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PAROLE SUPERVISION:

ADMINISTRATIVE TIME STUDY

108212

Michael Eisenberg
Budget and Planning
(16×85) BOARD OF PARDONS AND PAROLES

NGJRS

DEC 4 1987

November 1986

ACQUISITIONS

Parole Supervision: Administrative Time Study

Introduction:

The Field Supervision Time Study determined the amount of time required to supervise cases based on minimum agency supervision requirements. By examining the amount of time required to supervise a case, the number of cases under supervision, and the time available for supervision, a caseload capacity can be determined. Caseload capacity is the maximum number of cases a parole officer can supervise and still meet minimum agency supervision requirements. Based on the 68,000 hours of supervision work required by 35,000 parolees, an officer's caseload capacity has been determined to be 63:1.

One critical element of this calculation is based on the number of hours determined to be available for direct supervision. The methodology for calculating caseload capacity divides the number of hours available for supervision by the average amount of work required by one case. By dividing the 68,000 hours of supervision work per month required by the 35,000 cases being supervised, the average case requires 1.9 hours of work per month. If 120 hours are available for supervision (as calculated in the 1984 Field Supervision Time Study), then an officer can supervise 63 cases (120/1.9) and meet minimum agency requirements.

This report will examine how many hours are actually available for supervision by determining personal and administrative time requirements. By determining and deducting these time requirements from the average number of work hours per month, a determination of how many hours are available for Parole Supervision can be established, and concomitantly, an objective measure of caseload capacity can be determined.

Methodology:

All calculations presented in this report are averages. While the average case, average Parole Officer, average administrative time, etc. may only exist in statistical calculations, averages represent the most accurate methodology for determining and presenting the information crucial to this report.

Two general areas must be examined and deducted from the average work month to determine supervision hours available: (1) Personal deductions and (2) Administrative deductions.

Personal Deduction:

Personal deductions include (1) Vacation leave, (2) Sick leave, and (3) Holidays. The 1984 Field Supervision Time Study, utilizing data from the personnel office, determined that on the average 8 hours of annual leave and 7 hours of sick leave are utilized each month by the average Parole Officer. In FY 86, state employees received 14 holidays, with 3 requiring skeleton crews. Holidays were allocated 8 hours per month. Personal deductions thus accounted for a total of 23

hours in the average work month.

Administrative Time Study:

A survey conducted by Region Supervisors in Regions 5 and 8 asked Parole Officers to estimate average time required to perform various administrative duties each month (see Attachment A). As detailed in Table 1, the Administrative Time Study indicates the average administrative requirements each month averages almost 41 hours. In the interest of presenting a conservative and objective estimate of administrative time, many survey items were completely omitted to avoid debate regarding their accuracy or efficacy. Thus, the average presented in Table 1 must be considered as a minimum estimate regarding the administrative time required in Parole Supervision.

Table 2 summarizes personal and administrative deductions from the average work hours per month and per day, and the remaining time available for Parole Supervision. The calculations are based on an average 174 work hours per month (40 hours/week x 52.2 weeks= 2,088 work hours per year or 174 work hours per month). Approximately 110 hours per month or 5.0 hours per day are available for Parole Supervision. Table 3 reports then percentage of time allocated to each function. Personal and Administrative deductions account for roughly one-third (1/3) of work hours each month with two-thirds of work hours utilized for Parole Supervision.

Average Work Day:

With the available data it is possible to detail an average work day, purely hypothetical but illustrative and supportive of previous data. As Table 4 indicates the average officer would utilize approximately 1.1 hours for personal functions, 2.0 hours for administrative duties, and 5.0 hours for Parole Supervision. This would allow for utilizing 2.5 hours for 1 Intensive case, 1.5 hours for 1 Medium case, and 1.0 hours for a Minimum case. In this hypothetical example this would constitute all the contact an officer would have with these three cases for a month. Thus, in a 22 day work month, an officer could supervise 3 cases a day or 66 in a month, if they were distributed as 22 Intensives, 22 mediums, and 22 minimums. This distribution is quite similar to current agency distribution. This crude calculation lends additional support to the 63:1 caseload capacity calculation.

Conclusion:

Employers can become desensitized to the constant complaints of employees regarding too much work. Furthermore, lacking any convincing evidence to substantiate overwork or evidence linking overwork to negative performance or failure to meet job requirements, complaints of this nature remain unaddressed and unresolved. The Field Supervision Time Study, the calculation of caseload and supervision capacity, and the calculation of supervision time available, provide compelling evidence of a critical work overload in Parole Supervision. Defining and documenting negative performance or failure in Parole Supervision is impossibly subjective. But sentiment expressed at all levels of Field Supervision personnel indicates increased difficulty in

providing adequate Parole Supervision. Additionally, while anecdotal in nature, the frequency of serious parole violations in the media and "cracks in the system" present a picture to the public of a failing system.

This report has documented the allocation of work hours in Parole Supervision by category. It provides additional support for a caseload capacity of 63:1, an overload of Field Supervision workload, and the significant administrative requirements of Parole Supervision.

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TABLE 1

Field Supervision: Administrative Time Study

Time Required (Minutes/Month)

Administrative Duty	Region 5	Region 8	Average
Reports: Monthly Stat. Report Travel Voucher Visual Contact Sheet Stat. Worksheet Daily Worksheet	83 156 37 17 73	115 209 63 13 160	99 183 50 15 116
Meetings: Unit and Region Supervisor	167 74	218 295	193 184
Caseload Functions: Arrest Sheets Case Review, Audit Scheduling (Visits, Agencies)	302 93 85	294 190 190	298 141 138
Office Functions: Mail (Pick-up, Correspondence) Phone, Visitors Special Projects	240 561 123	272 546 321	256 554 222
Total (Minutes/Month)	2,011	2,886	2,449
Average: Hours/Month	33.5	48.1	40.8

Hours Available for Supervision

	Per Month	Per Day
Average Work Hours	174 hours	8 hours
Subtract: Personal Deductions:	Hours	Hours
Vacation Sick Leave Holidays	8 7 8	.4 .3 .4
Administrative: Reports Meetings Caseload Functions Office Functions	8 6 10 17	.4 .3 .5
Hours Available for Direct Supervision.		

TABLE 3

Distribution of Work Hours

Personal: Vacation Sick Leave Holidays	% of Work Hour 4.6% 4.0% 4.6%	s/Month
Total Personal:		13.2%
Administrative: Reports Meetings Caseload Functions Office Functions Total Administrative: Direct Supervision:	4.68 3.58 5.78 9.88	23.6%
Total Direct Supervision:		63.2%
Total	100%	100%

TABLE 4

Average Work Day/Month

	Hours Per Day	Hours Per Month (x 22 days)
Personal Administrative Supervise - Intensive Supervise - Medium Supervise - Minimum	1.0 2.0 2.5 1.5 1.0	22.0 44.0 55.0 33.0 22.0
Total	8.0 hour/day	176 hours/month

Caseload Distribution

Intensive = 22 Medium = 22 Minimum = 22

Caseload Size = 66

APPENDIX

ATTACHMENT A: Administrative Time Study

ATTACHMENT B: Monthly Workload and Statistical Report

ATTACHMENT C: D.P.O. Travel Voucher

ATTACHMENT D: Visual Contact Sheet

ATTACHMENT E: Statistical Worksheet

ATTACHMENT F: Daily Worksheet

ATTACHMENT A: Administrative Time Study

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ADMINISTRATIVE TIME STUDY

following is a list of administrative duties, not associated with supervision or investigation of releasees, performed by Officers:

- 1. Forms Preparation of
- 119-AV. Monthly Workload and Statistical Report 1910MIN
- 137-AV. Travel Voucher time used daily, weekly or monthly 2185 NUN for preparation and submission of the Travel Voucher
- 23-AV —c. Time & Labor Distribution Sheet time used daily and 363MV at the end of the month for submission of this form.
- 8-AV-d. Change of Time Worked (Leave Cards) 12Lemun
- 59-AV e. Visual Contact Sheet time used to prepare the 940 MIN complete Visual Contact Sheet for the next month's use.
- 59-AV.—f. Statistical Worksheet time used to prepare the SULIMUN Statistical Worksheets for the next month's use.
- Completion of Daily Worksheets time used in 1890 MW calculating and totaling mileage, and the time used in gathering and forwarding Daily Worksheets to Regional Supervisor.
 - 2. Meetings Agency (include all travel time):
- 182-AV-a. Unit Meetings 2910 MIN.
 - 84 AV b. Regional Meetings 1648 MIN.
- 498-AV c. Conferences training sessions are not included 7970 MIN.
 in this section.
 - 30-AV d. Grievance Hearings 480 Mlh.
 - 8-AV e. Promotional Interviews. 130 MIN

Average nunutes per officer 2451.4

NA — e. Acquiring postage. NA

PAY -3. Agency Cunferences - Individual conferences held to 300 mm. discuss general policies and procedures - case conferences are not included. 130AV -a. Unit Supervisor 2080 MUN 9AV -b. Regional Supervisor - 145 min. NA -c. Director NA 14AV —d. Personnel Evaluation -217 MIN 112 AV -4. Scheduling - time used to prepare next month's schedule. 1795 min with the Office building, lessor, moving of an office, theft of property, etc. 6. Supplies 2AV -a. Inventory -30 Mun. NA — b. Ordering NA NA -c. Distribution NA 7. Equipment . -: ... GAV - a. Inventory - 100 NA - b. Ordering NA . NA -- Distribution NA ZAV _d. Repairs 30 8. Mail - includes travel time a. Pickup of mail NA NA __b. Distribution of Mail NA 19 AV—c. Posting - time involved in sorting, envelope preparation, 15M1 application of postage & posting of mails NA — d. Postage Inventory NA

- . 229AY —9. Arrests Sheets time used to pick up Arrest Sheets and 3063 Min time used to review (include travel time).
 - 69 AV-10. Agency Correspondence time used to prepare letters, memos, 945min etc. that does not relate to supervision.
- 48AV—11. Background investigations 760 MIN.
- 112AV __12. Special projects such as the Time Study. 1797 MUN
 - 13. Audits •
 - 77AV -a. Case reviews 1235min
 - 81 AV b. Audits 1302 MIN
 - 14. Office procedures.
 - 188AV -a. Answering phone 3010MIN
 - 43AV -b. Visitors -680 MIN

ATTACHMENT B: Monthly Workload and Statistical Report

FIELD SERVICES DIVISION MONTHLY WORKLOAD AND STATISTICAL REPORT

FS-53 8-85

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ATTACHMENT C: D.P.O. Travel Voucher

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DATE	y. RECORD OF TRANSPORTATION AND DUTIES PERFORMED .	•	MILEAGE BETWEEN POINTS
4-1-86	Traveled from headquarters to: 300 W. 8th, Austin, D.Moreland case,		
	Warrant Placement, U.S.Marshal. 1138 Gunter,#221, Austin, J.Smith case,	4.2	
	home visit collateral, Ms. Cook. 4502 Roundup Tr., Austin, D. Hampton case,	3.9	
	home visit-No Contact.	11.7	
	2618 Ektom, Austin, R. Martinez case, home visit-No Contact.	1.2	
	1184½ Sol Wilson, Austin, R. Sattiwhite case, home visit parolee.	5.3	
	5604B Purple Sage, Austin, L.Haywood case, home visit parolee.	17.1	
	Travis County Courthouse, Austin, R. Sattiwhite case, Investigative contact, District Clerk.	1.6	
	Return to headquarters.	3.9	48.9

DATE	h.RECORD OF TRANSPORTATION AND DUTIES PERFORMED (CONT'D)		MILEAGE BETWEEN POINTS
4-2-86	Traveled from headquarters to: Bastrop, Bastrop County. Bastrop County Jail, Bastrop, J.Straman case,	30.9	
	field parolee. Return to Bastrop. Traveled to Elgin, Bastrop County.	1.4 2.7 18.0	
	608 E. 2nd, Elgin, J. Ward case, home visit collateral, mother. Returned to Elgin. Returned to Headquarters.	2.1 1.9 25.6	82 . 6
4-3-86	Traveled from headquarters to: Elgin, Bastrop County.	25.6	
	113 Rocky Point Ln, Elgin, W. Townley case, home visit parolee. Return to Elgin. Returned to headquarters.	18.3 18.4 25.6	87.9
4-4-86	Traveled from headquarters to: 300 W. 8th, Austin, J.Fierro case, Investigative Contact, U.S.Marshal. Returned to headquarters.	4.0 4.1	
	Traveled from headquarters to: Bastrop, Bastrop County. Rt.3,Box 409E, Bastrop, G.Rieber case,	30.9	
	home visit parolee (new arrival) Return to Bastrop. Traveled to Elgin, Bastrop County.	8.4 8.4 18.0	
	608 E. 2nd, Elgin, J.Ward case, home visit parolee. (new arrival) Returned to Elgin. Returned to Headquarters.	2.3 2.3 25.6	104.0
4 -8 -86	Traveled from headquarters to: Travis County Sheriff, Austin, F.Ramirez case, Field collateral, Warrant Placement. Returned to headquarters.	- 4.0 4.1	
	Traveled from headquarters to: Bastrop, Bastrop County. P.O.Box 818, Bastrop, J. Martinez case,	30.9	
	home visit parolee. Federal Correctional Institution, Bastrop, R.Thomas case, Field parolee.	8.7 4.2	
	Bastrop County Jail, Bastrop, J.Hidges case, field parolee. Returned to Bastrop. Traveled to Elgin, Bastrop County.	9.6 2.4 18.0	
	409 N.Main, Elgin, S.Hampton case, home visit parolee. Returned to Elgin. Returned to headquarters.	1.7 1.8 25.6	111.0

DATE	h-RECORD OF TRANSPORTATION AND DUTIES PERFORMED (CONT'D)		MILEAGE BETWEEN POINTS
4-9-86	Traveled from headquarters to: Elgin, Bastrop County. 102 Zaragosa, Elgin, B.Morgan case,	25.6	
	home visit parolee. Rt.3,Box 433, Elgin, P.Jackson case,	3.1	
	home visit parolee. Rt.3Box 17, Elgin, W. Penson case,	4.1	
	home visit parolee. 700 Madison, Elgin, T. Stephenson case,	5.7	
	field collateral, Ms. Davis. 515 Madison, Elgin, G.Rodriguez case,	3.7	
	home visit collateral, sister. 121 Zaragosa, Elgin, S. Rodriguez case,	1.0	
	home visit parolee. Returned to Elgin. Traveled to McDade, Bastrop County. Rt.l, McDade, L.Edwards case,	4.6 1.7 9.0	
	home visit larolee. Returned to McDade. Traveled to Elgin, Bastrop County. Rt.l, Box 93, Elgin, S. Jones case,	1.0 1.0 9.0	
	home visit collateral, mother. Rt.1,Box 87, Elgin, C. Cayce case,	5.1	
	home visit parolee. Returned to Elgin. Returned to headquarters.	1.3 4.7 25.6	106.2
4-10-86	Traveled from headquarters to:		
	Travis County Sheriff, Austin, R.Berry case, Field collateral, Central Records. Returne to headquarters.	4.1 4.0	
	Traveled from headquarters to: Smithville, Bastrop County.	42.8	
	107 Cleveland, Smithville, L. Corona case, home visit parolee.	1.4	
	102 Hudgins, Smithville, T. Layton case, home visit parolee.	- 1.1	
	P.O.Box 124, Smithville, D. Richey case, home visit parolee.	7.8	
	P.O.Box 603, Smithville, S. Stroud case, home visit parolee. 428 Navajo, Smithville, M. Alexander case,	8.6	
	home visit parolee. Returned to Smithville. Traveled to Cedar Creek, Bastrop County.	9.1 5.2 24.1	
	Rt.2,Box 409, Cedar Creek, D.Guest case, home visit parolee. Return to Cedar Creek. Returned to headquarters.	10.4 10.4 24.6	153.6
4-11-86	Traveled from headquarters to: Manor, Travis County.	13.0	
	Rt.2,Box 90M, Manor, O.Wilson case, home visit parolee.	6.4	

DATE	h.RECORD OF TRANSPORTATION AND DUTIES PERFORMED (CONT'D)		MILEAGE BETWEEN POINTS
4-11-86	CONTINUED Returned to Manor. Traveled to Elgin, Bastrop County. 111 Kennedy, Elgin, P.Stoglin case, home visit parolee.	6.4 12.6 2.3	
	Rt.1,Box 109, Elgin, S. Washington case, home visit parolee. Returned to Elgin. Traveled to Bastrop, Bastrop County.	5.7 5.3 18.0	
	Federal Correctional Institution, Bastrop, J.Fierro and B. Moreland cases, Field parolee's. Returned to Bastrop. Traveled to Manor, Travis County. Rt.3,Box 303, Manor, F.Ward case,	8.7 8.7 31.0	
	home visit parolee. Returned to Manor. Returned to headquarters.	2.4 2.4 13.0	135.9
4-15-86	Traveled from Headquarters to: Bastrop, Bastrop County. 436 Mokalua, Bastrop, J.Bergh case,	30.9	
	home visit parolee. P.O.Box 834, Bastrop, J.Horyza case, home visit parolee.	5.9 8.0	
	Rt.2,Box 134 EF, Bastrop, M.Johnson case, home visit parolee. Bastrop County Jail, Bastrop, J.Haughbaugh, T.	3.1	
	Aldridge and J.Hodges case, Investigative Contact, Jay. Star Route Box 28BB, Bastrop, S. Houston case,	10.7	
	home visit collateral, nephew. Returned to Bastrop. Traveled to Cedar Creek, Bastrop County. Rt.l, Box 409, Cedar Creek, D. Guest case,	8.1 6.3 12.1	
	home visit parolee. Returned to Cedar Creek. Returned to headquarters.	10.7 10.7 24.6	131.1
4-16-86	Traveled from headquarters to: Cedar Creek, Bastrop County. P.O.Box 242, Cedar Creek, M.Montez case,	24.6	
	home visit collateral, daughter. Returned to Cedar Creek. Traveled to Mcdade, Bastrop County. Rt.l, Mcdade, L.Edwards case,	9.3 9.3 39.1	
	home visit parolee. Returned to Mcdade. Traveled to Bastrop, Bastrop County.	1.0 1.0 27.0	
	Bastrop County District Atty., Bastrop, L.Edwards and R. Bargsley cases, Investigative Contact, Compto Returned to Bastrop. Traveled to Cedar Crook Bastrop County	n 1.7 2.4 12.1	
	Traveled to Cedar Creek, Bastrop County. P.O.Box 242, Cedar Creek, M.Montez case, home visit parolee.	9.3	

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DATE	h.RECORD OF TRANSPORTATION AND DUTIES PERFORMED (CONT'D)		MILEAGE BETWEEN POINTS
<u>16-86</u>	CONTINUED Returned to Cedar Creek. Returned to headquarters.	9.3 24.6	170.7
<u>22-86</u>	Traveled from headquarters to: 3203 Guadalupe, Austin, G. Galloway case, Pre-Parole Investigation - No Contact. Returned to Headquarters. Traveled from headquarters to: Red Rock, Bastrop County. P.O.Box 13, Red Rock, R. Starke case, home visit parolee. P.O.Box 28, Red Rock, M.Johnston case, home visit parolee. Rt.1,Box 136A, Red Rock, G. Wendland case, home visit parolee. Returned to Red Rock. Traveled to Mcdade, Bastrop County. Rt.1,Mcdade, L.Edwards case, home visit parolee. Returned to Mcdade. Traveled to Elgin, Bastrop County. Rt.1,Box 87, Elgin, C. Cayce case, home visit parolee. Returned to Elgin. Returned to Headquarters.	5.8 5.8 34.0 4.0 3.6 12.4 41.0 1.00 9.7 25.6	161.3
≟-23-86	Traveled from headquarters to: Cedar Creek, Bastrop County. 603 Riddle, Cedar Creek, R. Bargsley case, home visit parolee. Returned to Cedar Creek. Traveled to Bastrop, Bastrop County. Bastrop County Jail, Bastrop, T. Stephenson case, field parolee. Federal Correctional Institution, Bastrop, D. More- land case, Investigative Contact, Butelleo. Returned to Bastrop. Traveled to Elgin, Bastrop County. 409 N. Main, Elgin, D. Hampton case, home visit parolee. Returned to Elgin. Returned to headquarters.	24.6 12.8 12.7 12.1 2.3 8.7 18.0 1.9 25.6	129.2
±-29-86	Traveled from headquarters to: Del Valle, Travis County. U.S.Post Office, Del Valle, W. Dempsey case, Pre-Parole Investigation, Post Master. 8105 Linden, Del Valle, W. Dempsey Case, Pre-Parole Investigation, Parents. Returned to Del Valle. Traveled to Bastrop, Bastrop County.	11.0 1.4 8.5 8.5 19.9	

DATE	h. RECORD OF TRANSPORTATION AND DUTIES PERFORMED (CONT'D)		MILEAGE BETWEEN POINTS
4-29-86		1.7 1.0 1.4 8.9 3.1 8.9 30.1 11.7 24.6 TOTAL	

ATTACHMENT D: Visual Contact Sheet

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ATTACHMENT E: Statistical Worksheet

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ATTACHMENT F: Daily Worksheet

DAILY WORKSHEET

Secretary State

16 WIL		11	ME	SPEEC	ometer	NO. MILES	CASE	CONTA	CT CODE .	CODE SUDV PLESON CONTACTED		
Liuin	10	Dep.	Arv	Den.	Arv.			Sup.	Inv.	Code		
	HQ3		6:50									
	ELCON BATROPCO	9:30	10:25	786.4	812.6	25.6						
	1751 Box 91	Jo: 25	10:35		816.7	4.7	R. PATTERSON	Hc		MI	MoTHER	
	515 OLD MEDADE	10:20	11:02		822.5	5.8	C. KRRR	HPHC		1_	Parolex:	
	106 ZARAGOJA	11:50	11:25		824. a	1.7	B. MURGAN	HP HC	:	エ))	
	Elen	11:20	11:55		*825.L	1.4	we obtained the few supposes, assumptions assume a suppose of the		· · · · · · · · · · · · · · · · · · ·			
	JMITHWILL	11:55	3:00		854.4	31.0			· · · · · · · · · · · · · · · · · · ·			
	70 Bax 603	2:00	2:10	:	861.2	4.6	J. STROUD	HP)15	033	MI	PROLLER Spon	
	107 CLEVELAND	2:45	a:55		866.8	5. L	L. CORONA	THE BALL	`	ΜØ	. ,, . / .	
	LOS HUDGINS	3:20	3:25		867.9	1.1	T. LAYTON	HP/HC		I	- 11	
	DERVAN 86H	4:00	4:15		823.5	4.0	M. ALEXANDER	HNC		M	LEFT CARD	
	POBOXIAY	4:20	4:35	•	880.4	4.5	D. RICHEY	HO) HC		MŢ	PAROLEE	
	JMITH WILLE	5:00	5:15		887.8	7:4	1		······			
	CEDAR (REE)	5:15	6:10	•.	912:9	25.1						
3 · 2 /	17) . 9	HP-I! HC-II FP-Fit FC-Ftt NC-N	RVISON COD ome Visit Parole unc Visit Collate eld Parolee eld Collateral o Contact es the Symbol H	e cral	INVESTIGAT PPPre-Parole CISSOut of St. NCNo Contact IC{Violation: Detainer: E. Notice, etc.	atz ci Jesth	REMARKS:	o vTE	•	-		