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SELECTED ISSUES IN ADULT PROBATION: THE OFFICERS AND THEIR WORK

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U.S. Department of Justice National Institute of Justice

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The Bureau of Criminal Justice Research and Statistics would like to thank all the officers who gave of their time to complete surveys. Special appreciation is also extended the many judges, probation officials, and line officers who offered much-needed criticism during the early stages of the project.

October, 1984

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#### SIGNIFICANT FINDINGS

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- While the majority (83%) of the surveyed officers earn salaries of less than 25,000 per year, over half (53%) of the respondents had total family incomes in excess of that figure. (pp. 3-4)
- \* Seventy percent of the officers spend 20 hours or less per week with clients; however, nearly three-fourths indicate they spend three hours or more per day on paper work. (p. 5)
- Although most of the probation officers already were college graduates when they took the job, many went on to take graduate degrees. (pp. 6-7)
- Despite the adoption of structured in-service training programs by probation agencies, many officers have had to "learn by doing." (p. 8)
- Over 70 percent of the officers indicated they spend, on the average, over four hours preparing a single presentence report.
   (p. 9)
- \* Even though most of the surveyed officers do not verify all of the information in presentence reports, they do not think the judge should allow the defendant to read it. (pp. 12-13)

Probation officer. The name evokes an image of a professional who might be counseling an offender one minute and arresting him the next. Films that attempt to portray this duality of roles rarely "P.O." Whatever the public perception may be, there continues to be a reliance on probation officers and on the alternative to confinement they represent. Growing prison and jail populations bear testimony to the increasing need for safety valves in an overburdened criminal

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If the public values probation and its potential for improving justice, should it not then also be concerned about those who make up probation's ranks? What kinds of duties do probation officers perform? Do they have the education and training necessary to perform these duties? How much time do these men and women spend with clients? With paperwork? Are they satisfied with their jobs? If

The "Selected Issues in Adult Probation" survey was undertaken in an effort to answer some of these very questions. This report, the first of two, offers a descriptive picture of the probation officer with adult offender responsibilities in Ohio. Featured herein are issues such as the socio-demographic characteristics of the survey respondents, the extent and type of their education, and their involvement in presentence investigation work. The second of the two reports, to be published later this fall, will take an in-depth look at job satisfaction and job burnout among Ohio's probation officers. What don't they like about their jobs? What can be done to alleviate dissatisfaction and turnover within the ranks of probation officers in Ohio and elsewhere?

In the following pages the reader will have the opportunity to learn more about the surveyed officers and how they feel about certain professional issues. It is hoped that probation administrators, supervisors, and the line officers themselves will use the data in this report and its companion document to both understand and ameliorate the environment in which probation officers must work. For probation to serve as a truly effective means of coping with offenders, its adherents must be prepared to identify and deal with the profession's growing pains. It is in this spirit that the following report is now proferred.

#### INTRODUCTION

### PERSONAL CHARACTERISTICS

The questionnaire was sent to officers employed in the federal, state, county and municipal probation agencies. Seventy-six percent of the respondents were males, the remaining 24 percent female. The youngest officer to respond was 22 years old; the oldest respondent was 67. Below is the age distribution of survey respondents.

#### TABLE 1

#### AGE OF SURVEY RESPONDENTS

Age Range	Number	Percent
20-24 25-29 30-34 35-39 40-44 45-49 50-54 55-59 60-64 65 and over	7 35 64 55 26 12 20 9 9 9 $\frac{1}{238}$	$2.9 \\ 14.7 \\ 26.9 \\ 23.1 \\ 10.9 \\ 5.0 \\ 8.4 \\ 3.8 \\ 3.8 \\ 3.8 \\ .4 \\ 99.9 $
Mean = 37.8	Median = 35	Mode = 36

Two-thirds of the officers surveyed are under 40 years of age. The data also show that two-thirds of the respondents are currently married, with 17 percent never having been married and 13 percent now divorced.

The percentage of black officers responding to the survey very closely reflects the proportion of blacks found in the general population.

#### TABLE 2

#### RESPONDENTS' RACE Number Percent American Indian 1 .4 Black 28 12.0 White 203 86.8 Oriental 1 .4 Other 1 .4 234 100.0

Percentages may not total 100.0 due to rounding.

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Throughout the report the number in each table will reflect those of the 241 surveyed who answered the question and/or to whom the question was applicable.

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Due to the sensitive nature of many of the questions on the survey, it was decided that none of the agencies or even cities or counties would be identified once the data were collected. This decision was intended to allay fears that data on units or individuals might be reported to probation adminstrators who, in turn, might take action against disgruntled employees. Geographical data might have been revealing; however, the benefits were not deemed worth risking the trust of the respondents. Table 3 below shows where Ohio's officers conduct their probation work.

Urban Suburban Rural Combination

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It is not uncommon for probation officers to discuss their pay and the extent to which they would like it to be higher. Despite the fact that few choose probation for its promise of a high salary, many officers may grow discouraged as they see their friends in business and professions financially pass them by. How much, in fact, do probation officers earn?

\$ 5,000 - 9,999 \$10,000 - 14,999 \$15,000 - 19,999 \$20,000 - 24,999 \$25,000 - 29,999 \$30,000 - 34,999 \$35,000 - 39,999 \$40,000 and high Total

The officers were then asked whether or not they felt fairly compensated for the time and effort they put into the job. To the extent that most government employees or, for that matter, workers in general usually are not satisfied with their pay, the results should not come as a surprise. Precisely two-thirds of the respondents disagreed that they are being fairly compensated.

3

#### TABLE 3

### TYPE OF WORK AREA

Number	Percent
97	40.2
33	13.7
38	15.8
$\frac{73}{12}$	30.3
241	100.0

#### TABLE 4

# PROBATION OFFICERS' SALARIES

	Number	Percent
9	2	
9	22	.8
9		9.3
9	107	45.1
	67	28.3
9	19	8.0
9	16	
9	10	6.8
-	2	.8
her	2	8
	237	99.9
		22.9

While it is evident that the majority of officers earn less than \$25,000 a year, this figure alone does not provide a complete financial picture. Many officers, for instance, may have spouses who are employed outside the home. Others may have sources of income from part-time jobs, investments, and etc. The total family income data are presented in Table 5 below.

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#### TABLE 5

# RESPONDENTS' TOTAL FAMILY INCOME

	Number	Percent
\$ 5,000 - 9,999 \$10,000 - 14,999 \$15,000 - 19,999 \$20,000 - 24,999 \$25,000 - 29,999 \$30,000 - 34,999 \$35,000 - 39,999 \$40,000 and higher	0 9 47 47 36 28 24 29	0 4.1 21.4 21.4 16.4 12.7 10.9
Total	220	$\frac{13.2}{100.0}$

These data suggest that many of the surveyed officers do, in fact, have sources of income which serve to supplement their salaries. In the second report an effort will be made to assess the relationship between salary and job satisfaction.

Just over one-third of the surveyed officers have been on the job less than five years with only slightly more than ten percent having served 15 years or longer.

#### TABLE 6

### YEARS OF SERVICE AS P.O.

	Number	Percent
Under 5 years	83	34.4
5 to 9.9 years	72	29.9
10 to 14.9 years	60	24.9
15 years or more	26	10.8
	241	100.0

Although it can be assumed that most of the officers with 15 years or more of service are in for the duration, it would be presumptuous to infer that all of the respondents have made long-term commitments to probation work. The data reveal, however, that over three-fifths of the surveyed officers admit to having made such a commitment. Probation, as is true of other social service professions, makes considerable demands on its employees. Eighty percent of the survey respondents rated their workload as either "heavy" or "moderately heavy." When asked how the size of their present workload affects their ability to perform their duties, the majority of officers indicated that it hinders more than helps them.

Client cor officers time.

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Less than 10 to 20 h 21 to 30 h 31 to 40 h 41 to 50 h

While the majority of officers spend 20 hours or less in direct contact with clients they seem to have plenty of work to occupy their time. As is evident in Table 8 below, almost three-fourths of the surveyed officers spend three or more hours per day completing paperwork.

Less than 1 Between 1 t Between 2 t Between 3 t Between 4 t Between 5 t More than 6

Almost 90 percent of the total feel promotional opportunities are insufficient in their respective agencies. Despite this and other discouraging aspects of the job, half of the surveyed officers claim they stay in probation work because they find it satisfying. Another 24 percent of their colleagues remain P.O.s because it offers job security.

Client contact necessarily consumes a great deal of a probation

#### TABLE 7

# AMOUNT OF WEEKLY CLIENT CONTACT

- -	Number	Percent
10 hours	64	26.8
lours	103	43.1
lours	58	24.3
lours	12	5.0
lours	2	.8
	239	$\frac{.9}{100.0}$

#### TABLE 8

# TIME SPENT ON PAPERWORK PER DAY

	Number	Percent
1 hour	2	.8
to 2 hours	23	.° 9.5
to 3 hours	37	15.4
to 4 hours	76	31.5
to 5 hours	60	24.9
to 6 hours	35	14.5
5 hours	8	3.3
	241	99.9

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## EDUCATION AND TRAINING

The amount of formal education, says conventional wisdom, determines how effectively and professionally an officer performs his duties. Even national crime commissions have given wholehearted, albeit unsubstantiated, support to the belief that an educated probation officer is a good officer and therefore, by implication, that his counterpart who lacks college training also lacks the skills and sensibilities requisite for a meaningful career in probation work. Most probation agencies probably have now given at least tacit approval to higher educational standards. It is in response to this kind of issue that education and training for Ohio's probation officers are now discussed.

Officers first were asked how much education they had completed prior to assuming the position of probation officer.

#### TABLE 9

# PRE-PROBATION EDUCATIONAL LEVEL

	Number	Percent
Some High School	2	0
High School Graduate	14	.8 5.9
Some College	26	10.9
College Graduate	149	62.3
Some Graduate Work	12	5.0
Masters Degree	32	13.4
Doctoral Work	3	1.3
Doctorate	1	.4
Total	239*	100.0

Already it is evident that officers currently working in probation were fairly well-educated before starting their jobs. Again, this serves as testimony to the fact that probation agencies generally seek, and indeed hire, degreed candidates.

It is interesting to note that a goodly number of those now employed in probation work continued their education. While it would not be proper to infer why this is so, it can be surmised that quite a few probation agencies have faciliated continuing education for their officers by providing time off and, in some cases, tuition assistance. It also should be remembered that until just a few years ago, monies for criminal justice undergraduate and graduate education were available through the Law Enforcement Education Program. It is likely that many respondents took advantage of that federal grant and loan program. Listed below are the survey respondents' current levels of education. Especially noteworthy are the numbers of those who acquired graduate-level education. Some High School High School Grad Some College College Graduate Some Graduate Wo Masters Degree Doctoral Work Doctorate Total

Those officers holding undergraduate degrees were most often trained in the social and behavioral sciences. Sociology led the fields of #tudy in number of officers holding such a degree. It was followed closely by criminology/criminal justice.

Sociology Criminology/ Education Psychology Social Work Business Political Sc Other\* Not Applicab undergraduat

Advanced degrees, clustered around justice-related fields of study. Thirty-three percent of those claiming advanced degrees held them in corrections. This was followed by Criminology/Criminal Justice (13%), Guidance and Counseling (12%), Sociology (6%), and Theology (5%). Other disciplines represented by advanced degrees included Business, Economics, Education, Law, Psychology, Public Administration, Rehabilitation Counseling, Social Studies, and Social Work.

Other includes American Studies, Anthropology, Biology, City Planning, Corrections, Economics, English, French, History, Math, Philosophy, Pre-Law, Science, and Vocational Rehabilitation.

#### TABLE 10

# CURRENT EDUCATIONAL LEVEL

	Number	Percent
1	2	.8
duate	11	4.6
	22	9.2
e	114	47.7
ork	17	7.1
- 1	63	26.4
	7	2.9
	$\frac{3}{239}$	$\frac{1.3}{100.0}$

#### TABLE 11

#### UNDERGRADUATE MAJOR

	Number	Percent
-10	53	22.2
/Criminal Justice	49	20.5
	25	10.5
	21	8.8
	13	5.4
	11	4.6
cience	10	4.2
<b>L</b> ]. (m)	38	15.9
ble (Those not holding	19	7.9
te degrees)	239	100.0

Based on the data presented above, Ohio's probation officers are, in general, a fairly well-educated group. But while the higher educational experience may develop analytical and writing skills, there usually are more technical aspects of the probation job which would not be addressed even in a specialized criminal justice curriculum. How, then, are officers trained in the "nuts and bolts"

In talks with practicing probation officers, several basic means of acquiring training were discovered. First and perhaps the oldest of the methods is that of simply learning by doing. Rookie probation officers sometimes are handed a field book containing notes on their charges and told to "hit the bricks." The blow of the new job is softened for others by working awhile with an experienced officer. And then there are agencies whose commitments to in-service training have been formalized through the implementation of special courses. Table 12 presents the various methods of in-service training reported by the survey respondents.

#### TABLE 12

# METHODS OF IN-SERVICE TRAINING

		Number	Percent
1.	Learning by Doing	47	10.0
2. 3.	Working with Experienced Officers	16	19.8 6.8
<i>4</i> .	Structured Sessions 1,2,3	20	8.4
5.	1,2	47	19.8
6.	2,3	24 13	10.1
7. 8.	1,3	33	5.5 13.9
0.	Other	37	15.5
		237	99.8

In summary, the survey respondents appear to be a well-educated group of probation officers. Not only were most of them college-educated when they started as probation officers, but many went on to continue their education. The officers experienced a variety of forms of in-service training ranging from "learning by doing" to structured sessions.

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Of the duties confronting the officer with adult offender responsibilities, the presentence investigation function perhaps has generated the most controversial issues and, as a result, a large body of literature. In recent decades professionals and scholars alike have shown intense interest in issues such as the rate of agreement between presentence investigation report (PSI) recommendations and judges' sentences, the identification of variables having a significant impact on sentencing, the emergence of the privately-commissioned PSI, as well as other topics related to the preparation and use of this report.

For some officers the presentence investigation function represents their only role. Of the officers surveyed only 9.3 percent of the the total perform PSIs exclusive of other duties, while 55.9 percent combine PSI activities with the supervision of probationers. Regardless of the type of assignment, the officer will have to spend a considerable amount of time investigating the defendant and preparing the written report. It is difficult to make comparisons because PSIs can vary in format and length from one agency to another. Below in Table 13 are the amounts of time the surveyed officers estimated they spend, on the average, preparing a single PSI.

Time in Hours

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Less than 2 hours 2 to 4 hours 4 to 6 hours 6 to 8 hours More than 8 hours

The variation evident above might be due to report format and length but also could result from differences in the personal efficiency of individual officers.

Of all the presentence investigation issues aired in the professional literature in recent years, the disclosure of the PSI has, with little doubt, commanded the lead in creating controversy.\* Those on one side of the argument maintain that the contents of the presentence investigation report prepared for the court should be disclosed to the defendant, or at to defense counsel, for the purposes of uncovering inaccuracies and providing the defendant the opportunity to understand and participate in the sentencing process. The main arguments of those opposed to disclosure of the PSI can be summed up by the following three statements:

See, for example, William G. Zastrow, "Disclosure of the Presentence Investigation Report," <u>Federal Probation</u> (December, 1971), reprinted in George G. Killinger and Paul F. Cromwell, Jr., <u>Corrections in the Community</u>, West Publishing Company, 1974. 9

# PRESENTENCE INVESTIGATIONS

#### TABLE 13

#### TIME SPENT PREPARING A PSI

	Number	Percent	
S	15	6.6	
	50	22.0	
	61	26.9	
	42	18.5	
S	59	26.0	
	227	100.0	

E.

# 1. If the PSI is disclosed to the defendant, confidential sources will dry up.

Those against disclosure feel that secret sources contributing to the presentence investigation will eventually refuse to provide information to the probation officer, which, in turn, will handicap him in the future. To address the original contention, that of the sources drying up, the surveyed officers were asked if they indeed believe that to be a consequence of disclosure. Those showing agreement constitute a majority, but hardly an overwhelming one.

#### TABLE 14

# "IF THE PSI IS DISCLOSED, SOURCES WILL DRY UP"

	Number	Percentage
strongly agree	1.* 52	21.6
an agus tara an an an an 2	2. 50	20.7
	3. 37	15.4
Δ	• 28	11.6
5	· 42	17.4
strongly disagree6		13.3
	241	100.0

A question which the first disclosure argument begs is "do officers even make use of confidential sources?" If so, then to what extent is this a practice among Ohio's probation officers? The result to this question can be found below in Table 15.

#### TABLE 15

## USE OF CONFIDENTIAL INFORMANTS

		Number	Percent	Cumulative Percent
Never		60	25.4	25.4
1 - 24%		130	55.1	80.5
25 - 49% 50 - 74%		25	10.6	91.1
75 - 99%		14	5.9	97.0
Always		5	2.1	99.1
		236	$\frac{.8}{99.9}$	99.9

The data presented in Table 15 reveal that eighty percent of the officers use informants less than 25% of the time, with 25% of the total surveyed claiming they never use informants. The data, while not sufficient to negate the first disclosure argument, certainly makes it less compelling.

When discussing variables for which the response scale consists of a strongly agree - strongly disagree range of, say, one to six, it should be understood that these are treated as dichotomies with one through three representing the "agree" end, and four through six representing the "disagree" end.

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2.

Those who argue this apparently feel that in disclosure, the sentencing hearing would be drawn out beyond what is considered normal. Behavioral rather than attitudinal data would most appropriately address this issue. In the absence of such information, it is still instructive to see how practicing probation officers feel about this argument.

strongly agree.

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strongly disagre

Fewer than half of the officers surveyed felt that disclosing the contents of the PSI to the defendant results in sentencing delay. Once again, an empirical examination of actual sentencing practices would be much more telling than officer assessments alone. Still, the survey provides an opportunity to put to test arguments which, unless challenged, may lead to the adoption of uninformed opinions and misguided policies.

3. officer.

The crux of this argument is that if a probation officer makes a negative recommendation in the PSI, he cannot very well expect to get along with the offender once the latter is placed on probation. The offender might not be the only party upset by the decision; the probation officer might not want to supervise an offender he originally wanted locked up. The responses of the surveyed officers on this issue are presented below in Table 17.

strongly agree ...

strongly disagree

# The sentencing process will be delayed if the PSI is disclosed to the defendant.

#### TABLE 16

# DISCLOSURE DELAYS THE SENTENCING PROCESS

		Number	Percent
•••••1.		25	10.4
2.		40	16.6
3.		37	15.4
4.		38	15.8
5.		54	22.4
ee6.		<u>47</u>	19.5
		241	100.1

# Disclosing the contents of the PSI to the defendant might undermine a future working relationship with the probation

#### TABLE 17

DISCLOSURE UNDERMINES RELATIONSHIPS...

	Number	Percentage
•••••1.	123	51.0
2.	39	16.2
3.	23	9.5
4.	21	8.7
5.	15	6.2
e6.	20	8.3
	241	99.9
		5515

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It is clear that a majority of the surveyed officers feel strongly about this last of the three disclosure arguments. But what do they think about disclosure in general? Overall, examination of their opinions on these arguments is inconclusive. Their scores on the first two disclosure arguments show them not to be in unanimous agreement with those criticisms of disclosure. This is interesting in light of several facts. First, as can be seen in Table 18, this group of surveyed officers feel strongly about disclosure, despite the ambivalence evident in their opinions about most of the anti-disclosure arguments.

#### TABLE 18

# JUDGES SHOULD ALLOW DEFENDANT TO READ PSI

	Number	Percentage
strongly agree1.	15	6.2
2.	6	2.5
3.	14	5.8
4.	8	3.3
5.	23	9.5
strongly disagree6.	175	72.6
	241	99.9

The second interesting fact is that, even as early as 1971, three organizations, the American Bar Association, the American Law Institute, and the National Council on Crime and Delinquency already had come out in favor of disclosing the PSI to the defense.

The other item of interest relates to yet another argument in favor of PSI disclosure. It has been suggested that the defendant needs an the opportunity to examine the contents of the PSI in order to challenge what might be erroneous information. This, by inference, implies that the investigating officer, in some cases, may not have verified all the data included in the report. As with other issues in the practice of probation work, official policies on verification, where they exist, vary from one agency to another. Since verification does, indeed, bear significantly on the disclosure issue, respondents were asked to report approximately what percentage of information in a PSI they generally verify. None 1-24% 25-49% 50-74% 75-99% All

1

While well over half of the surveyed officers verify the majority of information in the PSIs they prepare, over 20 percent of them verify less than half. If the respondents are accurate in their estimations, then the data suggest that there very well may be legitimate concern over the issue of verification and the extent to which it might influence judicial dispositions.

It is also interesting that over 80 percent of the respondents felt that, if challenged, the probation officer should bear the burden of explaining why he or she did not verify information in the PSI. But unless disclosure, to which the officers seem so adamantly opposed, is permitted, how can such challenges be made?

In summary, the presentence investigation function consumes a great deal of time. The practice, moreover, has generated lively discussions, especially in the area of PSI disclosure. While in general the surveyed officers do not give strong support to all of the disclosure arguments, they are vehement in their conviction that the report should not be disclosed.

#### TABLE 19

# PERCENT OF PSI DATA VERIFIED

Number	Percent	Cumulative Percent
3	1.3	1.3
18	7.7	9.0
29	12.4	21.5
40	17.2	38.6
117	50.2	88.8
26	11.2	100.0
233	100.0	100.0

#### METHODOLOGY

For the federal, common pleas, and municipal court probation agencies, a fifty percent stratified random sample was drawn from employee rosters. The state probation agency's request, however, that all their probation officers be surveyed, was honored. The first mailout of questionnaires took place in October, 1983. As is usually necessary in mail surveys, a second wave was sent to non-respondents in January, 1984. Following is a breakout of the numbers of officers surveyed within each level and the respective survey return rates.

	Number Surveyed	Percent of Ohio Total <u>Surveyed</u>	Usable Surveys <u>Returned</u>	Percent Returned
Federal State Common Pleas Municipal Total	25 104 145 <u>70</u> 344	50% 100% 50% 50%	$16$ $84$ $90$ $\frac{41}{241}$	64% 81% 62% <u>59%</u> 70%

The questions in Part A of the survey instrument were generated by a several methods. First, since the purpose of the first report was to provide descriptive data, standard demographic questions addressing age, sex, race, marital status, education, and income were included automatically. Because the ultimate aim of the project was to assess the incidence and prevalence of job satisfaction and job burnout among the ranks of Ohio's probation officers, a number of items were developed to measure the percentage of time P.O.s spend on those activities central to their jobs, namely client contact and paperwork. Finally, because of questions and controversies surrounding the presentence investigation, several items were designed to assess not only the extent of officer involvement in these, but also the officers' opinions on the disclosure issue.

The questions in Part A were subjected to a pretest several months before the administration of the final questionnaire. Officers from a metropolitan probation agency were asked, in addition to completing the draft questions, to comment on logical consistency, syntax, substantive issues, as well as other flaws and biases.

All items in Part B were borrowed directly from the Probation and Parole Officer Job Satisfaction Questionnaire and the Maslach Burnout Inventory. Both of these instruments will be discussed in greater depth in the forthcoming report on job satisfaction and burnout.

Each table constructed for this report includes only those respondents who answered that particular item, thus explaining why table totals often do not equal 241, the total number of officers who returned usable surveys.

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April 1984

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March 1983

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Spring 1983

# OTHER GOCJS RESEARCH PUBLICATIONS

An Overview of Criminal Justice In Ohio: Offender Based Transactional Statistics. A major field study which manually tracked 2,500 major felony offenders through sixty-one criminal courts in Ohio, generating up to fifty-two pieces of criminal justice system data for each case.

Ohio Citizen Attitudes Concerning Crime and Criminal Justice. The fourth edition of this survey concentrates on attitudes and opinions regarding Ohio's prisons. It also repeats and expands upon questions from earlier studies relating to fear of crime, level of crime, sentencing, crime prevention and juvenile justice.

Use of Force In Patrol Work. An analysis of the use of force by Ohio law enforcers during the performance of routine patrol work. Examined are personal defense tactics as well as non-lethal and lethal force.

The Ohio Statistical Analysis Center: A User's Profile. This administrative report highlights SAC's setting and function in Ohio government, the federal SAC network, and the field of criminal justice. It profiles SAC's structure, research priorities, information users, and similarities to other state and territorial SACs.

OCJS Research Requests and Responses: An Analysis. An analysis of 346 research data requests received and responded to by SAC in 1982, as well as the nearly 1,000 requests received to date, by type and source of request.

The following series of eight reports are modular summaries, each about 40 pages in length, profiling the results from each of the jurisdiction levels (based on populations) represented in 1981-82 Ohio Law Enforcement Task Analysis Survey. These reports highlight the frequency of task performance, equipment usage, physical activities, as well as other facets of the peace officer's job. Also included are supervisors' assessments of importance and learning difficulty.

Law Enforcement In Ohio Cities Serving Over 100,000 People: A Task Analysis.

Law Enforcement In Ohio Cities Serving 25,000-100,000 People: A Task Analysis.

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Law Enforcement In Ohio Cities Serving 10,000-25,000 People: A Task Analysis.

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highlighting the characteristics of victims, offenders, annual National Crime Survey victimization studies in

Budgets, and Benefits (1979 data). The second report discusses technical assistance needs and capabilities

criminal justice statistical analysis centers located in

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