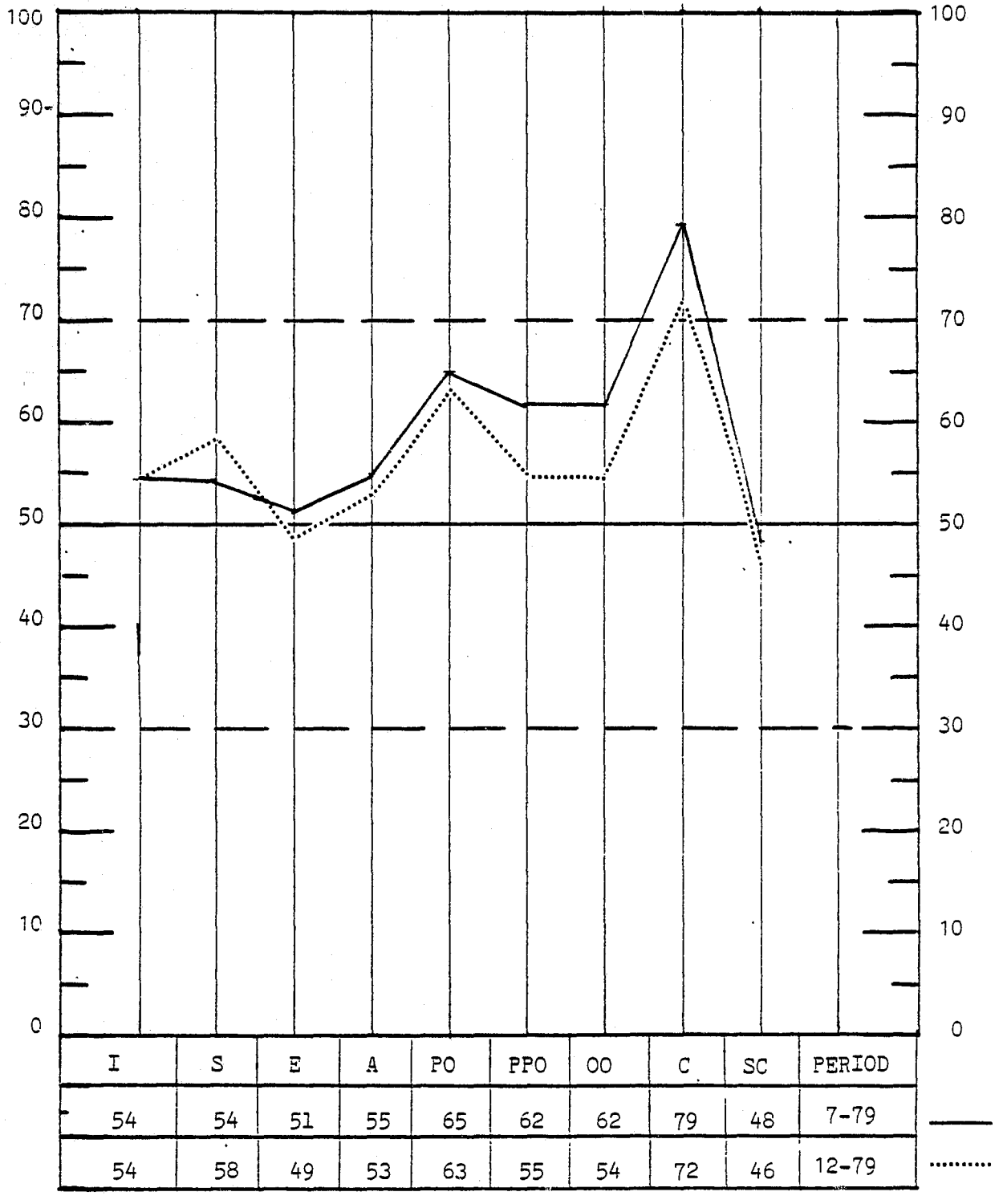

| I | S | E | A | PO | PPO | OO | C | SC | PERIOD |
|---|---|---|---|---|---|---|---|---|---|
| 67 | 71 | 66 | 59 | 62 | 62 | 58 | 90 | 44 | 7-79 |
| 63 | 68 | 57 | 56 | 61 | 56 | 58 | 76 | 47 | 12-79 |

Figure 10. Social Climate Profiles for McAlester Staff.



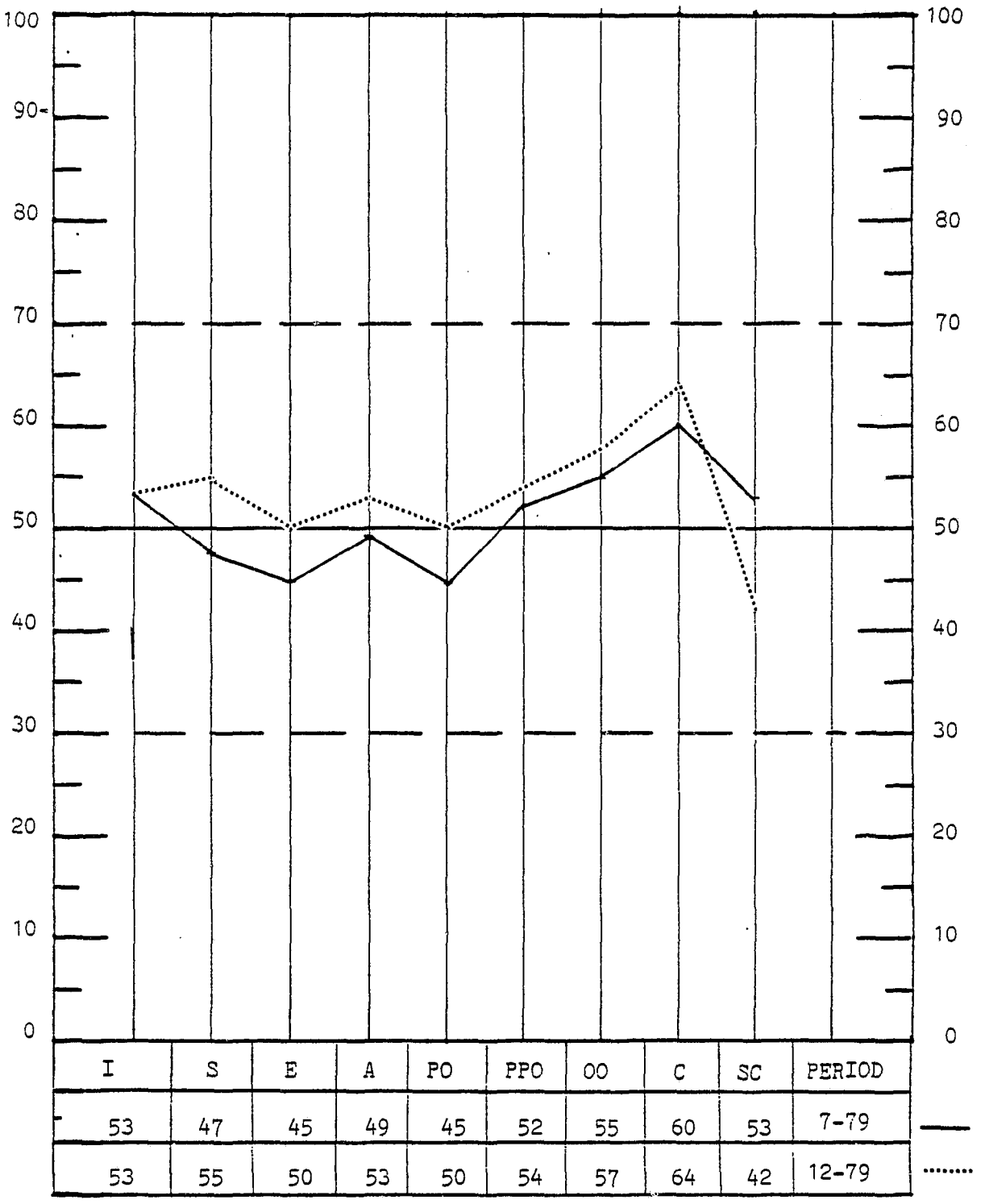

| I | S | E | A | PO | PPO | OO | C | SC | PERIOD | |
|---|---|---|---|---|---|---|---|---|---|---|
| 50 | 53 | 50 | 51 | 47 | 49 | 58 | 63 | 47 | 7-79 | —— |
| 55 | 54 | 51 | 53 | 45 | 50 | 57 | 64 | 47 | 12-79 | ..... |

Figure 11. Social Climate Profiles for Lawton Residents.



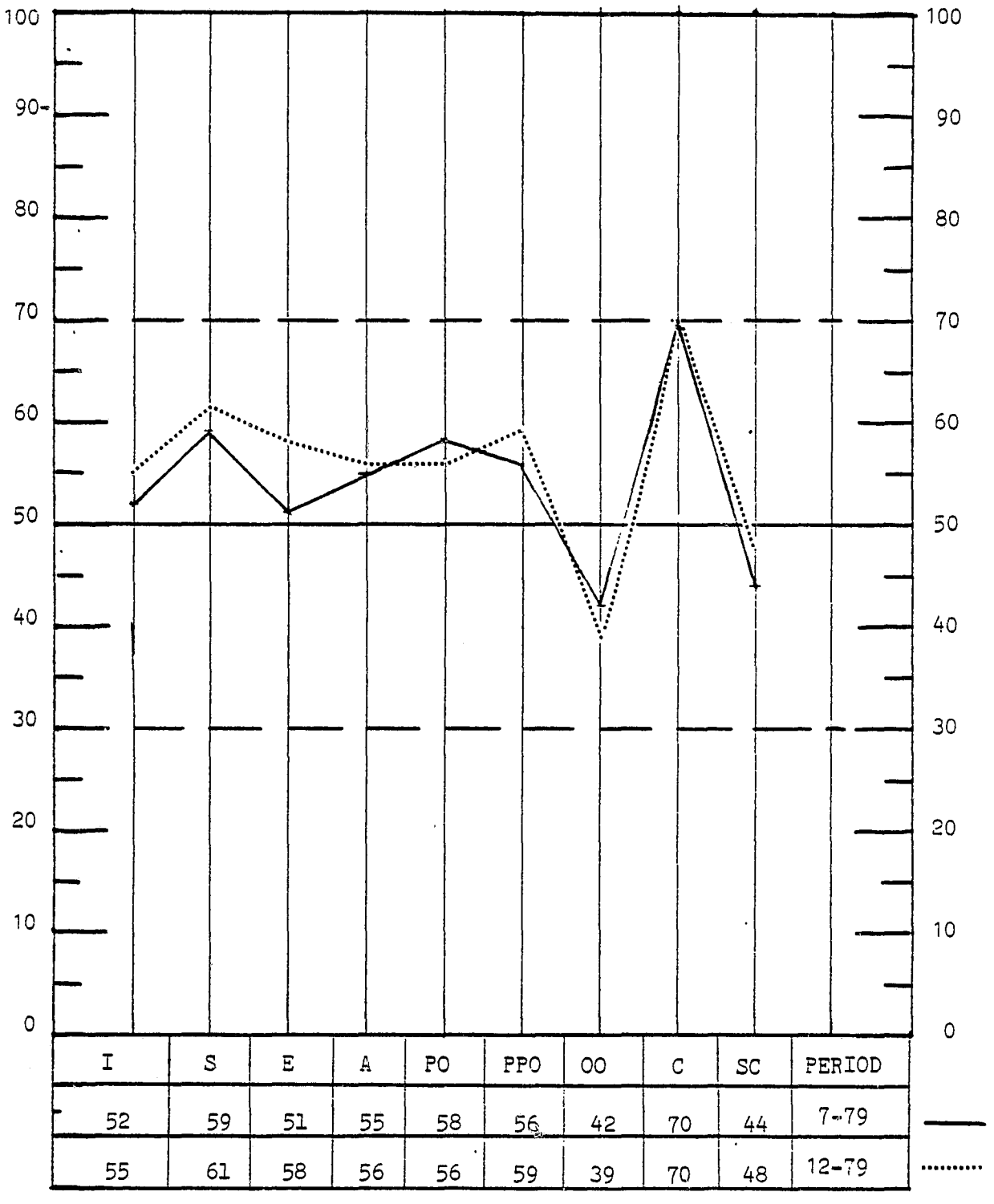

| I | S | E | A | PO | PPO | OO | C | SC | PERIOD |
|---|---|---|---|---|---|---|---|---|---|
| 54 | 54 | 51 | 55 | 65 | 62 | 62 | 79 | 48 | 7-79 |
| 54 | 58 | 49 | 53 | 63 | 55 | 54 | 72 | 46 | 12-79 |

Figure 12. Social Climate Profiles for Lawton Staff.



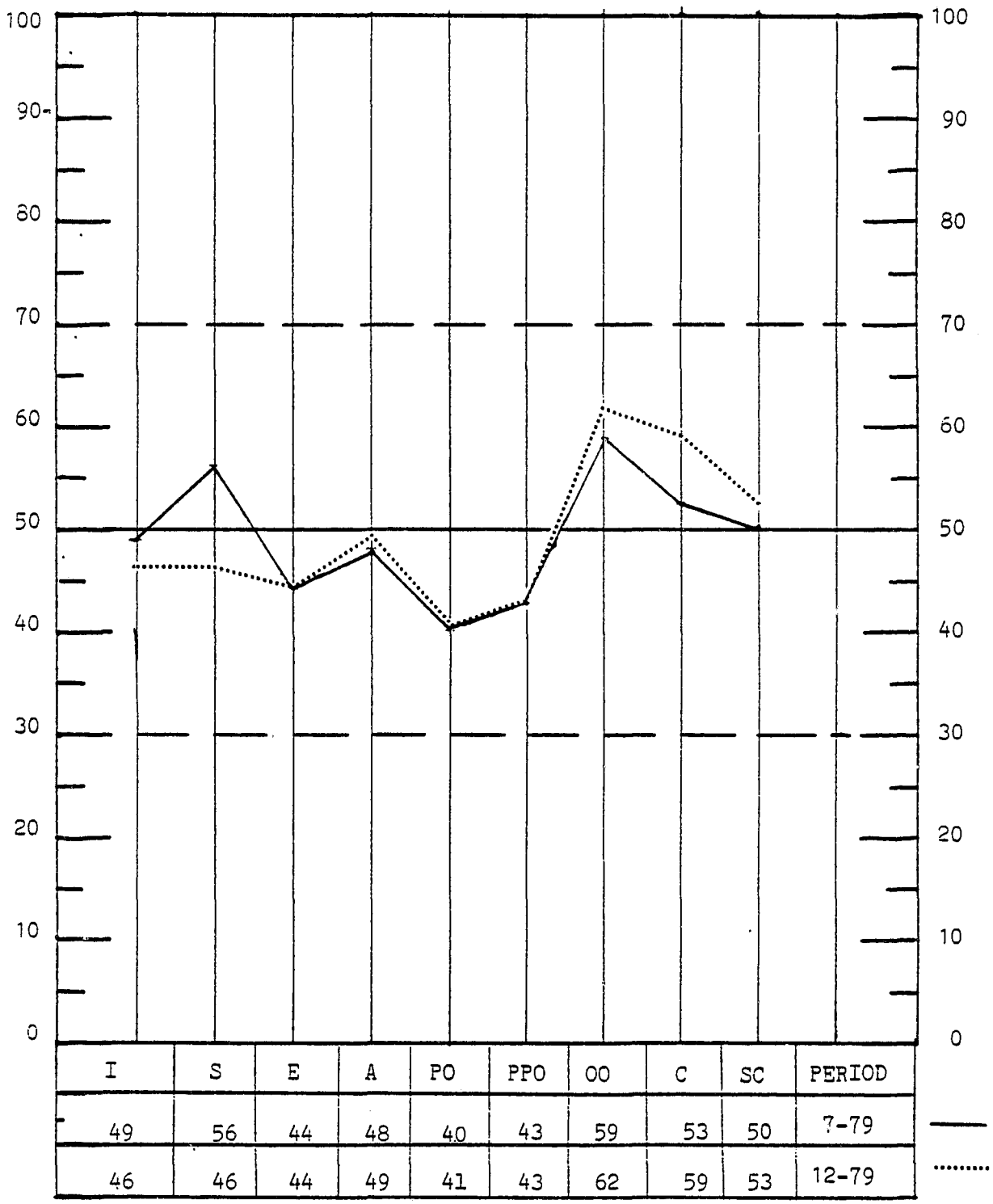

| I | S | E | A | PO | PPO | OO | C | SC | PERIOD |
|---|---|---|---|---|---|---|---|---|---|
| 53 | 47 | 45 | 49 | 45 | 52 | 55 | 60 | 53 | 7-79 |
| 53 | 55 | 50 | 53 | 50 | 54 | 57 | 64 | 42 | 12-79 |

Figure 13. Social Climate Profiles for Enid Residents.



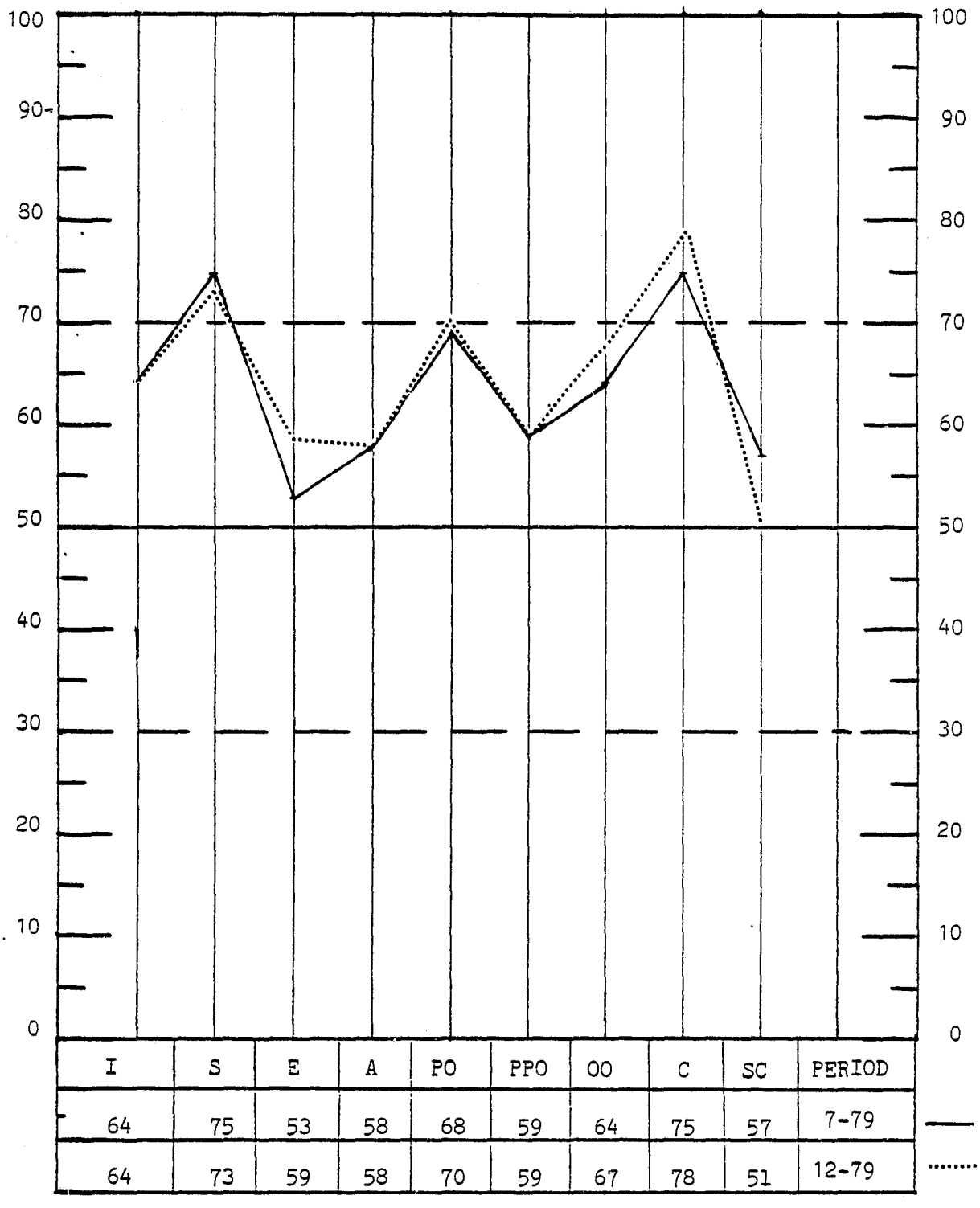

| I | S | E | A | PO | PPO | OO | C | SC | PERIOD |
|---|---|---|---|---|---|---|---|---|---|
| 52 | 59 | 51 | 55 | 58 | 56 | 42 | 70 | 44 | 7-79 |
| 55 | 61 | 58 | 56 | 56 | 59 | 39 | 70 | 48 | 12-79 |

Figure 14. Social Climate Profiles for Enid Staff.



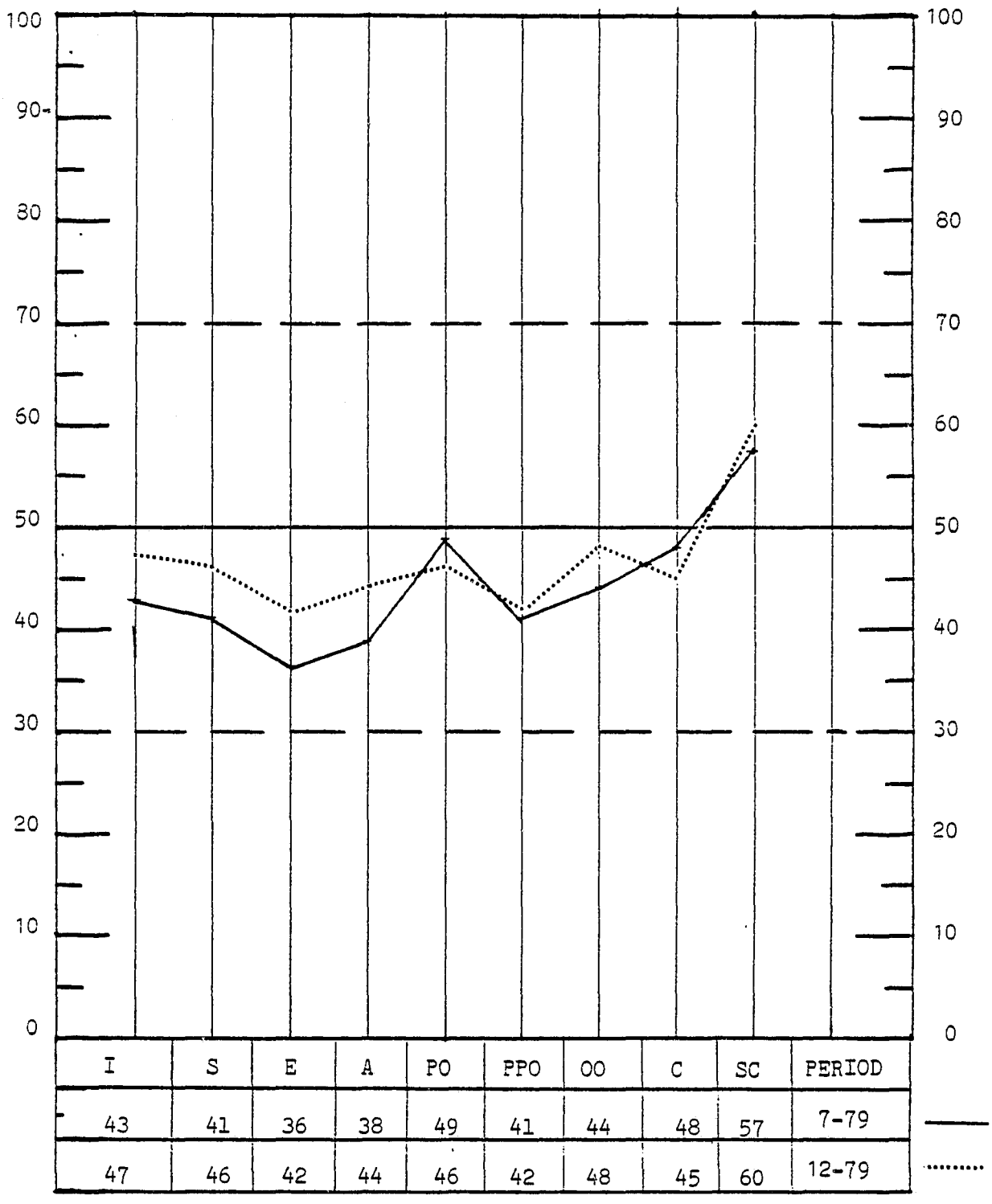

| I | S | E | A | PO | PPO | OO | C | SC | PERIOD |
|---|---|---|---|---|---|---|---|---|---|
| 49 | 56 | 44 | 48 | 40 | 43 | 59 | 53 | 50 | 7-79 |
| 46 | 46 | 44 | 49 | 41 | 43 | 62 | 59 | 53 | 12-79 |

Figure 15. Social Climate Profiles for Muskogee Residents.



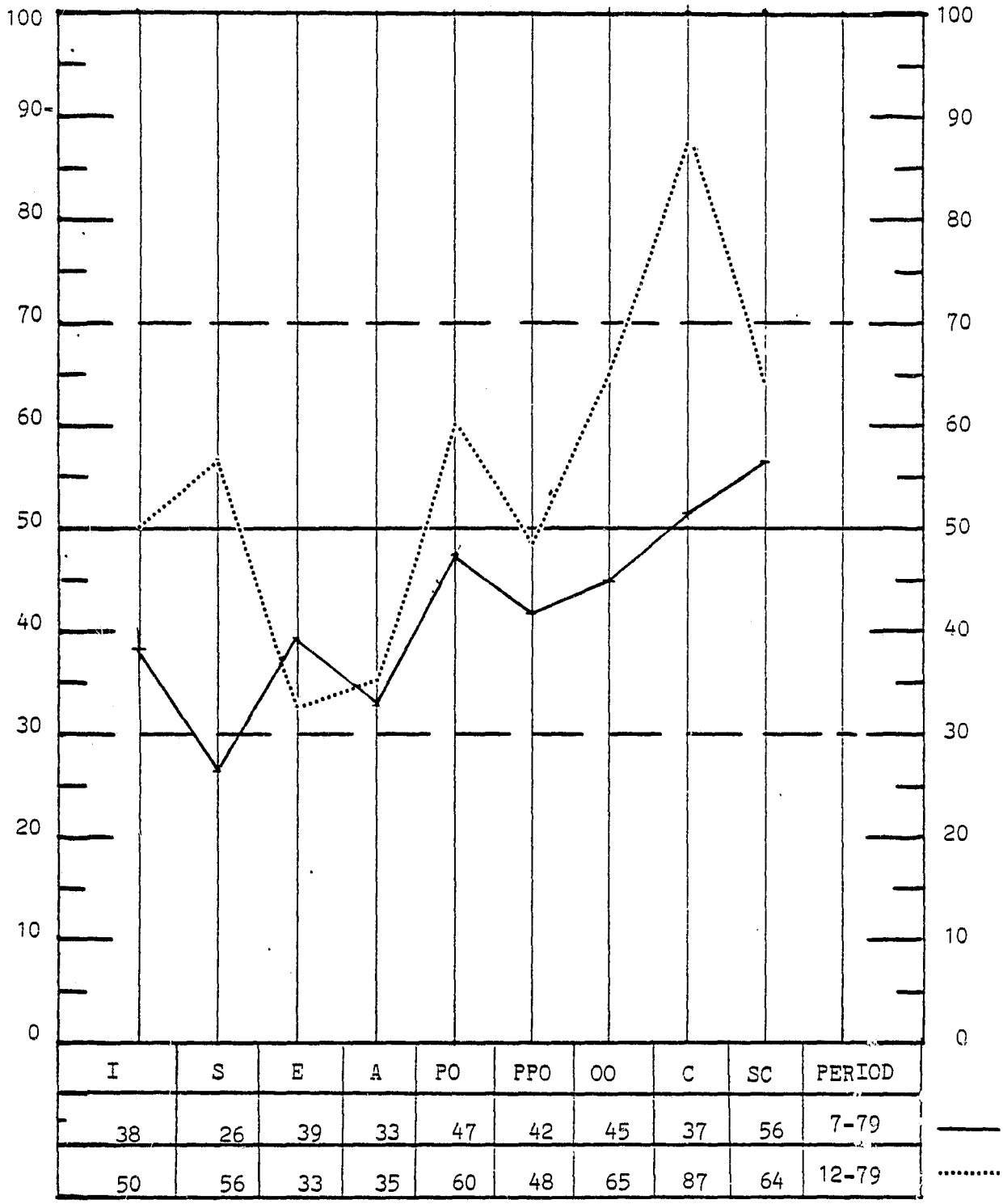

| I | S | E | A | PO | PPO | OO | C | SC | PERIOD |
|---|---|---|---|---|---|---|---|---|---|
| 64 | 75 | 53 | 58 | 68 | 59 | 64 | 75 | 57 | 7-79 |
| 64 | 73 | 59 | 58 | 70 | 59 | 67 | 78 | 51 | 12-79 |

Figure 16. Social Climate Profiles for Muskogee Staff.



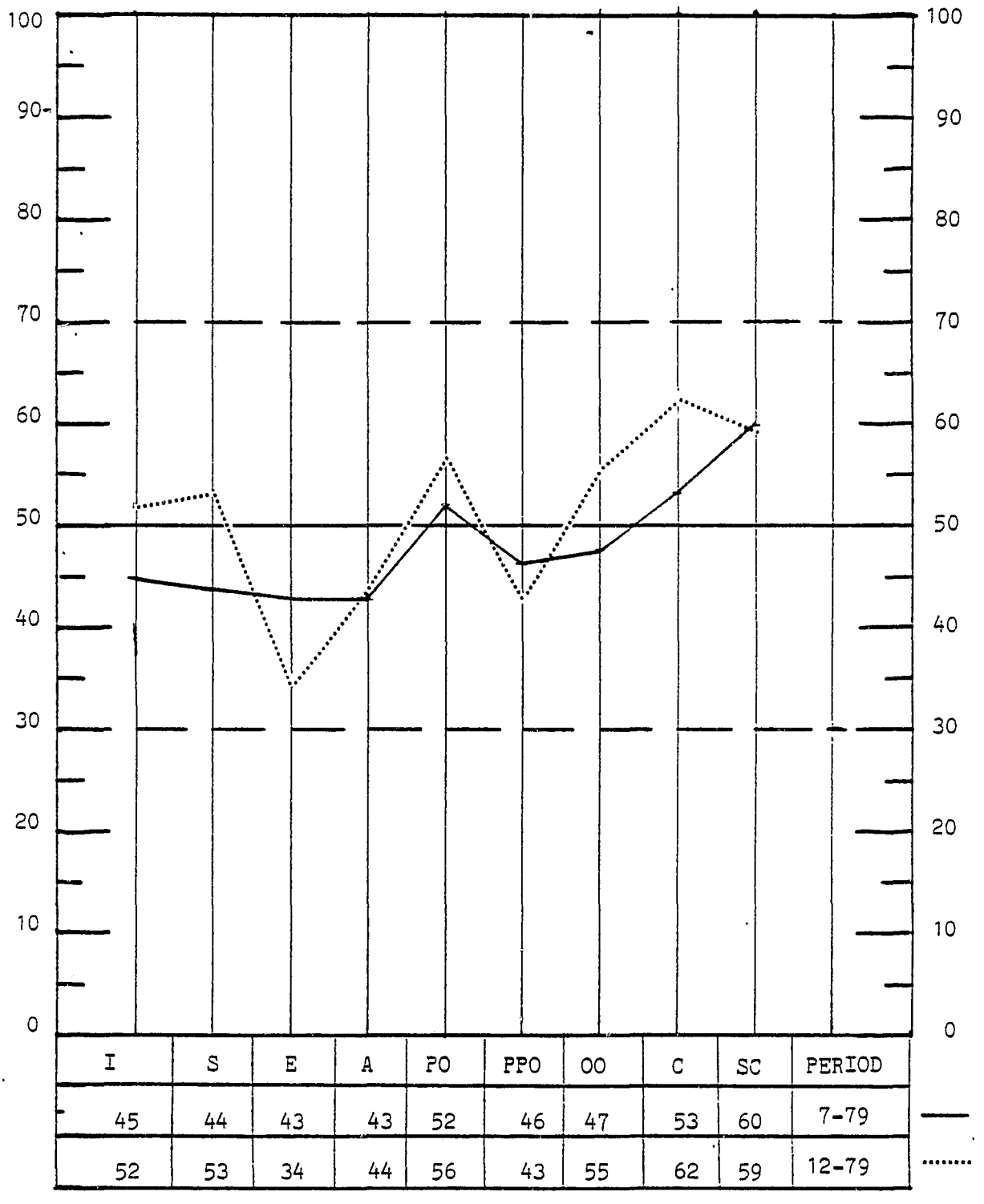

| I | S | E | A | PO | PPO | OO | C | SC | PERIOD |
|---|---|---|---|---|---|---|---|---|---|
| 43 | 41 | 36 | 38 | 49 | 41 | 44 | 48 | 57 | 7-79 |
| 47 | 46 | 42 | 44 | 46 | 42 | 48 | 45 | 60 | 12-79 |

Figure 17. Social Climate Profiles for Horace Mann Women Residents.



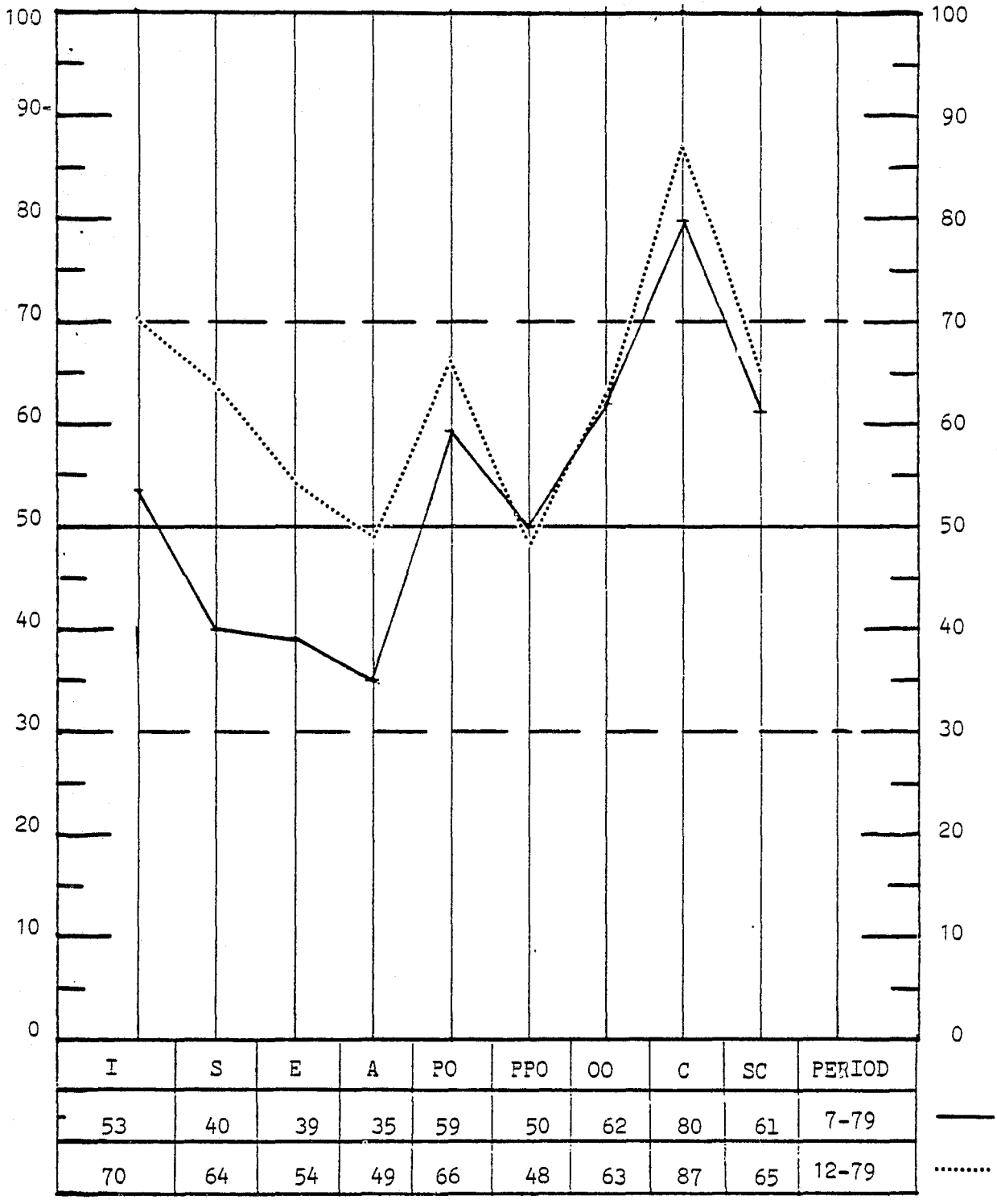

| I | S | E | A | PO | PPO | OO | C | SC | PERIOD |
|---|---|---|---|---|---|---|---|---|---|
| 38 | 26 | 39 | 33 | 47 | 42 | 45 | 37 | 56 | 7-79 |
| 50 | 56 | 33 | 35 | 60 | 48 | 65 | 87 | 64 | 12-79 |

Figure 18. Social Climate Profiles for Horace Mann Women Staff.




| I | S | E | A | PO | PPO | OO | C | SC | PERIOD |
|---|---|---|---|---|---|---|---|---|---|
| 45 | 44 | 43 | 43 | 52 | 46 | 47 | 53 | 60 | 7-79 |
| 52 | 53 | 34 | 44 | 56 | 43 | 55 | 62 | 59 | 12-79 |

Figure 19. Social Climate Profiles for Clara Waters Residents.




| I | S | E | A | PO | PPO | OO | C | SC | PERIOD |
|---|---|---|---|---|---|---|---|---|---|
| 53 | 40 | 39 | 35 | 59 | 50 | 62 | 80 | 61 | 7-79 |
| 70 | 64 | 54 | 49 | 66 | 48 | 63 | 87 | 65 | 12-79 |

Figure 20. Social Climate Profiles for Clara Waters Staff.

# APPENDIX C

Percent of Residents Responding in the Scored Direction on Items for Each CIES Subscale by Center

# RELATIONSHIP DIMENSIONS
# SUBSCALE ITEMS

| Item Number | Desired Direction | Item |
|---|---|---|
| | | **INVOLVEMENT SUBSCALE** |
| 1 | T | The residents are proud of this unit. |
| 10 | T | Residents here really try to improve and get better. |
| 19 | T | Residents on this unit care about each other. |
| 28 | F | There is very little group spirit on this unit. |
| 37 | T | Residents put a lot of energy into what they do around here. |
| 46 | F | The unit has very few social activities. |
| 55 | F | Very few things around here ever get people excited. |
| 64 | T | Discussions are pretty interesting on this unit. |
| 73 | F | Residents don't do anything around here unless the staff ask them to. |
| 82 | T | This is a friendly unit. |
| | | **SUPPORT SUBSCALE** |
| 2 | F | Staff have very little time to encourage residents. |
| 11 | T | Staff are interested in following up residents once they leave. |
| 20 | T | The staff help new residents get acquainted on the unit. |
| 29 | T | The more mature residents on this unit help take care of the less mature ones. |
| 38 | F | Residents rarely help each other. |
| 47 | T | Staff go out of their way to help residents. |
| 56 | T | Staff are involved in resident activities. |
| 65 | F | Counselors have very little time to encourage residents. |
| 74 | T | Staff encourage group activities among residents. |
| 83 | T | The staff know what the residents want. |
| | | **EXPRESSIVENESS SUBSCALE** |
| 3 | T | Residents are encouraged to show their feelings. |
| 12 | F | Residents tend to hide their feelings from the staff |
| 21 | T | Staff and residents say how they feel about each other. |
| 30 | T | People say what they really think around here. |
| 39 | T | Residents say anything they want to the counselors. |
| 48 | F | Residents are careful about what they say when staff are around. |
| 57 | F | When residents disagree with each other, they keep it to themselves. |
| 66 | F | It is hard to tell how residents are feeling on this unit. |
| 75 | T | On this unit staff think it is a healthy thing to argue. |
| 84 | (filler item) | Residents on this unit rarely argue. |

# PERCENT OF RESIDENTS RESPONDING IN THE SCORED DIRECTION ON ITEMS FOR EACH CIES SUBSCALE BY COMMUNITY TREATMENT CENTER

| ITEM | OCTC (N=92) | TCTC (N=39) | KBCTC (N=76) | HMCTC (N=42) | McCTC (N=81) | LCTC (N=44) | ECTC (N=40) | MCTC (N=54) | HWCTC (N=18) | CWCTC (N=36) | TOTAL MALE (N=468) | TOTAL FEMALE (N=54) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | INVOLVEMENT | | | | | | |
| 1 | 30.43 | 17.95 | 61.84 | 30.95 | 34.57 | 31.82 | 22.50 | 11.11 | 11.11 | 63.89 | 32.48 | 46.30 |
| 10 | 65.22 | 64.10 | 90.79 | 78.57 | 62.96 | 65.91 | 67.50 | 62.96 | 83.33 | 86.11 | 70.09 | 85.19 |
| 19 | 46.74 | 56.41 | 55.26 | 47.62 | 44.44 | 40.91 | 42.50 | 44.44 | 72.22 | 75.00 | 47.44 | 74.07 |
| 28 | 32.61 | 25.64 | 44.74 | 35.71 | 35.80 | 27.27 | 35.00 | 9.26 | 27.78 | 30.56 | 31.84 | 29.63 |
| 37 | 47.83 | 56.41 | 65.79 | 50.00 | 34.57 | 52.27 | 65.00 | 64.81 | 66.67 | 58.33 | 53.21 | 61.11 |
| 46 | 28.26 | 28.21 | 53.95 | 40.48 | 33.33 | 61.36 | 25.00 | 20.37 | 50.00 | 36.11 | 36.32 | 40.74 |
| 55 | 29.35 | 30.77 | 36.84 | 30.95 | 25.93 | 40.91 | 20.00 | 27.78 | 55.56 | 44.44 | 30.34 | 48.15 |
| 64 | 39.13 | 43.59 | 56.58 | 42.86 | 40.74 | 34.09 | 50.00 | 20.37 | 44.44 | 36.11 | 41.24 | 38.89 |
| 73 | 48.91 | 56.41 | 63.16 | 45.24 | 49.38 | 61.36 | 47.50 | 57.41 | 72.22 | 72.22 | 53.63 | 72.22 |
| 82 | 55.43 | 64.10 | 84.21 | 59.52 | 62.96 | 52.27 | 62.50 | 35.19 | 33.33 | 72.22 | 60.47 | 59.26 |
| | | | | | | SUPPORT | | | | | | |
| 2 | 35.87 | 51.28 | 52.63 | 42.86 | 37.04 | 40.91 | 32.50 | 29.63 | 50.00 | 30.56 | 40.17 | 37.04 |
| 11 | 8.70 | 15.38 | 27.63 | 16.67 | 18.52 | 27.27 | 17.50 | 16.67 | 27.78 | 16.67 | 18.16 | 20.37 |
| 20 | 32.61 | 43.59 | 59.21 | 30.95 | 35.80 | 31.82 | 47.50 | 18.52 | 27.78 | 30.56 | 37.82 | 29.63 |
| 29 | 28.26 | 35.90 | 44.74 | 38.10 | 39.51 | 43.18 | 42.50 | 20.37 | 44.44 | 66.67 | 36.11 | 59.26 |
| 38 | 54.35 | 64.10 | 69.74 | 50.00 | 58.02 | 47.73 | 47.50 | 44.44 | 72.72 | 91.67 | 55.56 | 85.19 |
| 47 | 14.13 | 28.21 | 43.42 | 19.05 | 27.16 | 29.55 | 22.50 | 11.11 | 22.22 | 30.56 | 24.57 | 27.78 |
| 56 | 45.65 | 51.28 | 76.32 | 28.57 | 38.27 | 47.73 | 55.00 | 31.48 | 22.22 | 69.44 | 47.65 | 53.70 |
| 65 | 41.30 | 46.15 | 57.89 | 52.38 | 35.80 | 29.55 | 42.50 | 53.70 | 50.00 | 44.44 | 44.87 | 46.30 |
| 74 | 30.43 | 41.03 | 64.47 | 28.57 | 43.21 | 40.91 | 45.00 | 20.37 | 33.33 | 61.11 | 39.96 | 51.85 |
| 83 | 26.09 | 25.64 | 56.58 | 26.19 | 39.51 | 38.64 | 30.00 | 31.48 | 33.33 | 22.22 | 35.47 | 25.93 |
| | | | | | | EXPRESSIVENESS | | | | | | |
| 3 | 26.09 | 33.33 | 50.00 | 35.71 | 41.98 | 36.36 | 40.00 | 16.67 | 16.67 | 27.78 | 35.26 | 24.07 |
| 12 | 27.17 | 20.51 | 31.58 | 21.43 | 19.75 | 31.82 | 15.00 | 22.22 | 33.33 | 16.67 | 24.36 | 22.22 |
| 21 | 17.39 | 30.77 | 32.89 | 16.67 | 22.22 | 27.27 | 42.50 | 18.52 | 33.33 | 11.11 | 25.00 | 18.52 |
| 30 | 25.00 | 30.77 | 50.00 | 40.48 | 39.51 | 34.09 | 55.00 | 22.22 | 55.56 | 22.22 | 36.54 | 33.33 |
| 39 | 34.78 | 30.77 | 26.32 | 33.33 | 41.98 | 36.36 | 22.50 | 37.04 | 27.78 | 30.56 | 33.55 | 29.63 |
| 48 | 25.00 | 20.51 | 5.26 | 21.43 | 11.11 | 22.73 | 15.00 | 14.81 | 22.22 | 13.89 | 16.45 | 16.67 |
| 57 | 38.04 | 43.59 | 30.26 | 35.71 | 27.16 | 27.27 | 27.50 | 22.22 | 61.11 | 58.33 | 31.41 | 59.26 |
| 66 | 30.43 | 43.59 | 30.26 | 38.10 | 27.16 | 43.18 | 40.00 | 37.04 | 33.33 | 33.33 | 34.40 | 33.33 |
| 75 | 20.65 | 51.28 | 18.42 | 21.43 | 19.75 | 31.82 | 20.00 | 16.67 | 33.33 | 5.56 | 23.29 | 14.81 |
| 84 | 1.09 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.21 | 0.00 |

# TREATMENT DIMENSIONS
# SUBSCALE ITEMS

| Item Number | Desired Direction | Item |
|---|---|---|
| | | **AUTONOMY SUBSCALE** |
| 4 | T | The staff act on resident's suggestions. |
| 13 | T | Residents are expected to take leadership on the unit. |
| 22 | F | The staff give residents very little responsibility. |
| 31 | T | Residents have a say about what goes on here. |
| 40 | F | The staff discourage criticism. |
| 49 | T | Staff encourage residents to start their own activities. |
| 58 | F | Staff rarely give in to resident pressure. |
| 67 | T | Residents here are encouraged to be independent. |
| 76 | F | There is no resident government on this unit. |
| 85 | (filler item) | Residents are encouraged to make their own decisions. |
| | | **PRACTICAL ORIENTATION SUBSCALE** |
| 5 | F | There is very little emphasis on making plans for getting out of here. |
| 14 | T | Residents are encouraged to plan for the future. |
| 23 | T | Residents are encouraged to learn new ways of doing things. |
| 32 | F | There is very little emphasis on what residents will be doing after they leave the unit. |
| 41 | F | Staff care more about how residents feel than about their practical problems. |
| 50 | T | This unit emphasizes training for new kinds of jobs. |
| 59 | T | Residents here are expected to work toward their goals. |
| 68 | T | New treatment approaches are often tried on this unit. |
| 77 | T | Residents must make plans before leaving the unit. |
| 86 | F | There is very little emphasis on making residents more practical. |
| | | **PERSONAL PROBLEM ORIENTATION** |
| 6 | T | Residents are expected to share their personal problems with other residents. |
| 15 | F | Residents rarely talk about their personal problems with other residents. |
| 24 | T | Personal problems are openly talked about. |
| 33 | T | Discussions on the unit emphasize understanding personal problems. |
| 42 | T | Staff are mainly interested in learning about residents' feelings. |
| 51 | F | Residents are rarely asked personal questions by the staff. |
| 60 | F | The staff discourage talking about sex. |
| 69 | T | Staff try to help residents understand themselves. |
| 78 | F | Residents hardly ever discuss their sexual lives. |
| 87 | (filler item) | Residents cannot openly discuss their personal problems here. |

| ITEM | OCTC (N–92) | TCTC (N–39) | KBCTC (N–76) | HMCTC (N–42) | McCTC (N–81) | LCTC (N–44) | ECTC (N–40) | MCTC (N–54) | HWCTC (N–18) | CWCTC (N–36) | TOTAL MALE (N–468) | TOTAL FEMALE (N–54) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | TREATMENT DIMENSIONS | | | | | | | |
| | | | | | AUTONOMY | | | | | | | |
| 4 | 18.48 | 12.82 | 40.79 | 23.81 | 29.63 | 27.27 | 27.50 | 12.96 | 44.44 | 30.56 | 25.00 | 35.19 |
| 13 | 25.00 | 30.77 | 30.26 | 19.05 | 29.63 | 18.18 | 27.50 | 12.96 | 38.89 | 33.33 | 34.79 | 35.19 |
| 22 | 57.61 | 51.28 | 67.11 | 66.67 | 44.44 | 38.64 | 65.00 | 46.30 | 83.33 | 72.22 | 54.70 | 75.93 |
| 31 | 13.04 | 17.95 | 30.26 | 19.05 | 27.16 | 27.27 | 20.00 | 7.41 | 22.22 | 33.33 | 20.51 | 29.63 |
| 40 | 34.78 | 48.72 | 56.58 | 38.10 | 25.93 | 38.64 | 45.00 | 44.44 | 22.22 | 38.89 | 40.60 | 33.33 |
| 49 | 23.91 | 15.38 | 52.63 | 21.43 | 32.10 | 40.91 | 27.50 | 14.81 | 33.33 | 47.22 | 29.91 | 42.59 |
| 58 | 31.52 | 28.21 | 27.63 | 33.33 | 12.35 | 38.64 | 12.50 | 25.93 | 44.44 | 16.67 | 25.85 | 25.93 |
| 67 | 47.83 | 61.54 | 69.74 | 50.00 | 43.21 | 45.45 | 62.50 | 50.00 | 50.00 | 77.78 | 53.21 | 68.52 |
| 76 | 22.83 | 30.77 | 23.68 | 38.10 | 23.46 | 34.09 | 10.00 | 25.93 | 38.89 | 22.22 | 25.43 | 27.78 |
| 85 | 0.00 | 0.00 | 1.32 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.21 | 0.00 |
| | | | | | PRACTICAL ORIENTATION | | | | | | | |
| 5 | 59.78 | 56.41 | 65.79 | 59.52 | 59.26 | 43.18 | 67.50 | 48.15 | 44.44 | 75.00 | 58.12 | 64.81 |
| 14 | 55.43 | 66.67 | 88.16 | 69.05 | 69.14 | 56.82 | 70.00 | 37.04 | 66.67 | 86.11 | 64.53 | 79.63 |
| 23 | 35.87 | 41.03 | 77.63 | 35.71 | 48.15 | 45.45 | 55.00 | 22.22 | 44.44 | 61.11 | 46.15 | 55.56 |
| 32 | 40.22 | 35.90 | 50.00 | 38.10 | 43.21 | 38.64 | 45.00 | 27.78 | 33.33 | 58.33 | 40.60 | 50.00 |
| 41 | 76.09 | 64.10 | 64.47 | 83.33 | 65.43 | 68.18 | 80.00 | 83.33 | 88.89 | 77.78 | 72.44 | 81.48 |
| 50 | 25.00 | 28.21 | 48.68 | 28.57 | 25.93 | 38.64 | 20.00 | 9.26 | 38.89 | 63.89 | 28.63 | 55.56 |
| 59 | 76.09 | 64.10 | 96.05 | 83.33 | 90.12 | 59.09 | 77.50 | 61.11 | 61.11 | 88.89 | 78.21 | 79.63 |
| 68 | 30.43 | 28.21 | 53.95 | 38.10 | 39.51 | 27.27 | 27.50 | 33.33 | 27.78 | 41.67 | 36.11 | 37.04 |
| 77 | 66.30 | 66.67 | 80.26 | 80.95 | 64.20 | 54.55 | 55.00 | 59.26 | 77.78 | 77.78 | 66.67 | 77.78 |
| 86 | 32.61 | 48.72 | 59.21 | 47.62 | 38.27 | 29.55 | 27.50 | 37.04 | 55.56 | 36.11 | 40.38 | 42.59 |
| | | | | | PERSONAL PROBLEM ORIENTATION | | | | | | | |
| 6 | 27.17 | 33.33 | 35.53 | 11.90 | 37.04 | 43.18 | 37.50 | 24.07 | 22.22 | 22.22 | 31.41 | 22.22 |
| 15 | 46.74 | 58.97 | 48.68 | 40.48 | 59.26 | 52.27 | 45.00 | 44.44 | 38.89 | 72.22 | 49.79 | 61.11 |
| 24 | 16.30 | 30.77 | 36.84 | 23.81 | 30.86 | 27.27 | 37.50 | 12.96 | 27.78 | 11.11 | 26.50 | 16.67 |
| 33 | 34.78 | 25.64 | 53.95 | 21.43 | 46.91 | 22.73 | 35.00 | 14.81 | 38.89 | 44.44 | 34.62 | 42.59 |
| 42 | 23.91 | 35.90 | 46.05 | 26.19 | 32.10 | 27.27 | 35.00 | 14.81 | 33.33 | 13.89 | 30.34 | 20.37 |
| 51 | 31.52 | 46.15 | 44.74 | 38.10 | 29.63 | 56.82 | 45.00 | 51.85 | 44.44 | 50.00 | 41.03 | 48.15 |
| 60 | 56.52 | 64.10 | 61.84 | 69.05 | 53.09 | 56.82 | 75.00 | 62.96 | 50.00 | 52.78 | 60.90 | 51.85 |
| 69 | 27.17 | 53.85 | 68.42 | 19.05 | 39.51 | 22.73 | 52.50 | 11.11 | 22.22 | 47.22 | 37.39 | 38.89 |
| 78 | 42.39 | 46.15 | 50.00 | 52.38 | 41.98 | 45.45 | 40.00 | 37.04 | 38.89 | 36.11 | 44.23 | 37.04 |
| 87 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

# SYSTEM MAINTENANCE DIMENSIONS
# SUBSCALE ITEMS

| Item Number | Desired Direction | Item |
|---|---|---|
| | | **ORDER/ORGANIZATION SUBSCALE** |
| 7 | T | The staff make sure that the unit is always neat. |
| 16 | F | The day room is often messy. |
| 25 | F | The unit usually looks a little messy. |
| 34 | T | This is a very well organized unit. |
| 43 | F | Things are sometimes very disorganized around here. |
| 52 | F | Many residents look messy. |
| 61 | T | Residents' activities are carefully planned. |
| 70 | F | Counselors sometimes don't show up for their appointments with residents. |
| 79 | T | The staff set an example for neatness and orderliness. |
| 88 | T | Residents are rarely kept waiting when they have appointments with the staff. |
| | | **CLARITY SUBSCALE** |
| 8 | F | Staff sometimes argue with each other. |
| 17 | T | If a resident's program is changed, someone on the staff always tells him why. |
| 26 | T | When residents first arrive on the unit, someone shows them around and explains how the unit operates. |
| 35 | F | Staff are always changing their minds here. |
| 44 | T | Staff tell residents when they're doing well. |
| 53 | T | If a resident breaks a rule, he knows what will happen to him. |
| 62 | F | Residents are always changing their minds here. |
| 71 | F | Residents never know when a counselor will ask to see them. |
| 80 | F | Residents never know when they will be transferred from this unit. |
| 89 | T | The residents know when counselors will be on the unit. |
| | | **STAFF CONTROL SUBSCALE** |
| 9 | T | Once a schedule is arranged for a resident, he must follow it. |
| 18 | F | Residents may criticize staff members to their faces. |
| 27 | T | Residents will be transferred from this unit if they don't obey the rules. |
| 36 | T | All decisions about the unit are made by the staff and not by the residents. |
| 45 | F | The staff very rarely punish residents by restricting them. |
| 54 | F | Staff don't order the residents around. |
| 63 | T | If one resident argues with another, he will get into trouble with the staff. |
| 72 | T | The unit staff regularly check up on the residents. |
| 81 | F | Residents can call staff by their first names. |
| 90 | (filler item) | The staff do not tolerate sexual behavior by residents. |

SYSTEM MAINTENANCE DIMENSIONS

| ITEM | OCTC (N–92) | TCTC (N–39) | KBCTC (N–76) | HMCTC (N–42) | McCTC (N–81) | LCTC (N–44) | ECTC (N–40) | MCTC (N–54) | HWCTC (N–18) | CWCTC (N–36) | TOTAL MALE (N–468) | TOTAL FEMALE (N–54) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | ORDER/ORGANIZATION | | | | | | |
| 7 | 76.09 | 79.49 | 92.11 | 85.71 | 85.19 | 77.27 | 82.50 | 92.59 | 72.22 | 72.22 | 83.97 | 72.22 |
| 16 | 55.43 | 74.36 | 59.21 | 47.62 | 74.07 | 68.18 | 67.50 | 94.44 | 94.44 | 91.67 | 66.88 | 92.59 |
| 25 | 46.74 | 58.97 | 75.00 | 66.67 | 81.48 | 52.27 | 45.00 | 94.44 | 72.22 | 75.00 | 66.03 | 74.07 |
| 34 | 28.26 | 41.03 | 50.00 | 16.67 | 37.04 | 36.36 | 35.00 | 12.96 | 22.22 | 36.11 | 32.91 | 31.48 |
| 43 | 21.74 | 28.21 | 38.16 | 28.57 | 25.93 | 36.36 | 22.50 | 22.22 | 22.22 | 25.00 | 27.78 | 24.07 |
| 52 | 57.61 | 69.23 | 63.16 | 52.38 | 55.56 | 54.55 | 67.50 | 61.11 | 55.56 | 75.00 | 59.62 | 68.52 |
| 61 | 43.48 | 58.97 | 72.37 | 40.48 | 46.91 | 38.64 | 60.00 | 37.04 | 27.78 | 55.56 | 50.00 | 46.30 |
| 70 | 30.43 | 46.15 | 47.37 | 47.62 | 46.91 | 36.36 | 35.00 | 62.96 | 33.33 | 27.78 | 43.59 | 29.63 |
| 79 | 33.70 | 51.28 | 71.05 | 30.95 | 40.74 | 50.00 | 32.50 | 42.59 | 38.89 | 55.56 | 44.66 | 50.00 |
| 88 | 27.17 | 43.59 | 51.32 | 45.24 | 43.21 | 40.91 | 42.50 | 48.15 | 33.33 | 33.33 | 41.88 | 33.33 |
| | | | | | | CLARITY | | | | | | |
| 8 | 41.30 | 30.77 | 55.26 | 35.71 | 50.62 | 50.00 | 55.00 | 24.07 | 50.00 | 55.56 | 43.80 | 53.70 |
| 17 | 50.00 | 56.41 | 67.11 | 42.86 | 50.62 | 45.45 | 52.50 | 46.30 | 16.67 | 41.67 | 52.14 | 33.33 |
| 26 | 50.00 | 64.10 | 76.32 | 35.71 | 53.09 | 56.82 | 60.00 | 40.74 | 50.00 | 61.11 | 55.13 | 57.41 |
| 35 | 27.17 | 41.03 | 56.58 | 19.05 | 33.33 | 34.09 | 32.50 | 22.22 | 22.22 | 41.67 | 33.97 | 35.19 |
| 44 | 22.83 | 35.90 | 75.00 | 28.57 | 43.21 | 47.73 | 40.00 | 25.93 | 38.89 | 72.22 | 40.60 | 61.11 |
| 53 | 70.65 | 76.92 | 64.47 | 61.90 | 77.78 | 68.18 | 75.00 | 81.48 | 61.11 | 83.33 | 72.01 | 75.93 |
| 62 | 54.35 | 43.59 | 61.84 | 42.86 | 48.15 | 52.37 | 62.50 | 59.26 | 44.44 | 50.00 | 53.63 | 48.15 |
| 71 | 21.74 | 28.21 | 25.00 | 38.10 | 22.22 | 22.73 | 15.00 | 18.52 | 22.22 | 22.22 | 23.50 | 22.22 |
| 80 | 29.35 | 30.77 | 39.47 | 45.24 | 35.80 | 43.18 | 32.50 | 22.22 | 27.78 | 52.78 | 34.40 | 44.44 |
| 89 | 57.61 | 71.79 | 75.00 | 57.41 | 49.38 | 52.27 | 47.50 | 74.07 | 55.56 | 58.33 | 60.68 | 57.41 |
| | | | | | | STAFF CONTROL | | | | | | |
| 9 | 77.17 | 76.92 | 86.84 | 88.10 | 81.48 | 79.55 | 85.00 | 77.78 | 83.33 | 86.11 | 81.41 | 85.19 |
| 18 | 83.70 | 76.92 | 86.84 | 78.57 | 86.42 | 84.09 | 67.50 | 90.74 | 72.22 | 86.11 | 83.12 | 81.48 |
| 27 | 79.35 | 82.05 | 93.42 | 80.95 | 76.54 | 75.00 | 90.00 | 77.78 | 88.89 | 88.89 | 81.84 | 88.89 |
| 36 | 76.09 | 87.18 | 60.53 | 71.43 | 79.01 | 70.45 | 72.50 | 87.04 | 77.78 | 66.67 | 75.00 | 70.37 |
| 45 | 77.17 | 74.36 | 77.63 | 83.33 | 79.01 | 70.45 | 85.00 | 85.19 | 72.22 | 86.11 | 78.85 | 81.48 |
| 54 | 72.83 | 71.79 | 65.79 | 76.19 | 77.78 | 77.27 | 70.00 | 87.04 | 66.67 | 66.67 | 74.57 | 66.67 |
| 63 | 56.52 | 64.10 | 56.58 | 71.43 | 64.20 | 63.64 | 42.50 | 74.07 | 77.78 | 66.67 | 61.32 | 70.37 |
| 72 | 77.17 | 64.10 | 86.84 | 61.90 | 67.90 | 59.09 | 50.00 | 68.52 | 72.22 | 66.67 | 69.66 | 68.52 |
| 81 | 27.17 | 23.08 | 11.84 | 21.43 | 17.28 | 47.73 | 15.00 | 50.00 | 11.11 | 0.00 | 25.64 | 3.70 |
| 90 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

## APPENDIX D

Table D-1: Average Daily Resident Populations for July, 1979 and December, 1979

Table D-2: Employee Turnover Between July, 1, 1979 and December 31, 1979

Table D-1

Average Daily Resident Population for July, 1979 and December, 1979 and Net Change for each Community Treatment Center*

| Center | Average Daily Population July 1979 | December 1979 | Change |
|---|---|---|---|
| Oklahoma City CTC | 111 | 129 | +18 |
| Kate Barnard CTC | 83 | 78 | - 5 |
| Tulsa CTC | 54 | 53 | - 1 |
| Horace Mann Men CTC | 70 | 48 | -22 |
| McAlester CTC** | 53 | 89 | +36 |
| Lawton CTC | 49 | 51 | + 2 |
| Enid CTC | 43 | 47 | + 4 |
| Muskogee CTC | 51 | 55 | + 4 |
| Total Male | 514 | 550 | +36 |
| Horace Mann Women CTC | 21 | 21 | 0 |
| Clara Waters CTC | 46 | 44 | - 2 |
| Total Female | 67 | 65 | - 2 |
| Total CTC | 581 | 615 | +34 |

* As reported in the population movement tables of the July, 1979 and December 1979 Community Treatment Program Monthly Report.

** Does not include the Residential Substance Abuse Program (RSAP) population.

Table D-2

Community Treatment Program Employee Turnover between July 1, 1979 and December 31, 1979 by Center

| Center | FTE* | Terminations | Turnover Rate** |
|---|---|---|---|
| Oklahoma City CTC | 26 | 5 | 19.2 |
| Kate Barnard CTC | 22 | 7 | 31.8 |
| Tulsa CTC | 19 | 3 | 15.8 |
| Horace Mann Men CTC | 21 | 5 | 23.8 |
| McAlester CTC *** | 24 | 7 | 29.2 |
| Lawton CTC | 17 | 0 | 0.0 |
| Enid CTC | 16 | 2 | 12.5 |
| Muskogee CTC | 17 | 3 | 17.6 |
| Total Male | 162 | 32 | 19.8 |
| Horace Mann Women CTC | 13 | 5 | 38.5 |
| Clara Waters CTC | 19 | 7 | 36.8 |
| Total Female | 32 | 12 | 37.5 |
| Total CTC | 194 | 44 | 22.7 |

* Full Time Employee = number of employee positions allotted for each center.

** Turnover Rate = (Terminations/FTE) X 100.

*** Does not include Residential Substance Abuse Program (RSAP) counselors.

END