

U.S. Department of Justice  
National Institute of Justice

111533

CR Sent  
8-23-88

This document has been reproduced exactly as received from the person or organization originating it. Points of view or opinions stated in this document are those of the authors and do not necessarily represent the official position or policies of the National Institute of Justice.

Permission to reproduce this copyrighted material has been granted by

Virginia Department of  
Corrections

to the National Criminal Justice Reference Service (NCJRS).

Further reproduction outside of the NCJRS system requires permission of the copyright owner.

# ADULT PROBATION AND PAROLE SERVICES

## WORKLOAD MEASUREMENT STUDY



**DEPARTMENT OF CORRECTIONS**  
**DIVISION OF ADULT COMMUNITY CORRECTIONS**

**MARCH, 1987**

CR Sent  
MFI

3

3

3

1

1

1



# COMMONWEALTH of VIRGINIA

*Department of Corrections*

Division of Adult Community Corrections

Probation and Parole Support Services

## ACKNOWLEDGEMENTS

C. RAYMOND MASTRACCO, JR.  
DEPUTY DIRECTOR

P.O. BOX 26963  
RICHMOND, VIRGINIA 23261  
(804) 257-1900

March, 1987

A number of people contributed to the conduct of the probation and parole workload measurement study. As members of the work group, we would like to acknowledge and thank them for their contributions:

Mr. C. R. Mastracco, Jr., Deputy Director,  
Adult Community Corrections  
Ms. Patricia Suarez, Department of Planning and Budget  
Dr. Lucien Lombardo, Old Dominion University  
Dr. Jay Teachman, Old Dominion University  
Ms. Helen Hinshaw, Research & Evaluation Unit  
Academic Research Consortium  
Word Processing Center Staff  
Central Support Services Unit  
Graphics Section

We would further commend the probation and parole officers, their chief officers, and regional managers who cooperated so well to ensure a high rate of timely and accurate returns of the individual time logs.

Appreciatively,

Durwood Hill, Manager, Parole Release Unit  
Larry Guenther, Lead Research Analyst, Research & Evaluation Unit  
Kathryn Boone, Graduate Student, Old Dominion University  
Blake Brown, Coordinator, Academic Research Consortium  
Walter M. Pulliam, Jr., Manager, Probation and Parole Support Services

CONTENTS

<u>TOPIC</u>	<u>PAGE</u>
ACKNOWLEDGEMENTS . . . . .	Cover
EXECUTIVE SUMMARY . . . . .	1
PURPOSE . . . . .	3
BACKGROUND . . . . .	4
METHODOLOGY . . . . .	5
RESULTS . . . . .	7
CONCLUSIONS . . . . .	16
RECOMMENDATIONS . . . . .	18
TECHNICAL APPENDICES . . . . .	20
A. Action Plan	
B. Officer Time Study Methodology	
C. SMSA List of Localities	
D. Rural/Urban/Town Designations	
E. Training Guide and Instructions for Completing Time Log	
F. Calculations of Available Work Hours	
G. Probation and Parole Officers Leave Data	
H. Overtime Computation	
I. Time Computation for Services	
J. Comparison Chart 1983-1986	

## EXECUTIVE SUMMARY

In 1986, the Deputy Director for the Division of Adult Community Corrections authorized a workload measurement study for probation and parole officers. The objective was to determine time measures for the supervisory, investigatory, and other services rendered by staff. It was designed to replicate a similar study done in 1983 and to assess the impact of three significant programmatic changes on officers time use. The three changes were a revised pre-sentence report format, a modified supervision history recording system, and the development of intensive supervision caseloads.

The study was conducted by Department of Corrections' Probation and Parole Support Services' staff, Research & Evaluation Unit staff, and Old Dominion University students and staff under the auspices of the Academic Research Consortium. Department of Planning and Budget staff who were active in the 1983 study were frequently consulted to ensure a consistent methodology. All 365 full-time probation and parole officer positions were sampled on randomly selected days.

The results led to conclusions that time spent on investigatory activities had increased. This was attributed to the revised report format incorporating additional data elements and to policy changes requiring a formal report on all persons entering probation or parole supervision.

Supervisory time declined. Contributing factors were the redirection of time to investigatory activities and the shifting of cases to lower levels of supervision. The latter was an outcome of 1983 study recommendation that caseloads be assessed and assigned based on the person's risks to the public and his/her personal needs. Use of the risk/needs instruments further impact staff and supervisors as time must be spent on case consultation. Parolees received more supervisory time proportionally than probationers.

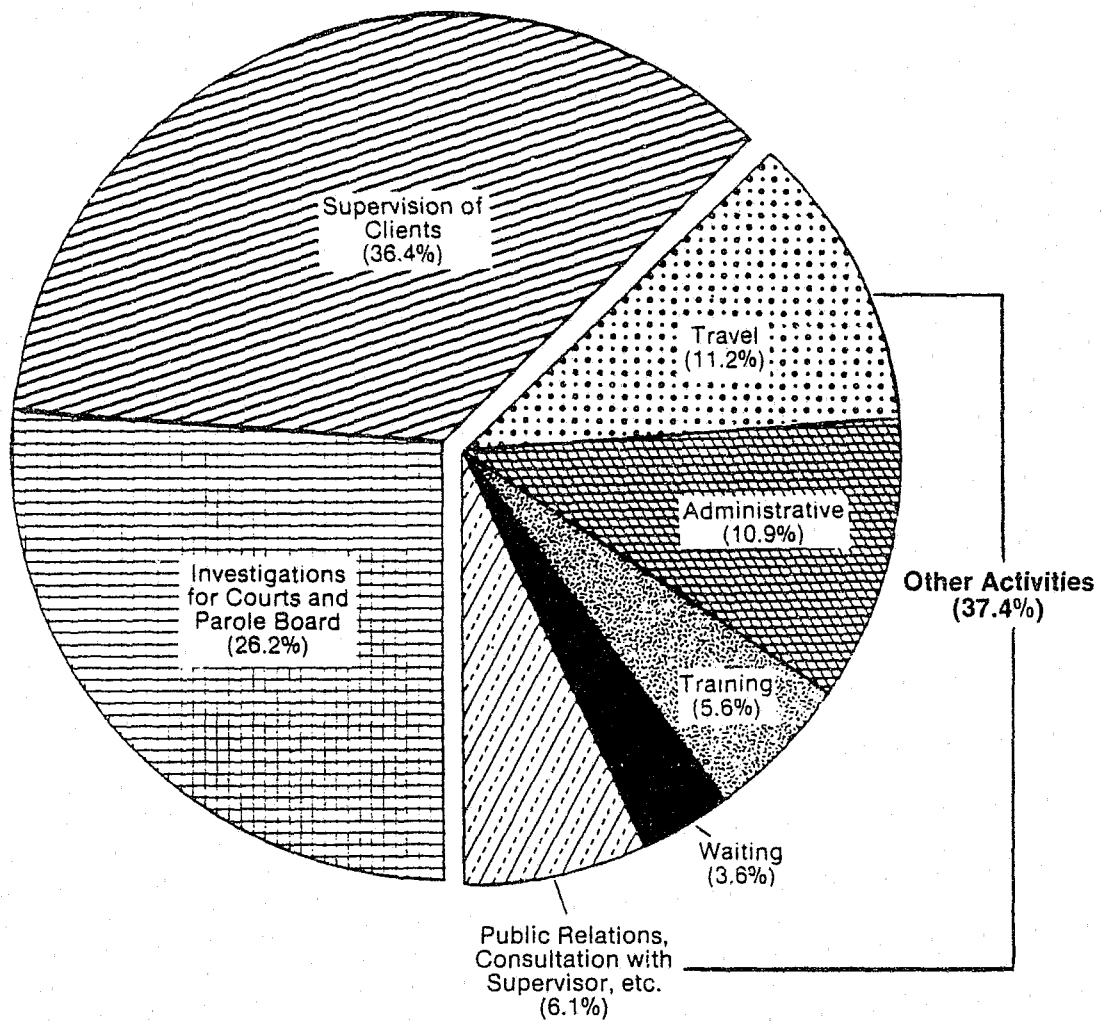
Other assigned duties required more time. In part, this reflected requirements set forth in the standards approved by the Board of Corrections in May 1983. The standards mandate minimum training hours and periodic staff meetings. However, waiting time in court and travel time declined.

The use of leave time was relatively stable as compared with 1983. Reported overtime decreased but still averaged 25 minutes daily. This is a significant block of time when annualized. The time available to officers for assigned work showed a negligible increase.

Ten recommendations were presented to the Deputy Director in March 1987. These suggested further analysis of certain findings, a reduction in the number of supervisory levels, a revised workload measure for supervisory and investigatory services, and periodic re-evaluation of service priorities and their time requirements.

Finally, the technical appendices are comprehensive. The methodology, time measure computations, and work plan have been retained within the report for immediate and future reference.

# ALLOCATION OF PROBATION AND PAROLE OFFICER TIME BY TYPE OF ACTIVITY, 1986\*



\*Source: Adult Probation and Parole Services, Workload Measurement Study, 1987.



# COMMONWEALTH of VIRGINIA

Department of Corrections

EDWARD W. MURRAY  
DIRECTOR

P.O. BOX 26963  
RICHMOND, VIRGINIA 23261  
(804) 257-1900

August 8, 1986

## PURPOSE

### MEMORANDUM

TO: All Probation and Parole Officers

FROM: C. R. Mastracco, Jr. *CR Mastracco, Jr.*

SUBJECT: Workload Measurement Study

You deliver a variety of valuable services for our clients and to the Commonwealth of Virginia. We in administration have responsibility to point out these services and their benefits. We must articulate the need for sufficient resources to do the job of protecting the public safety by assisting our clients lead crime free lives.

The workload measurement study is designed to help us gather, organize, and present data in an understandable manner to the legislature, judiciary, other executive branch agencies, and the general public.

Many of you will recall a similar study done in 1983. Since then, three significant programmatic changes have been introduced - a revised pre-sentenced format, a change in supervision history recording, and the development of intensive supervision caseloads. We need to replicate and update our 1983 findings and be better able to assign time values to our services. This in turn allows a monetary cost to be attributed to each service.

Your cooperation in completing your time logs in accordance with the attached "Training Guide and Instructions for Completing Time Log" will be most helpful and appreciated.

Thank you.

cc: Probation and Parole Managers  
Chief and Deputy Chief Probation and Parole Officers

## BACKGROUND

Early in 1986, C. R. Mastracco, Jr., Deputy Director of the Department of Corrections, Division of Adult Community Corrections, directed that a more effective and understandable means of describing the various probation and parole services be developed. His contention was that if the provision of services could be time valued, it would then be possible to explain the service in terms of time expended. Time can be valued monetarily.

This measurement would offer the dual advantages of explaining the service requirements to the general public, the judiciary, the legislature, other executive agencies more understandably and of enabling the Department to cost out services more reliably. It would permit management to determine if staff time was being properly directed toward program objectives.

A similar but more comprehensive study of probation and parole services was conducted in conjunction with the Department of Planning and Budget (DPB) and Criminal Justice Services (DCJS) in 1983. Workload measurement was one aspect of this study entitled, "The Potential for Increasing the Use of Probation in Virginia."

Since 1983, three significant programmatic changes were introduced - a revised pre-sentence investigation report format, a change in the method of recording supervision histories, and the introduction of intensive supervision caseloads. This suggested the need to replicate and update the 1983 findings.

The work group assigned to this project included Ms. Helen Hinshaw and Mr. Blake Brown of the Research and Evaluation Unit, Mr. Durwood Hill, Parole Release Unit Manager, and Mr. Walter M. Pulliam, Jr., Probation and Parole Support Services Manager. Shortly thereafter, Ms. Katheryn Boone, a graduate student at Old Dominion University, joined the group under the auspices of the Academic Research Consortium. Mr. Brown was the coordinator of the consortium in which both the Department of Corrections and Old Dominion University are participants. Mr. Larry Guenther, Lead Research Analyst, later succeeded Ms. Hinshaw.

The work group decided to adhere closely to the methodology employed in the 1983 study. The intent of the project was to assess the extent time measurements had changed and, secondarily, to refine a methodology which could be employed in the future as changes occurred. The methodology is described in the report and in the Technical Appendices.

Mr. Hill as a member of both the 1983 and 1986 work groups was able to produce many of the original materials and identify the key persons involved. This ensured coordination between the studies and saved a great amount of time.

The project was initiated in July 1986. A workplan was established and followed closely (See Appendix A). The preliminary data were presented in mid-December 1986, and the final report was planned for April 1987.

## METHODOLOGY

The methodology of the Probation and Parole Workload Measurement Study was based upon that used in a similar study conducted by the Department of Corrections with the Department of Planning and Budget and the Department of Criminal Justice Services in 1983. The 1986 approach was developed through verbal and written contact with personnel from these agencies and through an examination of documents from the 1983 study.

To minimize confusion and enhance the accuracy of officer reporting of activities, the decision was made to use the same time log grid form that was used during the 1983 study, "Increasing the Use of Probation in Virginia." The majority of the field staff was familiar with this form, its use would require less training, and it would be better understood.

A number of changes had been implemented in field operations as a result of the 1983 study. These changes include a revised pre-sentence report form, increased use of intensive supervision, a special intensive supervision pilot program, a different case history recording system, and increased interest in victim impact statements. The activity coding key was adapted to better gauge the effect of these changes. Thus, seventy-two (72) codes were used in an effort to accurately reflect how a probation and parole officer spends his/her time.

Training sessions for regional managers and chief officers were held in late August 1986, at locations across the state and the time logs were distributed to each district office in time for the sampling to begin on September 16. These supervisors in turn instructed probation and parole officers in the requirements of the study.

The field sample was collected between September 16 - October 15, 1986. This time period coincided with the time period used for the 1983 study, i.e., the end of one calendar quarter and the beginning of the next.

Five time logs were supplied to all probation and parole officer positions. Each incumbent was asked to complete one log for each of five randomly selected days in a 21 work day period (September 16 thru October 15, 1986).

The time logs captured a listing of all work tasks performed during each 15 minute period in the day. Officers were asked to describe the most prominent activity performed during that period and to enter an appropriate code.

Except for items relating to the victim impact statement, the 1986 and 1983 logs surveyed the same activities. The 1986 survey was longer primarily because it distinguished seven categories of supervision verses four in the 1983 survey. The 1986 survey was lengthened to cover the hours from 6:30 a.m. to 9:45 p.m. The initial portion of both 1983 and 1986 questionnaires indicated the officer's district, months of experience, size of caseload, judicial circuit, and a geographical identifier. An addition to the 1986 survey was the identification of specialized caseload types, e.g., intensive supervision.



All probation and parole district officers except Urbanna District 5 where the chief officer is the only officer were included in the 1986 study. Of the 365 established positions, seventeen were vacant for the duration of the study and seven were vacant for part of the survey. After subtracting 108 forms for vacant positions there remained a possible 1712 forms, of which 1661 were received. This was 97 percent of the possible total an increase of 10 percent from the 1983 study. This represented 56,180 fifteen minute time units or the equivalent of 14,045 hours including 5296 time units for approved leave.

The time logs were compiled at Old Dominion University where they were entered into a data base for analysis. Preliminary data runs using the Statistical Analysis System (SAS) were made by Ms. Kathryn Boone for initial review by probation and parole management. The completed time logs, computer programs, and data file tapes were turned over to the Department of Corrections in January 1987, for further assessment and potential secondary analyses.

## RESULTS

All 365 established Probation and Parole Officer field positions were used for the study. Times established for various work activities were developed using the established number of positions. Seventeen positions were vacant during the period of the study. Of a possible 1,712 time logs, a total of 1,661 were received. This represented a return of 97 percent, an increase of 10 percent over the 1983 study. This yielded 56,180 fifteen minute time units or the equivalent of 14,045 hours, 5,296 leave units were reported.

Probation and parole officers spend less time in court compared to 1983, statewide as well as by political subdivision. Officers spend almost twice the amount of time in the office as they do in the field. There has been little change from 1983 to 1986. When urban and rural breakdowns are considered, there continue to be large differences. Rural officers spend more of their time in the field than they do in the office and have increased their field activities by 3.9 percent from 1983. City officers continue to spend over twice the amount of time in the office as they do in the field. The Intensive Supervision Program (ISP) was piloted in 1985, expanded in 1986 and no comparison was possible with the 1983 study.

Table I shows where the officers spend their time, i.e., physical locations.

TABLE I  
DISTRIBUTION OF OFFICER ACTIVITIES LOCATION (Percentage)

<u>Community Size</u>	<u>Office Time</u>		<u>Field Time</u>		<u>Court Time</u>	
	1983	1986	1983	1986	1983	1986
Urban	67.0	66.9	28.2	28.8	4.8	4.4
Town	55.8	53.0	39.3	43.9	4.9	3.1
Rural	48.3	46.8	45.0	48.9	6.7	4.3
Statewide Total	60.0	61.5	35.0	34.2	5.0	4.3
<u>Caseload Type</u>	<u>Office Time</u>		<u>Field Time</u>		<u>Court Time</u>	
Regular	-	61.3	-	34.3	-	4.5
ISP	-	58.4	-	39.9	-	1.8

In 1986, probation and parole officers spent 36.4 percent of their time involved with supervision. This represents a decrease of 7.3 percent from the 43.7 percent spent in the 1983 study. Table II shows how the supervision time was spent by levels of supervision.

TABLE II

## ALLOCATION OF OFFICER TIME BY ACTIVITY (Percentage)

<u>Function</u>	<u>Time</u>		<u>Urban</u>	<u>Town</u>	<u>Rural</u>	<u>Regular Caseload</u>	<u>ISP</u>
	<u>Per Month</u>						
	1983	1986					
Supervision	43.7	36.4	35.8	39.7	37.5	36.2	49.9
Level I	27.7	17.9					
Level II	9.8	7.9					
Level III	4.9	6.8					
Other Cases	1.3	4.1					
Level VII	-	1.7					
Record Checks	-	1.0					
Investigations	21.9	26.2	28.8	21.3	19.3	26.6	3.6
Pre-sentence	15.8	16.6					
Postsentence	2.7	4.8					
Partial PSI	1.3	2.0					
Other Inves.	2.1	2.6					
Victim Impact	-	.2					
Other Activities	34.4	37.4	35.4	39.1	43.2	37.2	46.5
Travel	13.5	11.2					
Administrative	10.1	10.9					
Training	4.6	5.6					
Waiting	4.1	3.6					
Other (Pub.Rel. & Discre.)	2.1	2.0					
*Staff Contact & Other Work	-	4.1					
Totals	100.0	100.0	100.0	100.0	100.0	100.0	100.0

\*This was combined with other in 1983.

NOTE: See Table VII for supervisory and investigatory travel time.

This 1986 study indicates that officers spend a greater percentage of their time in keeping with the client's needs. This was caused by a statewide implementation of the Wisconsin model risk/needs assessment for clients to more properly identify client needs and identify the level of service needed. Levels I, II, and III apply to regular supervision services. Level IV is used for clients with the lowest risks and needs. Level V is used for clients with high risks and needs. Level VI is used to identify CDI clients who also receive service from local CDI programs. Level VII identifies clients with the highest risks and needs who are placed in the Intensive Supervision Program. Note that 4.8 percent of the travel time was spent on supervision.

Investigative time in 1986 has increased 4.3 percent to 26.2 percent of the officers' time from 21.9 percent in the 1983 study. This increase is attributable to a major change in the format and submission of pre-sentence reports. This change was made at the direction of the Secretary of Transportation and Public Safety to provide more information to the Department of Criminal Justice Services to aid in their study of sentencing practices across the state. This project is continuing and will be used to assist the Judiciary in studying current practices, setting sentencing guidelines and deciding the most critical report contents. Note that 2.8 of travel time was spent on investigations.

There was also an increase of 3 percent of the officers' time spent in other activities - 37.4 percent in 1986 as compared to 34.4 percent in 1983. Some of this increase was caused by increased administrative time required to administer the supervision fee law. There was some increase in training and public relations. There was a decrease in travel and waiting time. It is noted that 11.2 percent of the officer's time was spent on travel. This includes all travel performed. It includes 4.8 percent spent on travel to see clients and 2.8 percent for investigative purposes, both required by law. The remaining 3.6 percent of travel time was spent returning from supervision or investigative duties to the office, attending training and other job related duties.

Probation and parole officers in urban areas spend slightly less time on supervision than officers in small towns or rural areas. They spend more time on investigations than officers in the other two geographic areas, and the least amount involved in other activities. Officers in the Intensive Supervision Program spend half of their time supervising clients, and most of the other half with other activities. They spend only 3.6 percent of their time on investigations.

Supervision activities fall into three general areas (See Table III): personal contact with clients, collateral contacts (family, friends, employers, etc.), and paperwork/clerical activities relating to specific cases. State-wide, officers appear to spend almost equal amounts of time in each of the three areas, but with 5 percent more time spent on direct contacts than on collateral contacts. Paperwork decreased 5 percent from 1983. A breakdown by geographic area shows no dramatic deviations from the state average. Intensive supervision officers spend 43 per of their supervision time involved in direct contact, 7 percent above the state average. They spend 8.6 percent less time on supervision-related paperwork, only 24.5 percent. Probation and parole officers continue to spend about a third of their supervision time on parole cases although parolees constitute about 27 percent of the total caseload.

TABLE III  
BREAKDOWN OF SUPERVISION TIME (Percentage)

	<u>State Average</u>		<u>Urban</u>	<u>Town</u>	<u>Rural</u>	<u>Regular Caseload</u>	<u>ISP</u>
	<u>1983</u>	<u>1986</u>					
Direct Contact	35.0	35.9	37.4	31.3	32.2	34.8	43.0
Collateral Contact	28.0	31.0	29.9	35.3	33.4	31.2	32.5
Paperwork	37.0	33.1	32.7	33.4	34.5	34.0	24.5
Probation Cases		67.3	64.6	69.3	75.0	68.0	62.0
Parole Cases		32.7	35.4	30.7	25.0	32.0	38.0

Table IV identifies the level of service provided clients based on the assigned level of supervision.

TABLE IV  
SUPERVISION LEVELS AND THEIR MINIMUM REQUIREMENTS

<u>Supervision Requirement</u>	<u>Level I</u>	<u>Level II</u>	<u>Level III</u>	<u>Level IV (Relaxed)</u>	<u>Level V (Intensive)</u>	<u>Level VI*</u>
Personal Client Contact	Once per calendar month	Once every two months	Once per calendar quarter	As determined by chief or deputy		N/A N/A
Employment Verification	Within 30 days of hire; once per calendar quarter thereafter	Within 30 days of hire; once per calendar quarter thereafter	Within 30 days of hire; once per calendar quarter thereafter	As determined by chief or deputy		N/A N/A
Home Contact	Once per calendar quarter	Once per calendar quarter	Once every two calendar quarters	As determined by chief or deputy		N/A

INTENSIVE SUPERVISION PROGRAM REQUIREMENTS

Level VII

	Phase 1 (1-3 Months)	Phase 2 (3-12 Months)
Personal Client Contracts	1-5 Weekly	2 Monthly
Employment Verification	1-4 Monthly	1-4 Monthly
Home Contact	2 Monthly	1 Monthly

\*Identifies clients in CDI programs with concurrent probation obligation.

Table V gives a breakdown of percentage of time and actual time spent on supervision by level and client, and Table VI gives time spent per investigation.

TABLE V  
SUPERVISION OF CLIENTS

<u>Supervision Level</u>	<u>Percent of Time Spent</u>	<u>Hours/Month</u>	<u>Caseload/Level as of 9/30/86</u>	<u>Caseload/Avg. per Officer</u>	<u>Hours/Client Each Month</u>
I	14.9	22.69	5,734	15.70	1.44 (1:26)
II	7.9	12.03	5,229	14.32	.84 (0:50)
III	6.8	10.35	6,287	17.22	.60 (0:36)
IV	2.3	3.50	2,818	7.72	.45 (0:27)
V	1.3	1.98	208	.56	3.53 (3:32)
VI	.5	.76	458	1.25	.60 (0:36)
VII	1.7	2.58	152	.42	6.14 (6:08)
Record Checks on Clients	<u>1.0</u>	<u>1.52</u>	_____	_____	.02 (0.01)
Total	36.4	55.41	20,886	58.44	

NOTE: The actual hours and minutes are shown in parentheses. Example, (1:26) means one hour and twenty-six minutes. See Table VII for travel time spent on supervision.

TABLE VI  
INVESTIGATIONS

<u>Type of Investigation</u>	<u>Percent of Time Spent</u>	<u>Hours/Month</u>	<u>Number Completed FY 86</u>	<u>Average Per Month</u>	<u>Average/Officer/Month</u>	<u>Hours/Report</u>
Presentence	16.6	25.28	9,964	830.33	2.27	11.13 (11:08)
Postsentence	4.8	7.31	4,426	368.83	1.01	7.23 (07:14)
Other	4.8	7.31	17,136	1,428.00	3.91	1.86 (01:52)
Investigations (Partial PSI, Furlough, Parole Placement, Out-of-state, Victim Impact)						
Totals	<u>26.20</u>	<u>39.90</u>	<u>31,526</u>	<u>2,627.16</u>	<u>7.19</u>	

NOTE: See Table VII for travel time spent on investigation.

## OTHER ACTIVITIES

A probation and parole officer must necessarily perform certain duties other than service to clients and performing investigations. Section 53.1-145, Code of Virginia specifies three main duties of the officer. These duties are (1) supervise clients, (2) investigate, and (3) "Keep such records, make such reports, and perform other duties as may be required of him by the Director...Board of Corrections."

The major uses of other activities are traveling to see clients or conduct investigations, administrative duties, training, waiting in court, and other duties to include public relations, and case consultations with supervisor. Table VII explains how this time is spent.

TABLE VII  
OTHER ACTIVITIES

<u>Activity</u>	<u>Percent of Time</u>	<u>Hours Per Month Per Officer</u>
Travel	11.2	17.06 (17:04)
Supervision	4.8	7.31 ( 7.19)
Investigation	2.8	4.27 ( 4.16)
Other	3.6	5.48 ( 5:29)
Administrative Tasks	10.9	16.60 (16.36)
Training	5.6	8.53 (08:32)
Waiting	3.6	5.48 (05:29)
Other (Public relations, consultation with supervisor, discretionary, other)	<u>6.1</u>	<u>9.29 (09:17)</u>
Total	37.4	56.96 (56:58)



## OVERTIME

Of the 56,180 time units received 3,028 represent overtime units worked. Based on these figures, the average officer worked 25 minutes of overtime each day. This is a decrease of 20 minutes from the 45 minutes average reported in the 1983 study.

These figures show the average officer works 2.08 hours overtime each week. This equals 95.06 hours of overtime or 11.88 days annually. On a system wide basis this means that there are 34,697 hours of overtime work generated each year. Based on an average of 1828.03 gross hours per year per officer, 19 officers would be required to handle the overtime workload.

## SICK/ANNUAL LEAVE

The 56,180 time units included 5,296 units reported as leave. These units were excluded from the various calculations. See Appendix G for Probation and Parole Officer Leave Data.

## CHANGES BETWEEN 1983 AND 1986

While analyzing the results of the study, it became apparent that changes occurred in the administration of probation and parole services between the 1983 study and this study. The following lists changes that have occurred including several with delayed impacts:

1. Increased number of clients subject to the supervision fee required by Section 53.1-150, Code of Virginia (initiated in 1981).
2. Expanded services to inmates on extended furloughs from institutions (initiated in 1982).
3. Implementation of standards for Probation and Parole Services approved by the Board of Corrections as required by Section 53.1-5, Code of Virginia (May 1983).
4. Introduction of risk/needs assessment instrument statewide to assign clients to levels of supervision (1984).
5. Establishment of 3 intensive supervision pilot programs (1985).
6. Standardization of the pre-sentence and post-sentence format and a large increase number of required data elements (February 1985).

7. Initiation of the Officer's Log and periodic Supervision Adjustment Summary method of casework recording (1986).
8. Addition of 14 intensive supervision programs (1986).

These factors affect the operation of the probation and parole program. They have a direct bearing on the manner in which work is assigned and carried out.

## CONCLUSIONS

### General

1. Probation and parole officers spend less time in court in 1986 than in 1983.
2. Rural officers spend more of their time in the field than they do in the office. They have increased their field time by 3.9% from 1983.
3. Urban officers continue to spend over twice the amount of time in the office as they do in the field.
4. Probation and parole officers statewide spend twice the amount of time in the office as they do in the field.
5. The use of sick and/or annual leave did not change significantly from 1983.
6. The daily average overtime reported decreased 20 minutes from 45 minutes in 1983 to 25 minutes in 1986. Thus, the average officer works 2 hours and 5 minutes of overtime each week and 95 hours and 4 minutes (95:04) each year.
7. Probation and parole officers in urban areas spend slightly less time on supervision than officers in small town or rural areas. They spend more time on investigations than officers in the other two geographic areas and spend the least amount of time in other activities.

### Supervision

8. Probation and parole officers spend 36.4% of their time involved with supervision. This represents a decrease of 7.3% from the 1983 study.
9. Statewide officers spend almost equal amounts of time in each of the three main areas of supervision; personal contact, collateral contacts, and paperwork. They spend 5% more time on direct contact than on collateral contacts and 5% less time on paperwork than in 1983.
10. Intensive supervision officers spend 43% of their supervision time in direct client contact. This is 7% above the state average. They spend 8.6% less time on supervision paperwork, only 24.5%.
11. Probation and parole officers spend 32.7% of the supervision time on parole cases and 67.3% on probation cases. Parole cases account for 27% of the caseload while probation accounts for 73%. Therefore, larger proportionate share of time is spent on parole cases.

12. Probation and parole officers spend the following average amounts of time per clients per month per supervision level:

<u>Level</u>	<u>Time</u>
I	1:26
II	:50
III	:36
IV	:26
V	3:32
VI	:36
VII	6:08

13. Officers spend an average of one minute (:01) each month per client doing updated criminal record checks.

#### Investigations

14. Investigative time has increased 4.3% from the 1983 study and represents 26.2% of the officers total time.
15. Officers spend 16.6% of time completing presentence investigations. This averages eleven hours and eight minutes (11:08) per report.
16. Officers spend 4.8% of their time completing postsentence reports. This averages seven hours and fourteen minutes (7:14) per report.
17. Officers average one hour and fifty-two minutes (1:52) on each other investigation they complete. This includes Victim Impact Statements.

#### Other

18. Probation and parole officers spend 37.4% of their time on other activities. This is an increase of 3% from 1983, and represents fifty-six hours and fifty-eight minutes.
19. Travel time decreased by 2.3% from 13.5% in 1983 to 11.2% in 1986.
20. Training time averaged eight hours and thirty-two minutes (8:32). This is a 1% increase over the 1983 study.

## RECOMMENDATIONS

The following recommendations and the rationale for each are offered:

1. Supervisory and investigatory services should be clearly defined and prioritized regularly. The major probation and parole resource - officers' time - should be directed toward the delivering the service priorities at the most effective location.

Without clear direction and priorities based on regular reviews and adjustments, the available resources may be misdirected or misallocated.

2. The services rendered to parolees should be assessed to determine if the additional time spend on parolees is warranted.

Current policy requires that all clients be provided the same degree of supervision services regardless of correctional status.

Note: The Pilot Parole Specialization Project initiated in early 1986 is focused on this issue.

3. The number of supervision levels should be reduced.

There was little distinction in time expended on clients in Levels III, IV, and VI.

Note: The Supervisory Standards Review Committee established in late 1986 is presently working on this issue.

4. A cost/benefit analysis of resources expended on investigatory services should be conducted.

Time spent on investigatory work has increased significantly since 1983, especially pre-sentence reporting. There should be some discernible benefits derived from this resource expenditure.

5. A review of the time differences between pre-and post-sentence investigation reports should be conducted to clarify and explain such differences since the report format is identical.

The pre-sentence report requires three hours and fifty-four minutes (3:54) more than a post-sentence report. This is an increase of one hour and fifteen minutes (1:15) since 1983. There should be a clearer understanding of the differences.

6. The increase in time expended on other activities, especially administrative tasks and other duties, should be analyzed and a determination made of its costs versus benefits.

The statutes require officers to make reports. Policy and standards mandate training, staff meetings, and case consultations. However, it is generally felt that the maximum time possible should be devoted to supervisory and investigatory services.

7. Administrative changes wherever feasible and requests for sufficient resources should be made so that overtime can be reduced.

Occasional overtime is a by-product of professional positions. Excessive overtime tends to contribute to poor staff morale, and increased turnover with added costs of recruitment and training.

8. A system using one hour as the basic unit of measure for assigned work should be developed.

The measures below are based on actual time expenditures rounded to the nearest one half hour.

<u>Service</u>	<u>Actual Time Reported</u>	<u>Unit Measure</u>	<u>Current Measure</u>
Level I	1:26	1.50	1.00
II	:50	1.00	1.00
III	:36	.50	1.00
IV	:27	.50	1.00
V	3:32	3.50	1.00
VI	:36	.50	1.00
*VII	6:08	6.00	1.00
Pre-sentence Report	11:08	11.00	5.00
Post-sentence Report	7:14	7.00	5.00
Other Investigations	1:52	2.00	3.00

\*Level VII (Intensive Supervision Program) was under development at the time of the study. The unit measure should be revalidated prior to final adoption. Note that Level VII has two phases.

9. Each full-time officer should be assigned a supervisory and/or investigatory workload commensurate with the hours available for such assignments. The availability of work hours and the units of measure assigned to services should be revalidated every three to five years or earlier in the event of significant change.

The probation and parole system in a constantly changing system. The services to clients change as well as external demands on the system. These factors affect how the system operates and how much time is spent on each activity.

10. The data should be retained and secondary analyses conducted to further assess various time use or programmatic impacts.

The sample included data from all employed field officers. The data have a high degree of generalized validity. They represent a valuable source for a variety of management and program inquiries.

TECHNICAL APPENDICES

ADULT PROBATION AND PAROLE SERVICES

WORKLOAD MEASUREMENT STUDY

MARCH, 1987

By: Walt Pulliam, Jr.

Page 1 of 4

Date: March 1987(Updated)

DEPARTMENT OF CORRECTIONS

Attachments        yes X no

Action Plan

Action to be Accomplished Probation and Parole Workload Audit to determine time measurements for basic services.

Primary Responsibility       Pulliam       Secondary Responsibility       Brown/Hill/Boone/Guenther      

TASKS TO BE ACCOMPLISHED	WITH WHOM	BY WHEN	NOTES
1. Prioritize Adult Community projects.	Hinshaw/Pulliam	07/22/86	Done.
2. ID software systems used by DPB in 1983.	Brown/DPB	08/01/86	Used Statistical Analysis System (SAS) on DPB Main-frame. Done
3. Redraft training guide.	Hill	08/12/86	Done.
4. Revise time log.	Pulliam	08/12/86	Done.
5. Develop computerization plan at ODU including software, options for data entry and compatibility w/DEC equipment.	Boone	08/01/86	Status report due. ODU can handle SPSS and SAS but lacks data entry capability. ODU suggests optical scan. Work group decided against scans. Must develop other options. ODU now handling data entry.
6. Determine appropriate size of sample.	Hinshaw/Brown	08/01/86	Used all POs with identifier for specialists. Agreed to record 5 days during 30-day period. Exclude CPO/DCPO but follow up later.



By: Walt Pulliam, Jr.Page 2 of 4Date: March 1987(Updated)

DEPARTMENT OF CORRECTIONS

Attachments      yes X no

## Action Plan

Action to be Accomplished Probation and Parole Workload Audit to determine time measurements for basic services.Primary Responsibility Pulliam Secondary Responsibility Brown/Hill/Boone/Guenther

TASKS TO BE ACCOMPLISHED	WITH WHOM	BY WHEN	NOTES
7. Determine general time plan to include training.	Hill/Pulliam	08/01/86	See attached revision dated 7/25/86. Done
8. Clarify "city, small town, rural" geographical assignments and proper codes.	Brown/Hill	08/01/86	Done.
9. Seek leave time data for last complete fiscal year.	Hill/Pulliam	08/01/86	Status report due. Need to obtain both actual annual, sick, civil earned and used. Requested 8/11/86. Still pending in October. Manually done 12/5/86.
10. ID questions to be answered by data.	Pulliam/Mastracco	10/01/86	Status report due. Refine further. Will decide which data must be entered. See 10-31-86 memo.
11. Prepare and package time logs for mailing.	Hill/Pulliam	09/11/86	Forms will be mailed weekly by Thursday P.M. for use next week. Use temporary clerical help. Done.

By: Walt Pulliam, Jr.

Page 3 of 4

Date: March 1987(Updated)

DEPARTMENT OF CORRECTIONS

Attachments        yes X no

Action Plan

Action to be Accomplished Probation and Parole Workload Audit to determine time measurements for basic services.

Primary Responsibility       Pulliam       Secondary Responsibility       Brown/Hill/Boone/Guenther      

TASKS TO BE ACCOMPLISHED	WITH WHOM	BY WHEN	NOTES
12. Prepare pre-addressed envelopes.	Hill/Pulliam	09/11/86	Address to Probation & Parole Project - ODU - Done.
13. Clarify ODU/DOC relationship.	Pulliam/Hinshaw	07/22/86	Done. Ms. Boone to work thru Mr. Brown as part of consortium. Principals advised.
14. Position numbers to Mr. Brown	Hill/Pulliam	08/04/86	Done.
15. Cover letter for Training Guide.	Pulliam/Mastracco	08/12/86	Done.
16. Letter to judiciary about project.	Pulliam/Mastracco	09/01/86	Approved. Pulliam will complete. Done.
17. Training of Chiefs.	Pulliam/Hill	08/26/86 08/28/86	Regions 3 & 4 in Richmond. Regions 1 & 2 in Fishersville. Done.
18. Revise/update Technical Appendices.	Pulliam/Hill/Guenther	05/01/87	Should be on December 12 agenda. Done in March 1987.
19. Structure the data analysis efforts.	Brown/Boone/Guenther	12/18/86	Will be on November agenda. Done.

By: Walt Pulliam, Jr.Page 4 of 4Date: March 1987(Updated)

DEPARTMENT OF CORRECTIONS

Attachments      yes X no

## Action Plan

Action to be Accomplished Probation and Parole Workload Audit to determine time measurements for basic services.Primary Responsibility     Pulliam     Secondary Responsibility Brown/Hill/Boone/Guenther

TASKS TO BE ACCOMPLISHED	WITH WHOM	BY WHEN	NOTES
20. Match POs to assigned dates.	Brown/Hill	09/05/86 (latest)	This is critical. Done.
21. Determine report contents.	Pulliam	11/01/86	Done. See 10/31/86 memo.
22. Assign input on various report sections.	Pulliam	11/01/86	Done.
23. Review draft of report.	Pulliam/Hill/ Guenther	02/26/87	Done.
24. Review report contents and recommendations.	Pulliam/Hill/ Guenther	03/05/87	Done.
25. Produce draft of final report and technical appendices.	Pulliam/Hill/ Guenther	03/13/87	Done
26. Revise final report.	Pulliam	04/01/87	Done



APPENDIX A

COMMONWEALTH of VIRGINIA

EDWARD W. MURRAY  
DIRECTOR

Department of Corrections

P.O. BOX 21341  
RICHMOND, VIRGINIA 23261  
(804) 257-1300

WORKLOAD AUDIT TIME PLAN

- |  |   |
|--|---|
| <u>April 1, 1987</u>                   | - Final report referencing and re-lating to 1983 study due to Mr. Mastracco                                 |
| <u>December 20 - March 31, 1987</u>    | - Data Analysis<br>- Report preparation   |
| <u>December 19, 1986</u>               | - Preliminary report on time measures due to Mr. Mastracco  |
| <u>October 20 - December 18, 1986</u>  | - Data validation and entry<br>- Data compilation<br>- Data analysis<br>- Preliminary report preparation    |
| <u>October 19, 1986</u>                | - Data validation and entry re-sources ready to begin   |
| <u>September 16 - October 15, 1986</u> | - Raw data collected from field   |
| <u>August 30 - September 15, 1986</u>  | - District orientation and training   |
| <u>August 18 - August 29, 1986</u>     | - Training for Managers and Chief Officers. Two sessions are envisioned. Dates and sites are to be decided. |
| <u>August 12, 1986</u>                 | - Training guides and time logs sent to Arrington for reproduction  |

BY:

Walter M. Fullbright

DATE: July 25, 1986

## OFFICER TIME STUDY

## METHODOLOGY

In order to determine the types and duration of officers' work activities, the study team developed a time log that was self-administered by probation officers. The following sections describe participant selection, time log components, details of administration, and time study limitations.

Participant Selection: All 365 established field probation and parole officer positions were scheduled for participation. The sample enabled generalization of results at a statistical confidence level greater than 95%. All but one probation and parole districts were represented in the time study. Since District 5, Urbanna, is a one person district, it was excluded.

Time Log Components: The time log used for this study was divided into three parts. The first part requested descriptive data from the officer, such as size and makeup of caseload, circuit assignment and work experience. The second-and-major section of the log captured a listing of all work tasks performed during each fifteen minute period in the work day. It included assignment of a case identification number, court of origin, officer's location, and the activity code best describing how each fifteen minute period was spent. Finally, the log instrument requested the officer to state whether the logging day was typical or atypical; to note whether work hours would be adjusted in the event of overtime; and to offer suggestions for improvements in the probation and parole system.

Administration of the Time Study: The time log period covered September 16 through October 15, 1986. Each participant was assigned five randomly selected days of this time period to record activities, with all days of the period covered. The time period selected was similar to the time used in the 1983 study; i.e., the end of one quarter and the start of a new quarter. The instructions and time log grid were basically those used as in the 1983 study. Some activity codes were added to give more specificity to activities. The team provided training on time study administration to all chief probation and parole officers. These chiefs then trained all officers. They used the training guide and distributed a detailed set of instructions developed by the study team.

During the entire logging period, a team member was available to respond to officer's questions. Time study participants returned their completed logs directly to Old Dominion University. Each returned log was manually examined for completeness, accuracy, and general content. Follow-up telephone calls were made to officers to clarify any ambiguous entries. All coding corrections, data entries, and initial analysis of data were performed by Old Dominion University.

Limitations of the Time Log: Random day time logging is a research technique that can reliably capture and predict time usage with minimum participant fatigue and low costs. There are several potential limitations to a study of this type, however. First, self-logging relies upon participants' accuracy and honesty. Secondly, the instrument's design required each officer to assign just one general activity code to each fifteen minute period, regardless of the number of work tasks which took place. Time log results should be reviewed with these limitations in mind.

SMSA LIST OF LOCALITIES  
WITH  
MIXTURE OF POPULATION

Region I - Western

District 13 - Lynchburg:

Classify all officers as urban - too few cases in Nelson County for caseload.

District 15 - Roanoke:

Classify all officers as urban, only 6 cases in Craig County.

District 16 - Wytheville:

The following officers serve Pulaski - classify as town:

A. Michael Collins  
Donald Aker  
James Thompson  
Donald Roop

All others classify rural.

District 17 - Abingdon:

The following officers serve Smyth and Russell Counties: classify rural:

O. Wendell Beckner  
Thomas Weaver  
Richard Catron  
Robert Gibson  
Douglas Howard

Classify all others as urban.

District 18 - Wise:

Last incumbent for Scott County was Kevin Payton, position now vacant - urban. All others in district are rural.

District 22 - Collinsville:

The following officers serve Martinsville and should be classified town:

Susan Stone  
Jack Anderson  
David Corns

Classify all others as rural.

District 28 - Radford:

Classify Yolanda Morgan as town, serves Radford City.  
Classify all others as rural.

Region II - Northern

District 11 - Front Royal:

Classify the following as town:

John Anderson, Winchester  
Diane Moore, Front Royal

Classify all others as rural.

District 12 - Staunton:

Classify the following as town:

Samuel Zimmerman, Staunton  
Michael Roach, Staunton  
Larry Schenk, Waynesboro  
James Irving, Waynesboro

Classify all others rural.

District 21 - Fredericksburg:

Classify the following urban:

James Jones  
Michael Cooper  
Elliott Hatfield

Classify the following as town:

Patricia Chen  
Richard Martin

Classify all others as rural.

District 25 - Warrenton:

Classify the following as urban:

Ted McDaniel, Loudoun County  
Paul Collins, Loudoun County

Classify the following as town:

Karen Shelby, Warrenton

Classify all others as rural.

District 39 - Harrisonburg:

Uses Harrisonburg as a balancing area. No one officer has majority of cases in town. Classify all officers as rural.

Region III - Central

District 7 - Petersburg:

Classify Paul Folliard as rural. Serves Amelia and Nottoway counties. All others are urban.

District 9 - Charlottesville:

Classify Albert Lafave, Louisa County as rural. All others are urban.

District 38 - Emporia:

Classify the following as urban:

Joseph T. Langley, Hopewell  
Ronald Cornwell, Prince George County

Classify all others as rural.

Region IV - Eastern:

District 6 - Suffolk:

Classify the following as rural:

Carl Faison  
Ted Dabney  
Dale Pinchbeck

Classify the following as town:

Aaron Boone, Franklin

Classify all others as urban.



RURAL/URBAN/TOWN DESIGNATIONS  
FOR  
PROBATION AND PAROLE DISTRICTS

The following districts are exclusively

1. URBAN: (N=15)

2-10 Arlington	4-2 Norfolk
2-29 Fairfax	4-3 Portsmouth
2-35 Manassas	4-19 Newport News
2-36 Alexandria	4-23 Virginia Beach
3-1 Richmond	4-30 Hampton
3-14 Danville	4-31 Chesapeake
3-27 Chesterfield	4-34 Williamsburg
3-32 Henrico	

The following districts are exclusively

RURAL: (N=8)

1-20 Bedford	4-4 Accomack
1-37 Rocky Mount	4-5 Urbanna
2-26 Madison	4-33 Warren
3-8 Halifax	3-24 Farmville

The following districts are:

Urban and/or Rural and/or Town: (N=16)

1-13 Lynchburg:	Urban except for Nelson County, which is rural
1-15 Roanoke:	Urban except for Craig County, which is rural
1-16 Wytheville:	Pulaski (town); rest = rural
1-17 Abingdon:	Bristol and Washington County (urban); rest = rural
1-18 Wise:	Scott County (urban); rest = rural
1-22 Collinsville:	Martinsville (town); rest = rural
1-28 Christiansburg:	Christiansburg, Blacksburg, and Radford (town); rest = rural
2-11 Front Royal:	Front Royal and Winchester (towns); rest = rural
2-12 Staunton:	Staunton and Waynesboro (towns); rest = rural

APPENDIX D

- 2-21 Fredericksburg: Fredericksburg (town), Hanover and Stafford County (urban); rest = rural
- 2-25 Warrenton: Warrenton (town), Loudon County (urban); rest = rural
- 2-39 Harrisonburg: Harrisonburg (town); rest = rural
- 3-7 Petersburg: Petersburg, Powhatan County, and Dinwiddie County (urban); rest = rural
- 3-9 Charlottesville: All urban except Louisa County (rural)
- 3-38 Emporia: Hopewell and Prince George County are urban; rest = rural
- 4-6 Suffolk: Suffolk (urban); rest = rural

For our purpose, the following may be considered TOWNS:

Pulaski (1-16)	Winchester (2-11)
Martinsville (1-22)	Staunton (2-12)
Christiansburg (1-28)	Waynesboro (2-12)
Blacksburg (1-28)	Fredericksburg (2-21)
Radford (1-28)	Warrenton (2-25)
Front Royal (2-11)	Harrisonburg (2-39)

Note: 1 - Urban  
2 - Town  
3 - Rural



## COMMONWEALTH of VIRGINIA

RAYMOND MASTRACCO, JR.  
DEPUTY DIRECTOR*Department of Corrections*

Division of Adult Community Corrections

Probation and Parole Support Services

P.O. BOX 26963  
RICHMOND, VIRGINIA 23261  
(804) 257-1900

## TRAINING GUIDE AND INSTRUCTIONS FOR COMPLETING TIME LOG

Please read these instructions thoroughly before attempting to complete your first time log. The instructions cover:

- the time log (printed on both sides of the buff-colored paper);
- the list of activity codes (on two sheets of blue paper); and
- the sample completed log (on both sides of the yellow sheet).
- a blank time log

The time log is divided into three parts: identifying information (found at the top of the form); the log grid; and concluding questions. The instructions which follow are organized according to those key divisions.

## A. IDENTIFYING INFORMATION

1. Observation Number: This is the number assigned to you for the duration of the time study. The number identifies your geographical assignment (urban, town, rural), region, and your position number.

Example:

1	1	1	5	0	3	8
---	---	---	---	---	---	---

This information will be used to analyze data derived from the study.

2. Date: A randomly selected date has been placed on each of the five logs you will be completing. It is important that you log your time only on those days assigned to you. If you are on leave status during an entire logging day, write "LEAVE" across the form and mail it immediately in the envelope provided. Show date as month, date. e.g.: 09 21. If position is vacant, write "Vacant" on log and return.
3. Circuit Assignment: Please enter the actual number of the judicial circuit to which you are assigned, e.g., 15. (If you are assigned to more than one judicial circuit, write the numbers of the additional circuits next to the box provided for this entry.)
4. Office Phone Number: Fill in your SCATS or regular (including area code) work number. This will assist the project staff in contacting you, should clarification be required about information on one of your logs.

5. Months of Experience as as Officer

In Virginia: Record, to the nearest month, the total number of months experience you have as a probation and parole officer in the Virginia system, as of a specified date, e.g., 37.

Elsewhere: Record, to the nearest month, the total number of month experience acquired as an officer outside the Virginia system, as of a specified date. If none, record date "00."

6. Caseload as of the specified date: Record the number of probation and the number of parole cases on your caseload as of the specified date. (Use the same figures for all logs in this study).
7. Before/After Leave: Please check this box only if you are completing the log on the last work day before or the first work day after annual leave (or combination leave/holiday) of at least three consecutive work days.
8. Caseload Type: The creation of several special programs require that you correctly identify the type of caseload regularly assigned to you. Please place the correct one digit code in the block provided on the time log grid.

Codes

1. Regular Caseload
2. Intensive Supervision Program
3. Investigation Only
4. Supervision Only
5. Parole Specialization Project

B. TIME LOG GRID

The time log is designed to elicit information about the tasks and activities carried out during each fifteen minute period of the work day. Data is also requested about the location of the activity, as well as the identification number and client's court of origin. The format is as follows:

9. Time: The log divides the work day into fifteen minute segments, beginning at 7:00 a.m. and continuing to 7:00 p.m. Additional space on the back of the form enables you to insert times not already printed on the log, if necessary. Should this extra space not be sufficient, you may add a sheet of your own to complete the day.

You should begin your log entries at the actual time your work day begins. Always record activity codes to the nearest fifteen minutes, i.e., if a new activity begins at 9:10 a.m., record the activity as beginning at 9:15; if the activity ends at 9:35 a.m., record the next activity as beginning at 9:30 a.m. Record the time if the time spaces are blank.

10. Work Tasks: For each fifteen minute period, write a concise description of all work tasks carried out. There may be just one task to record, or there may be several, i.e., "called VEC - level III parolee referral;" "took call from level II parolee;" attempted call to level I probationer." In addition to each task, please also indicate the following:

- form name or number, if a form is processed;
  - whether or not a form letter is used, if the task involves writing a letter;
  - whether paperwork is hand written or dictated; and
  - level of supervision, if task involves a client on the caseload.
11. Client ID: Please record a sequential number for each client you serve during a given logging day, i.e., "1" for the first client, "2" for the next, and so forth. Retain the same number for each client, i.e., if you see client "1" at 8:45 a.m. and then take a phone call from the same client at 3:30 p.m., enter "1" in the 3:30 space. The client's ID Number is not carried over to a new logging day, however. This numbering system will show the mix of clients and services and will give a better picture of your daily routine. Record N/A if task or activity is not directly related to a specific client.
  12. Court of Origin: Record LC if the investigation or case was referred from the lower court; record CC if the investigation or case was referred from the circuit court. For parolees, record the sentencing court (usually CC). Record NA if task or activity is not directly related to a case or investigation.
  13. Location: Record "0" if the activity occurs in the office; "F" if in the field, and "C" if in the court. If you are working out of your home as part of your regular routine, code this location as "0". If you are at the court for a record check, this should be coded as "F", rather than "C". Only activities which occur in the court room (or chambers during a court session) should be coded as "C".
  14. Activity Code: The activity code pages group codes according to their relationship to case supervision, investigations, or other activities which occur during the work day. An activity might include several work tasks, i.e., the processing of a PSI report normally includes organization of data, dictation, and proofing.

Two or more tasks might be accomplished during a fifteen minute period, all with different activity codes. However, just one activity code number should be recorded for each fifteen minute period. If the period captures two or more tasks with different code numbers, record the activity number relating to that task which takes the most time. (Since all completed tasks will be reported in the task column, all work accomplished during the day will be considered when the form is analyzed). Please be sure that each fifteen minute cell has a code. The only exception to this rule is the time you allocate to your lunch period. (See sample log at 11 a.m. and 11:45 a.m.).

### C. CONCLUDING QUESTIONS

After logging all activities, please answer the questions at the end of the form.

- #1 - Please check the appropriate box to indicate whether you felt the work load was typical, heavier than you usually experience, or lighter than you usually experience.

- #2 - Please indicate if the activities you carried out and the location of activities were typical or not. Please write a brief explanation of atypical features.
- #3 - Indicate whether or not compensatory time will be granted.
- #4 - Please attach any additional comments about changes you believe would enhance your effectiveness. These comments will be treated confidentially. Your signature is optional.

#### ACTIVITY CODE LIST

All codes for the "activity code" column are provided on the blue attachment.

Case Supervision Codes: These codes group supervision activities by type (probation or parole); level of supervision; and type of activity (direct client contact, contact with others on behalf of client, or paperwork/clerical tasks). Regarding record checks, please note that codes 16-22 or 39-45 should be used if records are being checked for specific clients. However, code 47 should be used if they are being examined with no particular client in mind.

Investigation Codes: These codes group investigation activity by type of investigation (pre-sentence; victim impact statement; post-sentence; partial pre- or post-sentence; and "all other:") and type of activity (investigating, report processing, and travel). When processing a partial PSI or an investigation in the "all other" category, please specify the exact nature of the investigation in the work tasks column.

Other Activities: Codes in this category reflect activities which, for the most part, bear no direct relationship to case supervision or investigations. Please note the following clarifications:

Waiting Time (Code 64): Use this code when the only activity taking place is waiting, i.e., waiting in court for cases to be assigned or called; at client's home, waiting for client to appear. Do not use this code if, while waiting, you are performing other work-related tasks. When using the code, please specify in the work tasks column the purpose of the waiting. (See sample log entry at 8:45 a.m.)

Administrative Activities (Code 67): When using this code, specify in the work tasks column the kind of administrative activity with which you are involved.

Leave Time: (Code 71): Use this code if you are on leave status during part or all of an assigned coding day.

A Special Note About Travel Codes: There are two travel codes for case supervision activities (one for probation cases and one for parole cases); five travel codes for the investigations section; and another (code 66) for travel not related to supervision or investigations. Following are rules to guide you in using these codes.

1. Always charge the travel to the activity which follows, i.e., travel to a parolee home visit is coded "46", and travel after the home visit to court to present a pre-sentence investigation is coded "49". (See sample log).

2. When returning to the office after one or more activities in the field, the travel should be coded "66" (travel not related to supervision or investigation).
3. Do not record travel to the office at the beginning of a work day or travel home from the office at the end of the day. However, if you are traveling home from a field location, change the travel time to code "66"; if you are traveling directly into the field from your home, code the travel time according to the impending activity.
4. Always indicate the purpose of the travel in the work tasks section. If travel to an activity is non-productive, i.e., you travel to a home visit and no one is home, code the travel as if the activity had occurred and note the problem in the work tasks column.

Handling of Completed Time Logs: The time logs should be mailed no later than the first work day after its completion in the pre-addressed envelope provided. The supervisor shall ensure that all time logs are submitted.

## ACTIVITY CODES

### Code

SUPERVISION OF CASES (Code according to level at time activity is carried out).

Probation Cases - Personal (face-to-face) contact with client for interviews, counseling, transport, direct collection of fees, restitution etc.

01	Level I Cases	05	Level V
02	Level II Cases	06	Level VI
03	Level III Cases	07	Level VII (ISPO)
04	Level IV Cases		

08 Group counseling or related group activity

Probation Cases - Collateral, family, attorney, employer contacts; telephone contacts with client and others; contacts for job development or service referral; violation-related appearances at hearings or in court

09	Level I Cases	13	Level V
10	Level II Cases	14	Level VI
11	Level III Cases	15	Level VII
12	Level IV Cases		

Probation Cases - Supervision-related paperwork/clerical activities (includes form-completion, writing or dictation of reports or letters; writing or dictation into supervision history; case-specific record checks or verification; Xeroxing, recording of fees, fingerprinting activity)

16	Level I Cases	20	Level V
17	Level II Cases	21	Level VI
18	Level III Cases	22	Level VII
19	Level IV Cases		

23 Probation Cases - Travel time

Parole/Pardon Cases - Personal (face-to-face) contacts with client for interviews, counseling, transport, direct collection of fees, restitution, etc.

24	Level I Cases	28	Level V
25	Level II Cases	29	Level VI
26	Level III Cases	30	Level VII
27	Level IV Cases		

31 Group Counseling or related group activity

Parole/Pardon Cases - Collateral, family, attorney, employer contacts; telephone contacts with client and others; contacts for job development or service referral; revocation-related appearances at hearings or Parole Board.



32	Level I Cases	36	Level V
33	Level II Cases	37	Level VI
34	Level III Cases	38	Level VII
35	Level IV Cases		

Parole/Pardon Cases - Supervision-related paperwork/clerical activities (includes form completion, writing or dictation of reports or letters; writing or dictation into supervision history; case-specific record checks or verification; Xeroxing, recording of fees, fingerprinting activity)

39	Level I Cases	43	Level V
40	Level II Cases	44	Level VI
41	Level III Cases	45	Level VII
42	Level IV		

46 Parole/Pardon Cases - Travel time

47 Routine record checks for caseload

#### INVESTIGATIONS

48 Pre-sentence (pre-trial) Investigations - Investigation Phase (Includes interviewing, fact-finding, record-retrieval, etc.)

49 Pre-sentence (pre-trial) Investigations - Travel Time

50 Pre-sentence (pre-trial) Investigations - Report Processing (includes data organization, report writing or dictation, proofing, form completion, Xeroxing, discussion with attorneys, etc., presentation in court (including time to present VIS if part of PSI)

51 Victim Impact Statement - Investigation Phase (includes interviewing, fact-finding, recording-retrieval, etc.)

52 Victim Impact Statement - Travel Time

53 Victim Impact Statement - Report Processing (includes data organization, report writing or dictation, proofing, form completion, Xeroxing, discussion with attorneys, etc.)

54 Victim Impact Statement - Presentation (Presentation in court only if separate from PSI)

55 Post-sentence (field) Investigation - Investigation Phase (includes interviewing, fact-finding, record retrieval, etc.)

56 Post-sentence (field) Investigation - Travel Time

57 Post-sentence (field) Investigation - Report Processing (data organization, writing or dictation, proofing, form completion, Xeroxing)

58 Partial Pre- or Post- Sentence Investigation, i.e., offense, education, employment investigation for Virginia or other states - Investigation Phase (includes interviewing, fact-finding, record-retrieval, etc.)

- 59 Partial Pre- or Post- Sentence Investigation - Travel Time
- 60 Partial Pre- or Post- Sentence Investigation - Report Processing (data organization, report writing or dictation, form completion, proofing, Xeroxing)
- 61 All Other Investigations for Virginia or Other States (Including PSI Short-Form Investigation) - Investigation Phase (interviewing, fact-finding, record retrieval)
- 62 All Other Investigation - Report Processing (data organization, report writing or dictation, form completion, proofing, photocopying)
- 63 All Other Investigation - Report Processing (data organization, report writing or dictation, form completion, proofing, photocopying)

#### OTHER ACTIVITIES

- 64 Waiting time in office, court or field (not useable for other case or administrative work)
- 65 Staff or association meeting; professional training
- 66 Travel not directly related to specific investigations or case supervision
- 67 Administrative activities (includes planning and scheduling of work, administrative memos and reports, compliance reviews and reports, reading of all mail, completion of time logs, state car pick-up or maintenance)
- 68 Public relations (public speaking, discussions with citizens or officials not related to specific cases, etc.)
- 69 Contact with chief, deputy chief, or co-worker for case staffing or other work-related matters
- 70 Any other work activities not elsewhere listed
- 71 Time off for sick, annual, compensatory, or other leave
- 72 Discretionary time (includes coffee breaks, non-work related communications, etc.)

NOTE: Please record lunch period on the log, but do not assign a code



EXAMPLE

Probation and Parole - TIME LOG

EXAMPLE

1. Observation Number

122911618

2. Date

09 22 23  
M M D D

3. Circuit Assignment

23

4. Office Phone Number

18676711810

5. Months of Experience as Officer

180 114

6. Caseload as of 9/1/86

053 019

7. Before/After Leave

8. Caseload Type

1

IN VIRGINIA ELSEWHERE

Time	Work Tasks	Client ID	Court of Origin	Location	Activity Code
7:00					
7:00 AM					
7:15					
7:30					
7:45					
8:00	Travel to Salem to present PSI	1	CC	F	49
8:15	" " " " " "	1	CC	F	49
8:30	At Salem CC - Record check - Clerk's office Level 5 Prob. + Level 2 Parolee	2,3	BOTH CC	F	40
8:45	Tr court waiting for case to come up	1	CC	F	64
9:00	" " " " " " " "	1	CC	F	64
9:15	Testified re: PSI information	1	CC	F	50
9:30	" " " " " "	1	CC	F	50
9:45	Coffee break				72
10:00	Travel for Level 5 Parolee	4	CC	F	46
10:15	PHC w/client + wife	4	CC	F	28
10:30	" " " " " "	4	CC	F	28
10:45	Travel for Level 3 Probationer	5	CC	F	23
11:00	Personal contact w/client	5	CC	F	03
11:15	Employment verification - Employer	5	CC	F	11
11:30	Travel for Victim Impact Statement	6	CC	F	52
11:45	Interview Victim	6	CC	F	51
12:00	" " " " " "	6	CC	F	51
12:00 PM					
12:15	" " " " " "	6	CC	F	51
12:30	Lunch Period				
12:45					
1:00					
1:15	Travel to Investigate Parole Plan	7	CC	F	62
1:30	Interview Wife FOR Plan	7	CC	F	61
1:45	Travel to Interview Furlougher	8	CC	F	66

Time	Work Tasks	Client ID	Court of Origin	Location	Activity Code
2:00	INTERVIEW Furlougher	8	CC	F	70
2:15	Travel to Office	N/A	N/A	F	66
2:30	" " "	N/A	N/A	F	66
2:45	Arrived Office, checked messages, called Roanoke CC clerk's office	9	CC	O	09
3:00	Discussed victim impact statement and Level 5 case with DCPO	6,4	CC	O	69
3:15	↓ ↓ ↓ ↓	6,4	CC	O	69
3:30	Personal Office Visit - Level 2 Probationer	10	LC	O	02
3:45	Personal Office Visit - Level 1 Parolee	11	CC	O	24
4:00	Write Supervision Notes In Casework	4,5 10,11	CC LC	O	43
4:15	" " " " "	4,5 10,11	CC LC	O	17
4:30	Telephoned Parole Plan to PRU	7	CC	O	63
4:45	Initial interview - Probationer - Level I Discussed Rules supervision fee + treatment	12	CC	O	01
5:00	Plan, fines & costs	12	CC	O	01
5:15	↑ ↑ ↑	12	CC	O	01
5:30		12	CC	O	01
5:45		12	CC	O	01
6:00		12	CC	O	01
6:15	Completed time log & proofed	N/A	N/A	O	67
6:30					
6:45					
9:00	Telephone call from Level I Parolee concerning travel out of area for funeral	13	CC	F	32
9:15	" " " " " " " "	13	CC	F	32
9:30					

1. Was your workload on this date typical ; heavier than usual ; lighter than usual
2. Were your activities and location on this date typical ; not typical  (if not typical, please explain) \_\_\_\_\_
3. If you worked over eight hours, will compensatory time be granted? yes ; no ; don't know
4. Do you have suggestions regarding changes which could be made in the system that would enhance your effectiveness? If so, please give us your ideas on a separate attachment. Your signature is optional.

CALCULATIONS OF AVAILABLE WORK HOURS  
PER OFFICER PER MONTH

---

TOTAL MONTHLY HOURS AVAILABLE FOR WORK = 152.33

---

40 hrs/wk x 52.2 wks/yr	=	2,088
Deduct hrs/yr for:		
Holiday	=	88
Annual Leave-Average Liability	=	120.9
Sick Leave-Average used/yr.	=	<u>51.7</u>
Total Available Hours	=	1,828.03
Hours Available per Month (1,828.03 ÷ 12)	=	152.33 (152.20)

---

LESS

---

NON SUPERVISORY/INVESTIGATIVE HOURS = 56.97 hours

---

Monthly Time needed for:	% of 152.33	hours
Travel	11.2	17.06
Administrative Tasks	10.9	16.60
Training	5.6	8.53
Waiting	3.6	5.48
Other (Public Relations, consultation with super., discretionary, other)	6.1	9.29

---

EQUALS

---

MONTHLY HOURS AVAILABLE FOR SUPERVISION AND INVESTIGATIONS = 95.36 (95.22)

---

## PROBATION AND PAROLE OFFICERS LEAVE DATA

Time logs were taken from 348 active probation and parole officers during the 1986 study. A random sample of 52 (15%) of field officers PO's employed during 1985 for full year for whom a full year's leave data were available was manually taken from the 1985 SLAS reports. These data are kept on a calendar year basis. 1985 represented the last complete year of data.

The sample included officers from all districts except Urbanna District 5 where the only officer is the Chief Officer. Additional officers were chosen from the larger districts (1, 2, 3, 13, 15, and 29).

For annual leave, the work group agreed to follow the 1983 recommendation of the Department of Personnel and Training to deduct the average annual leave liability from the available work hours. The rationale was that any employee may take earned leave at his/her discretion subject to supervisory approval of the requested dates.

The average annual leave liability for the sample group was 120.88 hours (120:53).

Sick leave is earned at a constant rate of 120 hours annually. Military, compensatory, and civil leave was not significantly evident in the sample and represent negligible utilization.

The actual sick leave time used by the officers in the sample indicated an average utilization of 51.07 (51:04).

The results as compared to the 1983 study are:

	<u>1986</u>	<u>1983</u>
Annual Hours Available (40 hrs/wk X 52.2 wk/yr)	2,088	2,088
Deduct hrs/year for		
- Holidays (11)	- 88	- 88
- Annual Leave-Average Liability	- 120.9	- 120
- Sick Leave-Average Used	- 51.07	- 52.7
	<hr/> 1828.03	<hr/> 1827.3

This does not include State Fair or extra holiday leave granted by the Governor.

OVERTIME COMPUTATION

One hour = 4 Fifteen minute time units

One 8 hour workday = 32 Fifteen minute time units

Time logs received = 1,661

32 times 1,661 = 53,152 Fifteen minute time units (if all work completed in 8 hour workday)

56,180 time units received minus 53,152 = 3,028 overtime units reported

3,028 overtime units divided by 365 officer positions = 8.3 overtime units reported per officer

8.3 overtime units divided by number of sample days (5) = 1.66 units per day

1.66 average units per day = 25 minutes daily overtime per officer

## TIME COMPUTATION FOR SERVICES

Yearly worktime 1,828.03 divided  
by 12 = 152.33 hours available per month

Example: Level I Clients

152.33 X 14.9% of time = 22.69 hours/month

Level I Cases on 9/30/86 (5734)  
Compliance Report  
divided by 365 Officer positions = 15.70 average clients per officer

22.69 hours per month for Level  
I clients divided by 15.70 clients  
per officer = 1.44 hours (1:26) spent per  
client per month

Example: Presentence Investigations

152.33 times 16.6% of time = 25.28 hours/month

Monthly PSI average per month FY 86 = 830.33

Monthly average 830.33 divided by  
365 officers = 2.27 average per officer per  
month

25.28 hours divided by 2.27  
investigations = 11.13 hours (11:08) per PSI

NOTE: The actual hours and minutes are in parentheses.



## COMPARISON CHART

I. YEARLY WORK HOURS AVAILABLE

	<u>1983</u>	<u>1986</u>
Annual Hours Available (40 hours/week X 52.2 weeks/year)	2,088	2,088
Deduct hours/year for:		
Holidays (11)	88	88
Annual Leave-Average Liability	120	120.9
Sick Leave-Average Used	<u>52.7</u>	<u>51.07</u>
Total Available	1,827.3	1,828.03

II. OFFICER ACTIVITY - PERCENT OF TIME; ACTUAL HOURS

	<u>1983</u>		<u>1986</u>		
	Percent	Actual Hrs.	Percent	Actual Hrs.	
A. <u>Case Supervision</u>	43.7	67.2	36.4	55.44	(55:26)
Level I	27.7	1.36	14.9	1.44	(01:26)
Level II	9.8	.82	7.9	.84	(00:50)
Level III	4.9	.63	6.8	.60	(00:36)
*Level IV	1.3	.75	2.3	.45	(00:27)
*Level V			1.3	3.53	(03:32)
*Level VI			.5	.60	(00:36)
**Level VII			1.7	6.14	(06:08)

\* For 1983 study, sample was too small to measure. These levels were combined.

\*\*Pilot intensive supervision program implemented in 1985. It was expanded in July 1986.

	<u>1983</u>		<u>1986</u>		
	Percent	Actual Hrs.	Percent	Actual Hrs.	
B. <u>Investigations</u>	21.9	33.70	26.2	39.90	(39:54)
Presentence	15.8	9.65	16.6	11.13	(11:08)
Postsentence	2.7	7.00	4.8	7.23	(07:14)
*Partial PSI	1.3		4.8	1.86	(01:52)
*Other	2.1	1.20			

\*Partial PSI and other types of investigations combined in 1986 study as statistical data not available to separate types of investigations.

APPENDIX J

	<u>1983</u>		<u>1986</u>		
	Percent	Actual Hrs.	Percent	Actual Hrs.	
C. <u>Other Activities</u>	34.4	52.90	37.4	56.97	(56:58)
Travel	13.5	20.55	11.2	17.06	(17:04)
Administrative	10.1	15.37	10.9	16.60	(16:36)
*Training	4.6	7.00	5.6	8.53	(08:32)
Waiting	4.1	6.24	3.6	5.48	(05:29)
*Other (includes public relations, consultation with supervisor, discretionary and other activities not elsewhere coded)	4.2	6.39	6.1	9.29	(09:17)

\*In 1983 study training and case consultation were combined. In 1986 training was separated and case consultation combined in other activities.

NOTE: Some increase in 1986 administrative time is due to larger percentage of caseload subject to supervision fee than 1983.

	<u>1983</u>		<u>1986</u>	
	Percent	Actual Hrs.	Percent	Actual Hrs.
D. <u>Overtime</u>	- .75	(:45)	-.42	(:25)