Research and program evaluation in Illinois: Studies on drug abuse and violent crime

A Time Study of Juvenile Probation Services In Illinois

July 1998

Prepared by

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and

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Center for the Study of Crime, Delinquency and Corrections
Southern Illinois University at Carbondale

Analysis Funded by

Illinois Criminal Justice Information Authority

Jim Edgar, Governor
Peter B. Bensinger, Chairman

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Table of Contents

List of Tables

List of Figures

Page

PREFACE

This final report examines the amount of time it takes probation officers in Illinois to supervise juvenile probationers, and to conduct intakes and social investigations It also reports on the types of activities engaged in by probation officers in their supervision functions. The project was funded by the Illinois Criminal Justice Information Authority in response to a number of manifest needs exhibited by the Probation Division of the Administrative Office of the Illinois Courts (AOIC). These included the development of an empirical foundation to better understand the work activities of juvenile probation officers, and to better estimate the resources that are necessary to adequately support the delivery of meaningful juvenile probation services.

A common belief is that current juvenile caseloads are so excessive that probation services cannot be reasonably expected to achieve their primary purposes (e.g., reduce levels of offender recidivism, protect the community, help promote the positive development and growth of probationers, carry out deserved punishments ordered by the courts). While this time study does not involve an assessment of probation supervision effectiveness, it helps establish what probation officers actually do during the juvenile supervision process and how much time is actually devoted to the effort. Thus, this study is descriptive in nature. While implications of this study for the successful accomplishment of probation's mission are manifold, and the remedial efforts that can be utilized to promote that mission are many, we offer no prescriptive recommendations. This is a matter better left to state and local policy makers.

Researchers at the Center for the Study of Crime, Delinquency and Corrections at Southern Illinois University at Carbondale (SIUC) completed this study, but in reality the project reflects a dual effort between SIUC and the AOIC. AOIC staff designed the data collection effort, developed data collection forms, selected particular probation departments for study, trained probation officers to collect the data, and collated the resulting information. SIUC staff automated the data set, conducted the analyses, and wrote this report. Thus, both entities are responsible for this project. However, the primary author of this report bears full responsibility for the quality of this written product. He would like to thank Michael Ferguson, Maria Casapini, and John Walsh for their contributions to the project. Thanks also extend to Peg Robertson of AOIC for her patience and support, and the many probation officers in the state who generated the data which are the building blocks of this study.

EXECUTIVE SUMMARY

This final report examines the amount of time it takes probation officers in Illinois to supervise juvenile probationers, and to conduct intakes and social investigations. It also reports on the types of activities engaged in by probation officers in their supervision functions. The project was funded by the Illinois Criminal Justice Information Authority in response to a number of manifest needs exhibited by the Probation Division of the Administrative Office of the Illinois Courts (AOIC). While the report was written by researchers at Southern Illinois University at Carbondale (SIUC), it truly reflects a collaborative effort between SIUC and AOIC.

This final report reflects our attempts to provide AOIC and relevant stakeholders of juvenile probation in Illinois with a basic empirical foundation to better understand what probation officers do during the course of their work. A focus has been placed on generating estimates of the amount of time it takes to supervise minors on probation, to conduct social histories, and to provide intake services. These are core functions of probation. A secondary focus was to report on the nature of activities that take place during the performance of these functions. The goal of providing detailed and reliable information on these processes was much more fully achieved in relation to the supervision function than to either the social history or intake function.

This is largely because the research design and data collection efforts developed and implemented by AOIC focused on supervision cases. Consequently, a much larger number of supervision cases (n = 867) were included in the study than either social history (n = 85) or intake cases (n = 33). AOIC made a very good faith effort to collect quality data on a representative sampling of cases. Unfortunately, random sampling of cases was not possible. Further, despite strong communication and training efforts on the part of AOIC to encourage and train probation

officers to comply with the study requirements fully, survey data from probation officers who were original participants in the data collection efforts suggest that many of the participating officers generated data of questionable value. Almost half of the respondents in the survey reported they personally generated data that didn't accurately reflect their actual work activity and more than half of the responding officers reported having low levels of faith in the validity of the general data set. Thus, readers need to be cautious in making strong inferences about what these data say or do not say. They also need to be very deliberate in thinking about the implications of these data for policy and practice.

Despite these caveats, the data do tell us certain things. They tell us that supervision level has real impact on the amount of time officers take in supervising juvenile probationers, and that the number and types of activities engaged in during the supervision process varies considerably across supervision level. The data also tell us there are differences in supervision across jurisdictions. While the data set is not large enough to identify specific county impacts on supervision practices (except for Cook County), there is a notable level of variation between Cook County, large counties, medium-sized counties, and small counties in the average length of supervision time and what is done within that time. In addition, the data illustrate that the completion of social histories is a very time consuming task and that differing sized counties exhibit distinct patterns in how probation officers go about doing the work of conducting social investigations. Unfortunately, the number of juvenile intake cases within this study is so low that our understanding of juvenile intake processes in Illinois has not been enhanced significantly by this study.

Some of the more important findings from this study include:

- Officers on average spent 2.24 hours per case per month in activities related to the supervision of juvenile probation cases. Roughly 61 percent of the officers' time involved actually being engaged in a supervision activity (1.36 hours), 24 percent of the time was spent traveling to and from locations (.53 hours), and the remaining 15 percent of the time was devoted to waiting for an activity to take place (e.g., sitting in a courthouse waiting for a hearing to commence). Median figures tend to be roughly 70 to 75 percent of the mean. Thus, it is safe to conclude that a typical probation case in Illinois appears to involve about two hours of supervision time per month, with approximately sixty percent of the time involving actual engagement in the supervision activity.

- Maximum supervision cases take an average 3.4 hours of supervision time per month, while medium supervision cases take 2.22 hours per month and minimum cases take 1.22 hours per month. Each increase in supervision level is associated with approximately a one hour increase in supervision time. Across supervision levels, activity time is roughly 60 percent of total time, travel time is 25 percent of total time, and waiting time represents 15 percent of total time.

- Across supervision levels, officers in Cook County tend to spend slightly more time on each case than officers elsewhere in the state -- roughly one-half hour more per month per case.

- The difference in supervision time between Cook and the other counties appears largely driven by the fact that Cook County officers tend to spend more time traveling and

waiting than officers in other counties. Actual time in the activity is not much different in Cook County than it is in other counties.

- Some caution should be applied in interpreting the time estimates because officers who expressed the highest faith in the data uniformly reported lower monthly mean time estimates across supervision levels than those who expressed less faith in the data.
- The data from the smaller counties may be more valid (i.e., less inflated) than the data from Cook County and the other large counties because officers who expressed less faith in the data were concentrated in larger counties and those same officers tended to report greater amounts of time to supervise cases.
- An average of six activities are engaged in per month per case during the supervision function. The median is slightly lower at five activities per month.
- Each increase in supervision level is associated with approximately three more contacts per month. This holds across county size, with inter-county variation being insubstantial.
- By far, the most common functional activity type is general supervision, with almost four general supervision activities per month per case across all the supervision cases in the time study. Within the state, minimum cases average slightly more than two general supervision functions per month, medium cases average slightly less than four per month, and maximum cases exhibit an average of six general supervision functions per month. Thus, each increase in supervision level is associated with approximately two additional general supervision activities. Little variation in these patterns are exhibited across counties.

- Paperwork/correspondence is the second most common activity function for juvenile probation officers, with an average of slightly more than one paperwork/correspondence activity per month per case. In general, as supervision level increases so does paperwork but the relationship is not nearly as strong or as consistent as found with other forms or probation activity.
- By far, the most common location of probation officer activity is the probation office. On average, 3.59 activities occur per month per case in the office. The next most common location is the minor's school (.77 activities), with the minor's residence close behind (.72 activities). Activities at other locations are relatively infrequent, including court (.35 activities), and either detention or child care facilities (.05 activities each). Officers in medium and small counties appear more office-bound that their counterparts in larger jurisdictions.
- For all supervision cases, slightly more than fifty percent of all supervision time involves face-to-face contact with the minor (mean = 54.7%, median = 57%). This percentage is based on officers spending an average of 1.21 hours a month in direct contact with their clients. Minors on minimum supervision spend on average .69 hours per month in face-to-face contact with their officers, those on medium supervision average 1.22 hours per month, and maximum supervision clients average 1.74 hours per month.
- On average, across the state it takes about 9.5 hours to complete a social history. Officers from medium sized counties reported the greatest amount of time to complete a social history (over 12 hours).

- As with case supervision functions, officers from Cook County reported the greatest average amount of time traveling (1.4 hours) and waiting (1.6 hours) when conducting social histories.
- The distinct number of activities engaged in by probation officers while completing social histories averages 17 across the state. Officers in medium and large counties reported more activities (25 and 18 activities, respectively) than officers in either Cook County (13.4 activities) or the smallest counties (12.6 activities).
- The process of completing social histories is quite distinct across differently sized counties. For instance, the use of the mail to aid in the conduct of social histories is non-existent in Cook County, whereas as the size of the jurisdiction decreases, the use of mail increases. The use of the telephone is relatively infrequent in both Cook County and the smallest counties. In Cook County, face-to-face contacts are the most commonly utilized method of activity whereas use of telephone calls is the modal activity category in the other large counties.
- Exclusive of Cook County, for which no intake data were available, the average time it takes to conduct an intake is 4.6 hours. Because the scores are so highly skewed, a more appropriate measure may be the median, which is 3.1 hours. Larger counties report less average time to complete an intake (3.26 hours) than either medium (6.71 hours) or small counties (5.32). The sample size for intake cases is so small that more detailed analysis of these cases could not be accomplished with confidence in the results.

While there are many implications of this study's findings for the successful enhancement of juvenile probation services, this study offers no prescriptive recommendations. This is a matter better left to state and local policy makers.

THE RESEARCH CONTEXT AND QUESTIONS

Probation departments throughout the United States have struggled with the development of objective case management systems that may help agencies deliver high quality probation services in a consistent, equitable, fair, and cost-effective manner. Despite much progress in the development and implementation of objective classification systems (e.g., the utilization of screening instruments in the assignment of cases to particular supervision levels), most jurisdictions still operate their probation services in a manner where funding and resource levels are not linked to workload measures; and the relationships between caseloads, clientele characteristics, supervision practices, and success/failure rates are not well-understood. This situation is common in large and small jurisdictions, wealthy and poor jurisdictions, and even in jurisdictions that have put much effort into the development of scientifically-based supervision standards. Success has been elusive, and even more so in the realm of juvenile probation than adult probation. Almost everywhere, much remains to be done in the development of effective client case management systems that achieve the full set of goals that underlie the development of such systems. This research effort reflects an attempt to provide the Administrative Office of the Illinois Courts (AOIC) with a stronger empirical foundation on which to develop an effective juvenile probation client case management system.

The specific research questions addressed in this study include:

- How much time is spent by probation officers on the various functions associated with juvenile probation, including intake, investigation, and supervision?
- How much actual time is spent by probation officers actively supervising their clients? How much time is spent traveling to various locations? How much time is spent by

probation officers waiting in offices, courthouses, or schools to have contact with their clients or relevant others?

- Do different sized departments (defined as small, medium and large by the Probation Division) vary in the amount of time they spend on a case, and in carrying out specific tasks associated with that case?
- Do the contact requirements of the AOIC result in significant differences in the amount of time spent by officers supervising maximum supervision cases versus those supervising medium and minimum supervision cases?
- What is the distribution of time spent on activities that occur in the probation office setting as opposed to those that occur in other settings? How does this vary by region and department size?
- Is there variation within supervision levels regarding number and type of contacts and the amount of time spent on supervision? Can this variation be explained with existing data -- that is, variables such as region, age, and race for which data have been collected?
- How do probation officers regard the validity of the SJS (Strategies for Juvenile Supervision) as a tool for helping determine supervision plans? How do they view the risk assessment and classification processes utilized within the state?. How do they view the quality of the data they submitted for the current study?
- What factors best explain which supervision level was assigned to a particular case? What are the respective roles of county, age, gender, race, etc. in determining both supervision level and the amount of time devoted to supervision? To what degree does supervision level determine supervision time?

The answers to these questions should provide a firm empirical foundation on which to better understand juvenile probation services in Illinois and to guide the development of policies designed to enhance case management systems.

THE DATA COLLECTION PROCEDURES

The present study focuses on the statistical analysis of data that had been collected by the Administrative Office of the Illinois Courts (AOIC) prior to the involvement of the current research team. The data represent time measures of activities associated with the supervision of a random sample of juvenile probation cases within a purposive sample of 18 counties in Illinois. The counties were selected based on the belief that strong casework was practiced in those counties, and to maximize variation in caseload size and geographic region. Within each county, participating officers were asked to record on standardized data collection forms (see Appendix A) their activities associated with the supervision of up to nine randomly selected juveniles. The time taken to complete each activity was requested. For each individual client, two full months of supervision activities (September 15 to November 15, 1996) were to be recorded by the supervising probation officer. If a client's supervision level changed within the two month period, the case was eliminated from the study. For the entire state, AOIC reported that 216 minimum supervision cases, 450 medium supervision cases, and 201 maximum supervision cases were tracked. These numbers tend to parallel the distribution of cases across supervision levels in the state.

In addition to supervision activities, probation officers were also asked to record activities associated with the completion of probation intakes and social histories/investigations. The first intake and investigation assigned to each participating officer after the study commenced was to

be selected for study. Cook County Juvenile Probation Services does not utilize the same intake processes as departments elsewhere in the state. Accordingly, no intake information was recorded from Cook County. The result was data on 36 intakes from among the remaining 17 counties, and 85 investigations from among all 18 counties.

The data collection forms, and the entire set of procedures utilized above, were adapted from those used in a previous time study of adult probation services in Illinois conducted by the National Council on Crime and Delinquency (NCCD). Unlike the earlier NCCD study (1987), in the present situation, AOIC officials reviewed the data collection forms and excluded those that were either incompletely filled out or those that did not meet minimally acceptable casework standards. Thus, the present data should more validly and reliably represent supervision practices among those subset of cases for which current standards are being met.

A survey of probation officers involved in the AOIC time study was implemented to collect supplemental data to enhance our understandings of the time data provided by AOIC. Officers were asked a variety of questions regarding their participation in the study, how they felt about the quality of the data they provided AOIC, and their thoughts on the major issues surrounding probationer classification and supervision in their jurisdictions. These survey data shed further light on juvenile probation services delivered in Illinois.

AN OVERVIEW OF THE TIME DATA

Table 1 reports the number of cases in this study. The data are presented by type of case (intake, social history/investigation, maximum, medium, minimum supervision) and the county from which the case originated. A total of 985 cases are included in the data set. Some slight discrepancies with the original figures reported by AOIC are revealed. The number of social

histories in the data set are the same as that reported collected by AOIC (n=85), but the final data set contains three fewer intake cases (33 vs. 36), two fewer maximum supervision cases (199 vs. 201), three more medium supervision cases (453 vs. 450) and one fewer minimum supervision case (215 vs. 216). The discrepancies are very minor, and should not bias the results in any way. Importantly, the number of supervision cases is 900, a large figure that should generate fairly stable estimates of how much time it takes to supervise juvenile probationers. In contrast, because there are so few intakes for analysis, limited attention will be paid to time measures associated with these types of cases.

Table 1 also indicates the counties that participated in the study and the number and type of cases they contributed to the study. Following the lead of AOIC, the counties are categorized by size. Cook County is considered separately from the others, while Lake, Madison, and McHenry counties are included in the "large" category; the 13th Circuit (LaSalle and Grundy counties), McLean, Rock Island, Sangamon, and Tazewell comprise the "medium" category; and Adams, Christian, Clay, Coles-Cumberland, DeKalb, DeWitt, Morgan, Olge, and Williamson counties fall into the "small" category. Because the delivery of probation services varies so much by county, and size is often considered a major determinant of across-county variation in probation services, most of the time measures reported are disaggregated by county size. In addition, because many counties provided relatively few cases (e.g., 9 from Clay, 11 from Ogle), county-specific figures are not featured in the analysis. Many county-based estimates are based on so few cases that the estimates would prove unreliable. For those interested in such figures, however, see Table 1 in Appendix B.

Table 1: Number of cases by county and type of case

Department	Intake	Social History	Maximum	Medium	Minimum	Total
Cook	0	32	75	244	73	424
Col %	0%	38%	38%	54%	34%	43%
Large:						
Lake	6	9	12	41	17	85
Madison	6	6	7	18	18	55
McHenry	4	11	13	13	11	52
Total	16	26	32	72	46	192
Col %	48%	31%	16%	16%	21%	19.5%
Medium:						
13th Circuit	0	2	19	17	13	51
McLean	0	4	13	11	9	37
Rock Island	3	3	11	8	8	33
Sangamon	3	4	8	22	15	52
Tazewell	1	3	2	3	6	15
Total	7	16	52	61	51	187
Col %	21%	19%	26%	13%	24%	19%
Small:						
Adams	0	2	12	14	7	35
Christian	2	1	4	7	7	21
Clay	0	0	1	6	2	9
Coles-Cumberland	1	1	9	11	6	28
DeKalb	1	3	0	11	6	21
DeWitt	2	1	6	6	3	18
Morgan	1	1	2	9	5	19
Ogle	1	1	0	6	3	11
Williamson	2	1	5	6	6	20
Total	10	11	40	76	45	182
Col %	30%	13%	20%	17%	21%	18.5%
Total	33	85	199	453	215	985
Row %	3.4%	8.6%	20.2%	46%	21.8%	100%

Cook County contributed 43 percent of the total cases to the study. This figure is very close to the percentage of all juvenile probationers in the state who were on active juvenile caseloads in Cook County (42%) as of December 31, 1995 (Administrative Office of the Illinois Courts, 1996: 45). Large, medium and small counties each generated about 19 percent of the cases to the study (57 percent of the total). Some notable variation exists in the mix of cases within each category of county size. For example, a disproportionate share of the medium supervision cases were generated by Cook County (54%)[1], as were the share of social histories (31.5%) and intakes (48%) generated by larger counties (compared to 19.5% of the total cases). A disproportionate share of maximum (26%) and minimum supervision (24%) cases were generated by medium-sized counties (compared to 19% of the total cases), as were the share of intake cases (30%) generated by smaller counties (compared to 18.5% of the total cases). These variations are further reason to disaggregate the time measures by county size, and within county size to generate separate time estimates for each category of case (e.g., maximum versus medium supervision). Estimates of the average time it takes to supervise all juvenile probationers within all eighteen counties that participated in this study, or even within a single county, would be misleading given the sampling biases apparent in these data. Only a true random probability sampling of juvenile probation cases in the state could lead to the generation of unbiased time estimates. Given this was not a feasible sampling design, time measures disaggregated by size of county and type of case should provide the least biased estimates of how much time probation

[1] As indicated earlier, because Cook County employs an intake process distinctly different from the rest of the state, no intake cases were generated from Cook.

officers spend on their work activities. Even then, one must interpret the following estimates with some caution.

Table 2 presents further information on the cases in the sample. It presents whether the supervision provided juveniles is based on a probation sanction, the court status of "being continued under supervision," or informal supervision. The data are again broken down by county size. It reveals that 76 percent of the supervision cases reflect a disposition of probation while almost twenty percent of the cases have been continued under supervision. Only five percent of the cases are informal supervision cases, none of which are from Cook County. Informal cases are disproportionately from larger and smaller counties (36 of the 45 informal cases). Probation cases are more heavily represented among the Cook County cases than elsewhere, while continued under supervision cases derive disproportionately from both the

Table 2: Case status by size (supervision cases only)

	Cook	Large	Medium	Small	Total
Probation	343	104	125	106	678
% within size	87.5%	62.7%	73.1%	62.0%	75.3%
Continued Under Supervision	46	41	37	50	174
% within size	11.7%	24.7%	21.6%	29.2%	19.3%
Informal	0	21	9	15	45
% within size	0.0%	12.7%	5.3%	8.8%	5.0%
Missing	3	0	0	0	3
% within size	.8%	0.0%	0.0%	0.0%	.3%
Total	389	166	171	171	900

smallest and largest jurisdictions, exclusive of Cook. These data reflect further reason to disaggregate time estimates by county size.

Originally, one goal of the study was to examine how the Strategies for Juvenile Supervision (SJS) classification system influences the delivery of juvenile probation services in the state. The system is widely used in the state and provides officers guidance on the type of supervision strategy (e.g. limit setting focus versus providing selective interventions) deemed to match the psychosocial characteristics of the probationer. Table 3 reveals that the SJS system is not as commonly utilized as had been expected. Almost fifty percent of the supervision cases did not have any record of the SJS category to be applied to the youth. Only officers in Cook County appear to regularly use the classification system, with almost 85 percent of the cases having a SJS category identified on the data forms. In contrast, among the large counties over 85 percent of

Table 3: Strategies for Juvenile Supervision (SJS) classifications by size, (supervision cases only)

	Cook	Large	Medium	Small	Total
Limit Setting (LS)	36	1	8	3	48
% within size	9.2%	.6%	4.7%	1.8%	5.3%
Selective Intervention (SI)	211	16	30	17	274
% within size	53.8%	9.6%	17.5%	9.9%	30.4%
Environmental Structure (ES)	59	2	14	7	82
% within size	15.1%	1.2%	8.2%	4.1%	9.1%
Casework Control (CC)	24	2	20	7	53
% within size	6.1%	1.2%	11.7%	4.1%	5.9%
Missing	62	145	99	137	443
% within size	15.8%	87.3%	57.9%	80.1%	49.3%
Total	330	21	72	34	900

the cases had missing information regarding SJS category. The comparable figure was eighty percent among the smaller counties. Accordingly, SJS category will not be used as a variable to help us better understand how probation officers supervise juvenile probationers.

Table 4 presents some basic demographic characteristics (gender, race, and age) of the juveniles represented in the time study sample. For both the supervision (including intakes) and social history cases, males represent over eighty percent of the probation clients. Whites represent slightly over fifty percent of the cases, Blacks are slightly over a third of the cases, and Hispanics represent the bulk of the remaining cases (slightly less than 10%). The average age of the subjects for whom social histories were completed is slightly less than those who were being supervised (15.42 vs. 15.85). The modal age of the probation clients was 16, while a small number of the subjects were under 14 years of age (10.7% of the supervision cases and 16.5% of the social history cases). All of the above figures are consistent with what is known about the demographic characteristics of probation clients in the state.

Table 5 presents data on how the race of the juvenile probation population varies by county. It reveals county and race of probationer are heavily related. While 36.3 percent of all the juvenile probationers in this study population are Black, the figure rises to 67.3 percent in Cook County. While slightly over fifty percent of the statewide cases are White, only 18.3 percent of the probationers in Cook County are White. In contrast, outside of Cook County well over 75 percent of the probationers are White. Accordingly, county based variations in the delivery of probation services have an inherent potential differential impact on the nature of probation services received by juveniles of differing races in Illinois. To address this issue, in

Table 4: Demographic characteristics of the sample subjects

	Supervision		Social History	
Gender:	N	Percent	N	Percent
Male	746	82.9%	72	84.7%
Female	154	17.1%	13	15.3%
Total	900	100.0%	85	100.0%
Race	N	Percent	N	Percent
Black	327	36.3%	28	32.9%
Hispanic	75	8.3%	10	11.8%
White	458	50.8%	45	52.9%
Other	21	2.3%	1	1.2%
Missing	19	2.1%	1	1.2%
Total	900	100%	85	100%
Age:	N	Percent	N	Percent
<14	96	10.7%	14	16.5%
14	107	11.9%	12	14.1%
15	207	23.0%	23	27.1%
16	260	28.9%	30	35.3%
17 +	196	21.8%	6	7.1%
Missing	17	1.9%	0	0%
Total	900	100.0%	85	100.0%
Mean Age	15.85		15.42	
Median Age	16.09		15.59	
Standard Deviation	1.56		1.35	

subsequent analyses, a multivariate statistical model is developed to estimate the independent effects of county and race of the probationer on the amount of supervision time provided.

Table 5: Race of client by size (supervision cases only)

	Cook	Large	Medium	Small	Total
Black					
N	257	25	28	17	327
% within size	67.3%	15.4%	16.8%	10.0%	36.3%
Hispanic					
N	44	17	9	5	75
% within size	11.5%	10.5%	5.4%	2.9%	8.3%
White					
N	70	115	128	145	458
% within size	18.3%	71.0%	76.6%	85.3%	50.8%
Other					
N	11	5	2	3	21
% within size	2.9%	3.1%	1.2%	1.8%	2.3%
Missing					19
Total					2.1%
N	382	162	167	170	900
% of total	43.4%	18.4%	19.0%	19.3%	100.0%

This review of the data collected by AOIC illustrates that the data set has a number of strengths and weaknesses. While the number of supervision cases is large, the number of intake cases are so small and potentially unrepresentative of intake processes that estimates of the time it takes to conduct a juvenile intake are suspect. Further, the number of supervision and social history cases produced by many counties are so small that it would be hazardous to place much value on county-specific time estimates. However, it is also clear that the delivery of juvenile probation services varies greatly across counties. Thus, the most desirable analytic plan is to provide time estimates based on county size. Even this approach is wrought with potential

inferential problems because the distribution of supervision categories across differing sized counties within this study varies in a manner that does not comport with the actual distribution of all cases in that county. Further, if race of the probationer impacts probation services[2], another confounding factor is introduced into the analysis. Black probationers are disproportionately located in Cook County. Thus, inter-county comparisons that contrast Cook and other parts of the state may disguise or be driven by race effects.

Prior to a discussion of the probation officer survey, some relevant information on the cases excluded from the data set by AOIC staff is presented. These data are used to further assess the representativeness and quality of the time data.

Rejected Cases

AOIC officials reviewed the data collection forms before they were turned over to the research team and excluded those that were either incompletely filled out or those that did not meet minimally acceptable casework standards. Originally, it was unclear how many cases were excluded for what reasons, and the distribution of those cases across county, caseload, or supervision level. If attrition was significantly variable across these key factors, the sample may present serious bias. While the "accepted" cases may present valid and reliable data for these subset of cases, they may not be representative of the universe of current juvenile probation practices in the state. In effect, "bad" cases that actually reflected what probation officers do but which are inconsistent with casework standards may have been systematically excluded from the

[2] Race has been identified as a factor which perhaps influences decision making acrodd many stages of the criminal justice system (McGarrell, 1993; Spohn and Cederblom, 1991). Racial effects on the delivery of probation services has been a relatively neglected area of study.

study. Thus, the net effect of excluding cases may be stronger internal validity at the expense of weaker external validity.

An initial task for the present research was the estimation of bias that may have resulted from the process by which cases were excluded from study. A total of 86 cases completed by probation officers were rejected for inclusion in the study by AOIC staff. Some basic information was coded from each of these cases to ascertain if these cases differed significantly from the accepted cases on key variables (county, supervision level, age, race, and sex of the probationer). Because the reason for rejecting particular cases was not noted on the forms, SIUC staff had to infer reasons by reviewing each case. Table 6 presents the characteristics of these cases, and compares the distribution of rejected cases from accepted cases on certain key variables.

The table reveals that the distribution of rejected cases (n = 86) on key case and probationer variables tends to parallel the distribution of accepted cases on those same variables. Some counties generated a disproportionate number of rejected cases (e.g., Tazewell), but those appeared due to idiosyncratic reasons (e.g., an officer participating in the study was on vacation for a significant portion of the study period). This should not affect the representativeness of the final data set. A disproportionate percentage of the rejected cases had missing values for case status (i.e., continued under supervision vs. informal vs. probation supervision), but the level of missing data was one criterion for rejecting a case. Intakes and maximum supervision cases were disproportionally represented among the rejected cases. The reason for this is unclear, but we speculate that maximum supervision cases were over represented among the rejected cases simply because more could go wrong in completing the form -- the greater the number of entries on the form, the greater the likelihood of illegible or non-interpretable comments. In addition,

Table 6: Distribution of rejected cases by case characteristics, compared to accepted cases

	Frequency of Rejected Cases	Percent of Rejected Cases	Variable Category as a Percent of Accepted Cases
County:			
Cook	41	47.7	43.0
13th Circuit	10	11.6	5.2
Clay	1	1.2	.9
DeKalb	6	7.0	2.1
Lake	3	3.5	8.6
Madison	2	2.3	5.6
Morgan	3	3.5	1.9
Rock Island	3	3.5	3.3
Sangamon	2	2.3	5.3
Tazewell	12	14.0	1.5
Williamson	1	1.2	2.0
Missing	2	2.3	–
Case Status:			
Probation	55	64.0	75.3
Continued Under Supervision	8	9.3	19.3
Informal	8	9.3	5.0
Missing	15	17.4	.3
Case Type:			
Intake	10	11.6	3.4
Social History	8	9.3	8.6
Maximum	26	30.2	20.2
Medium	30	34.9	46.0
Minimum	6	7.0	21.8
Missing	6	7.0	–
Gender:			
Male	77	89.5	83.0
Female	9	10.5	17.0
Race:			
Black	44	51.2	37.1
Hispanic	4	4.7	8.5
White	34	39.5	52.0
Other	0	0	2.4
Missing	4	4.7	2.0
Age:			
Under 14	10	12.2	11.1
14	10	12.2	12.1
15	16	19.5	23.3
16	33	40.2	29.4
17 or older	13	15.9	20.5
Missing	4	4.7	1.7
Mean Age		15.75	15.85

we assume a baseline expectation among AOIC staff was to witness a higher level of contacts among maximum supervision cases. When this was not borne out by the form, the form was more

likely to be rejected. Thus, potential bias relating to case characteristics appears limited, and confined to maximum supervision and intake cases.

In Table 7, the distribution of inferred reasons for AOIC rejecting a case are presented. The data suggest that AOIC's rejecting certain cases for analysis has not introduced serious bias into the data set. The vast bulk of cases presented a clear reason for rejection -- about 85 percent of the total. The most common reason was the probation officer did not follow explicit instructions in filling out the forms -- the wrong form was used, items were left blank,

Table 7: Reasons for case rejection

Reasons for Rejection:	Number	Percent of Total
Unclear	13	15.1
Forms not completed according to instructions (e.g., wrong form, items left blank, writing uninterpretable, etc.)	24	27.9
Less than 2 months supervision time (e.g., supervision revoked, arrest warrant issued, minor institutionalized, case closed early)	21	24.4
Case didn't fall within research design, case type not specified (e.g., supervision level)	10	11.6
Officer out of work for much of 2-month time period (e.g., vacation, sick)	10	11.6
Limited or no contacts with the minor, contact data suspect	8	9.3
Total	86	99.9

or the documentation was uninterpretable. A quarter of the rejected cases involved situations where the full two months of supervision was not met, primarily because the youth was no longer on active supervision. The only cases that could be considered damaging to the representativeness of the data were the nine percent of the cases where there were limited or no contacts reported with the minor, and the fifteen percent of the rejected cases in which the Principle Investigator could not discern a clear reason for rejection. Thus, at most, twenty-five percent of the rejected cases should have been included in the final data set. This, however, represents a maximum of twenty-one cases. Dispersing these cases across differing supervision levels and counties throughout the state within the final data set would not impact time estimates significantly . Accordingly, it is unlikely that either the internal or external validity of this study has been compromised by AOIC's screening of cases.

PROBATION OFFICER SURVEY

A survey of probation officers involved in the AOIC time study was implemented to collect supplemental data to enhance our understandings of the time data provided by AOIC. Originally, a telephone survey was planned, but conversations with AOIC officials indicated that the most efficient survey administration method would be self-administered mailed questionnaires. Accordingly, a draft questionnaire was completed and submitted to both AOIC and SIUC's Human Subjects Committee. Slight revisions to the instrument were made in light of the feedback received, and both organizations approved the survey design. A copy of the final instrument is found in Appendix C. The questionnaire contains a series of closed-ended and open-ended questions, with many of the questions aimed at assessing probation officer views of their participation in the time study, the adequacy of the training they received, the quality of the data

they submitted to AOIC, the utility of the existing supervision classification system, and the potential implementation of workload formulas. Appendix C also contains a copy of a letter from AOIC's Juvenile Program Coordinator to the potential respondents asking for their participation in this component of the time study.

Questionnaires were mailed on October 23, 1997 to the 120 probation officers who participated in the original data collection process . Respondents were asked to return the questionnaire by November 15. Response rates were tracked, and informed the utilization of follow-up efforts. Responses came in very slowly before the November 15 date. Accordingly, a number of remedial efforts were deployed. Approximately two weeks after the initial mail-out, follow-up reminder postcards were sent to non-respondents. In addition, AOIC staff made contact with probation officer supervisors to encourage staff participation and the research team made direct contact with supervisors from low-response rate jurisdictions to enlist their aid in the survey process. Additional questionnaires were mailed to jurisdictions with officers who indicated a willingness to respond but who had misplaced the original questionnaire, and telephone interviews were conducted with some officers who did not want to respond via a mailed questionnaire. These remedial efforts proved quite successful, as evidenced by the response rates presented in Table 8.

A total of eighty-two questionnaires were returned. Of these, seven were not completed. Six of the seven questionnaires were returned blank because the probation officer who had originally participated in the time study had left the agency. Only one officer refused to complete the form. Thus, seventy-five questionnaires were completed, representing a 62.5% response rate. Included in this figure are four surveys completed by telephone interviews. If one excludes the six

potential respondents who left probation work, the effective response rate is 65.8%. The overall response rate is considered "good" for this type of survey effort (Babbie, 1973: 165).

Table 8: Response rates by size of jurisdiction

	COOK	LARGE	MEDIUM	SMALL	TOTAL
Number of Potential Respondents	49	23	26	22	120
Percent and Number of Questionnaires Returned	61.2% (30)	73.9% (17)	61.5% (16)	86.4% (19)	68.3% (82)
Percent and Number of Questionnaires Completed	59.2% (29)	65.2% (15)	53.8% (14)	77.3% (17)	62.5% (75)

Response rates varied slightly by size of jurisdiction, with officers from medium-sized jurisdictions exhibiting the lowest response rate (53.8%) and officers from the smallest jurisdictions generating the highest response rate (77.3%). The noted variation in response rates across differently-sized jurisdictions is not sufficient to cast significant doubt on the generalizability of the survey findings across probation departments. However, the results from officers serving smaller jurisdictions are least likely to suffer from non-response bias.

The Respondents

Table 9 presents the average number of years the respondents have worked as probation officers. The survey purposely did not contain many items on the demographic characteristics of

the respondents[3]. Accordingly, while we know that the respondents tended to have many years of experience as probation officers (mean = 8.59 years), and many of these officers had spent most of their probation careers supervising juveniles, we know little about their educational background or their movement within the probation ranks. The years of service data indicate, however,

Table 9: Length of time as probation officers, by size of jurisdiction

	Cook (n= 28)	Large (n=15)	Medium (n=14)	Small (n=15)	Total (72)
Mean # of years as a Probation Officer	9.40	8.83	7.67	7.62	8.59
Mean # of years as a Juvenile Probation Officer	9.4	8.17	6.64	7.05	8.12

that across all sized jurisdictions, this sample includes officers with a great level of probation experience. For instance, only sixteen of the 75 respondents had been probation officers for less than two years (21.6%). Five respondents had been probation officers for over 20 years (7%).

Respondents were asked if their "participation in the AOIC time study was voluntary" and to comment on why they think they were chosen for participation in the study. Responses to these questions were quite variable, reflecting underlying uncertainty among the respondents about the reasons why they became involved in the study. Moreover, the data reflect strong variation across counties in how officers were apparently selected for participation. For instance, about half of the respondents reported they volunteered to participate in the study (46%), while

[3] The state does not maintain a centralized information system on probation officers. Thus, we could not ascertain the aggregate characteristics of probation officers in the state. This prohibited our ability to compare the characteristics of our respondents with those of the state probation workforce. This is why we did not make queries about personal characteristics.

the other half said they did not volunteer (54%). Patterns varied across the size of departments, with officers from Cook County and smaller counties more likely to report voluntary participation (62.1% and 60.0%, respectively) than officers from large and medium sized-departments (20% and 36.7%, respectively). However, within specific counties, there were discrepant perceptions as to whether participation was voluntary or not. For instance, while 62 percent of the officers from Cook stated their participation was voluntary, 38 percent said it wasn't.

Officers were also asked to comment on "why you think you were chosen to participate in the study". Some respondents discussed why their department was chosen, and most responses indicated that the particular department was chosen because AOIC views the department as cooperative and professional. This was also a theme among the responses offered for why particular officers were selected, although responses were more variable in this regard. Many respondents offered reasons typified by the following statements: "I'm a superior PO", "because I'm organized, dependable, and willing to do extra work", "my supervisor thought I would be the most compliant in completing the study". Others reported being selected because "I have the least seniority in my unit", "I needed the training hours", or "My caseload wasn't that large". Thus, it appears that what brought particular officers into the time study was quite variable. Many officers appear to have been chosen because supervisors thought they would represent the department well, thus perhaps accounting for the fact that the average number of years of service in probation work was relatively high. On the other hand, some felt they were chosen because of their lack of seniority or because they were perceived as having the time to work on the study (e.g., they had smaller caseloads which would allow them more time to complete the paperwork associated with the project).

These data make it difficult to ascertain how representative the respondents are of the probation officer workforce in the state, but the overall variability in responses suggests positive consequences for the time study data. Clearly, while many of the officers who participated in the study were selected because of their perceived professionalism, competence, or commitment; others were not.

Respondents were asked a few questions intended to measure how they initially reacted to being told/asked to be involved in the study. These data, presented in Table 10, suggest patterns consistent with expectations on how street-level bureaucrats who work in high-demand and stressful environments would respond to an additional work assignment with unclear organizational value. In general, most respondents reported feeling that the assignment was not the source (or a limited source) of happiness, pride, or enthusiasm; rather they tended to be

Table 10: Percent distribution of responses to items assessing officer's initial reactions to participation in the time study (Valid n = 74)

	"Not at all"	"Very Little"	"Some"	"A lot"
Excited?	56.8	25.7	13.5	4.1
Happy?	36.5	31.1	27.0	5.4
Enthusiastic?	25.7	44.6	23.0	6.8
Pleased?	40.5	31.1	21.6	6.8
Proud?	41.9	24.3	25.7	8.1
Reluctant?	27.0	24.3	41.9	6.8
Skeptical?	17.6	16.2	48.6	17.6
Upset?	44.6	27.0	25.7	2.7
Angry?	43.2	23.0	31.1	2.7
Burdened?	9.5	17.6	33.8	39.2

skeptical and somewhat reluctant to engage in a set of tasks viewed as burdensome. Most observers of probation work would not be surprised by these responses. They appear typical of how most people working in such contexts would respond to participation in a time study of their activities. The results also correspond with how respondents viewed the personal benefits that would derive from participation in the study. When asked if they saw any "personal benefits by participation in this study", 55.6 percent of the 72 responding officers answered "no".

Despite the general lack of personal benefits expected to accrue from participation in the study, most of the respondents perceived potential value from the study. In an open-ended question, the officers were asked "What other good could you see coming out of this study, either for your department, AOIC, Illinois citizens, etc.?". A content analysis of the responses was conducted, and "types" of responses were created. The most common response was categorized as providing the state with a stronger empirical understanding of juvenile probation (n = 27). Typical responses in this category included "to get data on time spent," "to determine time needed to do investigations, which we are short on," "help me understand where I spend most of my time with juveniles". Many responses coupled the data acquisition goal with direct and tangible benefits for juvenile probation services in the state. These included using the data to lower and/or develop more realistic caseloads (n = 11, e.g., "to determine realistic caseloads and staff needs," " lower caseloads," "our supervision standards can become more accurately aligned to work hours"); to improve services (n = 9, e.g., "improved quality of services to youth," "to get officers out in the field more"); and to access more resources (n = 7, e.g., "to get more officers," "to increase funding for needed areas," "for the state to give more money for more resources"). Thus, many officers appeared to realize that the study could potentially impact their jobs, and the

quality of juvenile probation services in the state. Given such perceptions, one would expect the respondents to have some incentive to provide AOIC with useful data.

A number of items asked the survey subjects about the information they were provided and the training they received before data collection efforts commenced. Most of the respondents (71 of the 75) offered information on what they were told about the study prior to their actual involvement in the AOIC study. Of these, 76.1 percent stated they were provided "detailed information", 89.2 percent were told about the purposes of the study, and 87.5 percent were apprised of the expected time duration of their participation in the study. Thirty-seven of the respondents (52.9%) stated the information they received came from AOIC training staff. Other sources of information noted were "immediate supervisor" (15.7%), "Cook County training staff" (8.6%), chief juvenile officer" (2.9%), and combinations of the above. These data suggest the participating officers were well informed about the study before they commenced their roles in generating the time data.

Formal training was also provided to the vast majority of the respondents -- 59 of the officers stated that they received formal training prior to the study start up (80.8% of the 73 officers who responded to this question). Respondents were then asked to respond to a number of items regarding the quality of training and their preparedness to correctly provide the time data being requested as a result of the training. The mean scores for responses to a series of Likert-format items are presented in Table 11. The scores generally indicate that respondents felt quite neutral about the training and their readiness to complete time forms accurately.

Table 11: Mean scores for responses to training items, n=65

Item	Mean (range from 1 "strongly agree"to 5 "strongly disagree"	Standard Deviation
Training Informative?	2.42	1.10
Training Effective?	2.46	1.13
Training Clear?	2.37	1.15
Training Necessary?	2.43	1.31
After Training, Fully Prepared to Correctly Report Time Data Requested?	2.12	.99

A series of further questions were posed about the adequacy of the data collection forms used in the study. As above, the responses were quite neutral and indicated that the probation officers felt the forms were not particularly strong or poor, cumbersome or simple to use, etc. (data not presented in tabular form). However, only twenty percent of the respondents stated they felt "somewhat dissatisfied" or "very dissatisfied" with the forms.

A few more items directly addressed the issue of how accurately the probation officer participants completed the data forms. One question asked, "During the study, when did you tend to record information on the data forms"? Thirty percent of the respondents said "right after the activity," 49 percent said "anytime during the workday when I had time," and twelve percent said "at the end of the workday". Only two respondents said they completed the forms at the end of the work week or right before the end of the study. Thus, the probation officers reported being punctual and timely in completing the forms.

Another question took a very direct and personal approach with the issue of data validity. It asked, "Do you think that the time you recorded on the form validly represents the time you

normally spend on cases within your caseload"? A full 44 percent of the persons who responded to this question said "no". Twenty of the 32 respondents who responded negatively to the question provided open-ended responses describing why they didn't complete their forms validly. The most common responses, by far, were related to time constraints. For example, officers reported they "had other duties," "there was a lack of time," "it was difficult to record all contacts," "caseload was too high".

Responses to another item in the questionnaire support the notion that the time data provided by the probation officers should be viewed cautiously. The officers were asked to put themselves in the researcher's shoes and to report on how much faith they would have in the data accurately reflecting the time it actually takes to supervise juveniles on probation. The response categories ranged from 1 ("little faith") to 10 ("a lot of faith"). Twenty-five of the 72 respondents (34.7%) recorded a 1-3, as did another 25 respondents who recorded scores of between 4 and 6. Slightly less than a third of the officers expressed a good deal of faith in the data (a score of 7 to 10). This distribution of scores is reflected in a mean that is less than the midpoint of the scale (mean = 4.92, st. dev. = 2.25).

The responses to the two preceding questions varied by the size of the county in which the probation officer worked. As reflected in Table 12, officers from Cook County and the larger counties were more negative about their faith in the data generally, and about the validity of the data they personally provided. While the differences across county in the latter item are not statistically significant (chi-square = 6.91, d.f. = 6, p value = .324), differences in the mean scores across counties on the "faith in the data" item are statistically significant (F = 3.641, d.f. = 3, p value = .017).

Table 12: Responses to Direct Questions Regarding the Validity of the Time Data

Size of County:	# of respondents	Mean for "faith in data" item	Percent responding "No" to question if they thought the data provided was valid"
Cook	29	4.03	44.8
"Large"	14	4.50	57.1
"Medium"	15	5.67	46.7
"Small"	14	6.36	26.7
Total	72	4.92	43.8

Given these negative scores, it is extremely important to question the accuracy of the following time estimates. In light of response patterns to items in the questionnaire, we would expect the time data to undercount actual activity levels and the time it takes to complete probation tasks. This should be more true in Cook County, but less true in the smaller counties.

FINDINGS FROM THE TIME DATA

The data set described above is very detailed and contains a wealth of information on the time it takes to fulfill probation functions, how many distinct activities were associate with the completion of tasks, with whom officer contacts took place, where they took place, how they took place, how much was spent traveling to and from destinations, how much time was spent waiting for a contact to occur and so on. As detailed above, because neither a full population of probation cases nor a random sampling of cases comprise the study population, we will be presenting estimates only, with the level of sampling bias associated with these estimates being unknown and unknowable. Further, as reflected in the probation officer survey, even many of the officers who generated the time data have little faith that the data validly and accurately reflect the actual amount of time it takes to fulfill probation functions. Thus, measurement biases also

undoubtedly exist. Accordingly, a conservative presentation and analytic format will be presented.

We start by presenting the supervision data. Because the sample sizes are fairly large and it is expected that size of jurisdiction and supervision level significantly impact probation activity, estimates are disaggregated by supervision level and county size. Means, medians, and sample sizes are presented for each cell. The means are based on distributions that tend to be highly skewed in a positive direction. This indicates there are outliers concentrated among high range values --for example, most of the cases might take 1 hour for supervision tasks, but there are some cases that take 5, 7 or even more hours of supervision time. Thus, the means will be unduly inflated by these outlying high scores. As a result, we also present medians. They are not influenced by outliers, and reflect the 50th percentile in a distribution of scores. We also experimented with the presentation of means that are exclusive of the most extreme five percent of the cases in a distribution. This is called a five percent trim. It was decided not to present this value because little added information was provided and it cluttered the resulting tables. In general, most of the means were highly skewed so that while the five percent trim deflated the mean values, it did so in a roughly proportionate manner across mean values. Thus, basic findings regarding how means vary across supervision level, county size and other control variables did not change.

After the findings from the supervision cases are presented, scores for the social history and intake cases are provided. Because the sample sizes for these cases are small, the analyses are not as refined as those presented for the supervision cases. Further, the unit of time presented for the estimates of social and intake cases differs from that employed with the supervision cases.

When people conceptualize the work involved in supervising probationers, most often people think in terms of the amount of time or the number of contacts needed to supervise a case per month. Most probation case classifications systems utilize such an approach (e.g., Wisconsin Case Classification System). However, when one thinks of the amount of time or the level of activity it takes to complete an intake or a social history, one usually thinks in terms of what it takes for the task to be completed fully. This is not bounded by an arbitrary time period, such as month. Accordingly, time and activity estimates for the intake and social history cases are reported based on the full amount of time needed to complete the task, whereas time and activity estimates for supervision cases are based on monthly figures (i.e., time for the full two month study period/2).

Supervision of Juvenile Cases

Estimates of Monthly Supervision Time

Table 13 presents the means and medians for how much time it takes per month, in hours, to supervise juvenile probation cases. The data are presented by size of county and supervision level, with estimates provide for total supervision time and its subcomponents (i.e., time in activity, time spent traveling, and time spent waiting). Commencing with the total category at the bottom of the table, one sees that officers on average spent 2.24 hours per case per month supervising juvenile probation cases. Roughly 61 percent of the officers' time involved actually being engaged in the supervision activity (1.36 hours), 24 percent of the time was spent traveling to and from various locations (.53 hours), and the remaining 15 percent of the time was devoted to waiting for an activity to take place (e.g., sitting in a courthouse waiting for a hearing to commence). For each of the above estimates, the median figure tends to be roughly 70 to 75

Table 13: Mean time spent per month (in hrs.) on activities, traveling, and waiting by county size and supervision level (supervision cases)

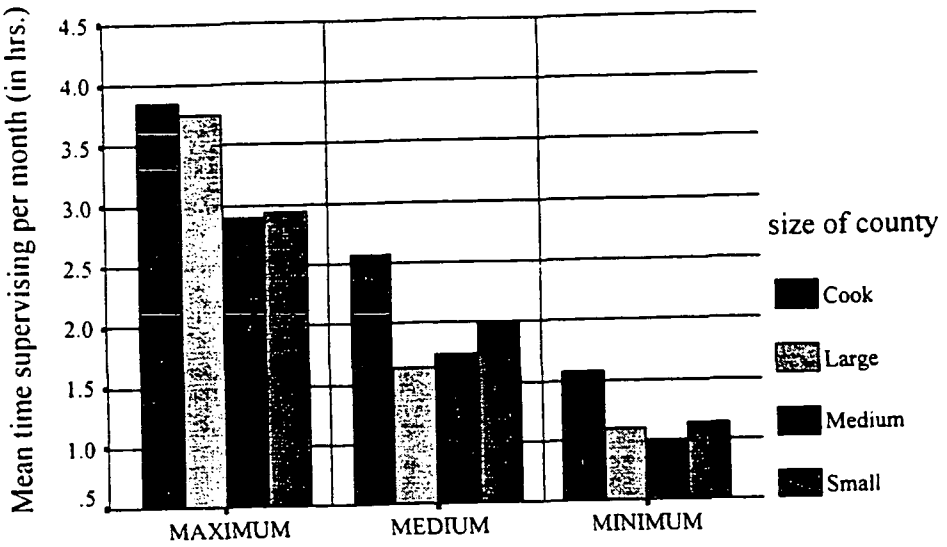
SIZE	SUPERVISION LEVEL		Total time spent supervising per month	Time spent on activities per month	Time spent traveling per month	Time spent waiting per month
Cook	Maximum	Mean	3.847	2.1234	.8110	.9130
		Median	3.283	1.5250	.7083	.7083
		N	75	75	75	75
	Medium	Mean	2.570	1.3210	.6612	.5874
		Median	2.279	1.1167	.5458	.3167
		N	244	244	244	244
	Minimum	Mean	1.573	.8967	.4075	.2687
		Median	1.017	.5417	.3167	8.333E-02
		N	73	73	73	73
	Total	Mean	2.629	1.3955	.6426	.5904
		Median	2.204	1.0667	.5000	.2833
		N	392	392	392	392
Large	Maximum	Mean	3.752	2.4634	1.1922	9.677E-02
		Median	2.717	1.6917	.7833	.0000
		N	31	31	31	31
	Medium	Mean	1.627	1.0542	.5338	3.947E-02
		Median	1.213	.7417	.3583	.0000
		N	72	72	72	72
	Minimum	Mean	1.094	.6201	.4279	4.601E-02
		Median	.688	.5042	.1125	.0000
		N	46	46	46	46
	Total	Mean	1.905	1.2134	.6381	5.341E-02
		Median	1.217	.7667	.3250	.0000
		N	149	149	149	149
Medium	Maximum	Mean	2.906	1.8838	.6119	.4097
		Median	1.975	1.2333	.3333	4.167E-02
		N	53	53	53	53
	Medium	Mean	1.748	1.2342	.3255	.1884
		Median	1.208	.8083	.1667	4.167E-02
		N	61	61	61	61
	Minimum	Mean	.982	.6639	.2395	7.892E-02
		Median	.667	.4750	.0000	.0000
		N	51	51	51	51
	Total	Mean	1.883	1.2666	.3910	.2257
		Median	1.208	.8333	.1667	1.667E-02
		N	165	165	165	165
Small	Maximum	Mean	2.946	2.3335	.4371	.1752
		Median	2.713	2.1000	.2500	.1250
		N	40	40	40	40
	Medium	Mean	2.006	1.5658	.3291	.1107
		Median	1.583	1.0583	.2083	4.167E-02
		N	76	76	76	76
	Minimum	Mean	1.045	.8356	.1244	8.500E-02
		Median	.767	.6250	.0000	.0000
		N	45	45	45	45
	Total	Mean	1.971	1.5524	.2987	.1196
		Median	1.508	1.1583	.1667	4.167E-02
		N	161	161	161	161
Total	Maximum	Mean	3.401	2.1548	.7422	.5035
		Median	2.758	1.6667	.5417	.1667
		N	199	199	199	199
	Medium	Mean	2.215	1.3080	.5400	.3666
		Median	1.750	.9667	.3833	.1250
		N	453	453	453	453
	Minimum	Mean	1.220	.7695	.3128	.1376
		Median	.792	.5250	.1667	.0000
		N	215	215	215	215
	Total	Mean	2.240	1.3688	.5301	.3413
		Median	1.658	.9583	.3333	8.333E-02
		N	867	867	867	867

percent of the mean. This is true across most of the analyses. Thus, it is safe to conclude that a typical probation case in Illinois appears to involve about two hours of supervision time per month, with approximately sixty percent of the time involving actual engagement in the supervision activity.

The bottom set of figures in Table 13 also illustrate, as would be expected, supervision level is directly related to mean supervision time. That is, maximum supervision cases take an average 3.4 hours of supervision time per month, while medium supervision cases take 2.22 hours per month and minimum cases take 1.22 hours per month. Each increase in supervision level is associated with approximately a one hour increase in supervision time. The median figures are generally 65 to 75 percent of the mean time, reflecting roughly one-half hour less of supervision time per month. Again, in each instance, activity time is roughly 60 percent of total time, travel time is 25 percent of total time, and waiting time represents 15 percent of total time. All of the above patterns are remarkably stable for most of the time estimates in the study. Thus, they can be considered rules of thumb. When discrepancies are found, they are noted.

Attention next turns to how supervision time varies across counties. While the relevant estimates are presented in Table 13, they are also illustrated graphically in Figure 1. Across supervision levels, officers in Cook County tend to spend slightly more time on each case than officers elsewhere in the state -- roughly one-half hour more per month per case. For maximum supervision cases, the pattern is less apparent with Cook County officers and officers from larger counties spending approximately 3.8 hours per month on each case. For medium and smaller counties, the average figure is 2.9 hours per month.

Figure 1: Mean monthly supervision time, by county size, supervision cases



The difference in supervision time between Cook and the other counties is largely driven by the fact that Cook County officers tend to spend more time traveling and waiting than officers in other counties. Actual time in direct supervision activities is not much different in Cook County than it is in other counties. For example, while officers in Cook County spend roughly one more extra hour per case on maximum juvenile cases than officers in the smaller counties, the officers in smaller counties spend approximately the same amount of time in direct supervision activities as those in Cook County (2.3 vs. 2.1 hours), but much less time traveling (.43 vs. .81 hours) and waiting (.17 vs. .91 hours). These patterns continue for the medium and minimum supervision cases, but are less pronounced.

The review of the data from the probation officer survey suggested that time estimates should be viewed with some skepticism. Many of the officers who generated the time data

indicated they had little faith in the validity of the data generally, and even in what they provided. To assess how the time estimates may have been impacted by the care individual officers displayed in the data collection process, the level of faith that officers expressed in the data were linked to the actual cases they supervised. Out of the 867 total supervision cases, these links could be made with 459 of the supervision cases (note that only slightly more than half of the time study participants responded to the follow-up survey). Table 14 provides information on how time estimates varied across the probation officer's faith in the data. The categories of faith are "low" (scores of 1-3 on the original ten point scale), "medium" (scores of 4-6), and "high" (scores of 7-10).

The bottom set of figures in Table 14 present statewide figures and indicate that officers who expressed the highest faith in the data uniformly reported lower monthly mean time estimates scores across supervision levels than those who expressed less faith in the data. No clear patterns emerge between those who expressed the lowest level of faith in the data and those who expressed a "medium" level of faith in the data. We think, however, the former finding has very important implications for the time estimates. It suggests that the time estimates may be inflated somewhat. It may be that some officers, especially overworked officers with high caseloads, guessed what amount of time they put into cases, and they tended to guess high. While emergencies and crises are ever present in probation work, and it is true that in some instances a single minor may take up an inordinate amount of an officer's time, the extreme skewness of the data and other patterns in the data suggest "high guessing" may be a partial explanation for what has been discovered -- especially as it relates to differences between Cook County and the larger counties relative to the other counties in the study.

Table 14: Mean time spent supervising maximum, medium, and minimum cases per month by county size, supervision level and probation officer faith in the workload study

SIZE	SUPERVISION LEVEL	PO FAITH	Mean	Median	N
Cook	Maximum	Low	3.770	3.358	34
		Medium	3.630	2.817	15
		High	2.636	2.246	6
		Total	3.608	2.917	55
	Medium	Low	3.274	2.792	40
		Medium	2.446	2.158	61
		High	2.193	1.867	8
		Total	2.731	2.325	109
	Minimum	Low	.936	.733	14
		Medium	2.035	1.067	19
		High	1.011	.767	7
		Total	1.471	.917	40
	Total	Low	3.093	2.763	88
		Medium	2.551	2.017	95
		High	1.925	1.725	21
		Total	2.720	2.221	204
Large	Maximum	Low	3.873	3.313	8
		Medium	4.656	2.717	11
		Total	4.326	3.000	19
	Medium	Low	1.496	1.150	27
		Medium	1.746	1.325	17
		High	.976	1.029	6
		Total	1.519	1.233	50
	Minimum	Low	.879	.992	8
		Medium	.994	.754	16
		High	.549	.471	6
		Total	.874	.713	30
	Total	Low	1.823	1.242	43
		Medium	2.200	1.442	44
		High	.763	.613	12
		Total	1.862	1.242	99
Medium	Maximum	Medium	3.721	3.033	4
		High	3.073	1.975	9
		Total	3.272	1.975	13
	Medium	Low	1.992	1.042	5
		Medium	2.023	2.108	7
		High	1.908	1.150	16
		Total	1.952	1.192	28
	Minimum	Low	1.486	.833	3
		Medium	2.023	2.108	7
		High	1.113	.583	7
		Total	1.155	.813	16
	Total	Low	1.802	.958	8
		Medium	2.075	1.492	17
		High	2.062	1.333	32
		Total	2.029	1.333	57
Small	Maximum	Low	3.058	2.633	4
		High	3.252	2.792	22
		Total	3.222	2.792	26
	Medium	Low	3.335	3.288	8
		Medium	3.556	2.992	7
		High	1.685	1.367	34
		Total	2.222	1.792	49
	Minimum	Low	1.456	1.546	4
		Medium	1.658	.	1
		High	.949	.667	19
		Total	1.063	.738	24
	Total	Low	2.796	2.763	16
		Medium	3.319	2.875	8
		High	1.958	1.608	75
		Total	2.204	1.850	99
Total	Maximum	Low	3.726	3.287	46
		Medium	4.018	2.767	30
		High	3.108	2.675	37
		Total	3.601	2.833	113
	Medium	Low	2.600	1.987	80
		Medium	2.369	2.021	92
		High	1.738	1.313	64
		Total	2.276	1.704	236
	Minimum	Low	1.049	.858	29
		Medium	1.487	1.008	42
		High	.928	.667	39
		Total	1.173	.796	110
	Total	Low	2.644	2.167	155
		Medium	2.445	1.796	164
		High	1.874	1.388	140
		Total	2.338	1.725	459

As reflected in the earlier data presented in Table 12, officers from Cook County and the larger counties were more negative about their faith in the data generally, and about the validity of the data they personally provided, than officers from the smaller counties. This is also evidenced in Table 14. For instance, among the 204 cases in Cook County that could be linked to scores on the probation officer's level of faith in the data, only 21 cases reflected "high" levels of faith (10 percent). A similarly low percentage is found for cases from large counties (12/99 = 12%). In contrast, the comparable figure for medium-sized counties is 56 percent (32/57) and for smaller counties 76 percent (75/99). Thus, size of county is directly and strongly related to the percentage of cases in each strata for which officers reported differing levels of faith in the data. In essence, the data from the smaller counties may be more valid (i.e., less inflated) than the cases from the larger counties. Accordingly, we suggest that some discounting generally be done on the time estimates provided by officers from the larger counties.

Activity Estimates

Probation officers participating in the time study were asked to record every distinct activity they engaged in while the performing the supervision function. Most of these activities involved contact with a person, either the minor, a family member, a service provider, etc. But many activities involved doing a record check, discussing the case with a supervisor, calling a court official, and engaging in other activities not directly involving the minor. The business of casework is multifaceted and this is reflected in the data. In the following section, we summarize the nature of the activities engaged in by supervising officers.

Table 15 presents the average number of distinct activities reported by officers per month per case. As in previous tables, the data are presented by size of county and supervision level.

Table 15: Mean number of distinct activities per month by size and supervision level

SIZE	SUPERVISION LEVEL	Mean	Median	N
Cook	Maximum	8.66	7.50	75
	Medium	5.45	5.00	243
	Minimum	3.99	3.50	73
	Total	5.79	5.00	391
Large	Maximum	9.21	8.00	31
	Medium	4.35	3.50	72
	Minimum	3.21	2.50	46
	Total	5.01	3.50	149
Medium	Maximum	10.12	8.00	53
	Medium	5.79	5.00	61
	Minimum	3.57	2.50	51
	Total	6.49	5.00	165
Small	Maximum	9.79	8.50	40
	Medium	7.20	6.50	76
	Minimum	3.98	3.00	45
	Total	6.94	6.00	161
Total	Maximum	9.36	8.00	199
	Medium	5.61	4.75	452
	Minimum	3.72	3.00	215
	Total	6.00	5.00	866

The table reveals that for the entire data set, an average of six activities are engaged in per month per case. The median is slightly lower at five activities per month. As expected, consistent differences in activity counts are found across supervision level, with minimum supervision cases tending to exhibit slightly more than three activities per month. Each increase in supervision level is associated with approximately three more contact per month. This holds across county size, with inter-county variation being insubstantial.

The next series of tables identify how the types of activities engaged in by probation officers varies across supervision levels and counties. Table 16 presents data on particular activity functions, including intake/interviewing, general supervision, paperwork/ correspondence, case staffings, court hearings, and other. By far, the most common functional activity type is general

Table 16: Mean number of distinct activities per month, by function of activity, county size and supervision level (supervision cases)

SIZE	SUPER-VISION LEVEL		No. of interview activities	No. of info. gathering/ review activities	No. of report writing activities	No. of case staffing activities	No. of court hearing activities	No. of other activities
Cook	Maximum	Mean	.2067	6.4467	.9667	.3533	.5800	.1533
		Median	.0000	5.5000	.5000	.0000	.5000	.0000
		N	75	75	75	75	75	75
	Medium	Mean	.3238	3.6824	.8217	.1496	.3361	.1496
		Median	.0000	3.5000	.5000	.0000	.0000	.0000
		N	244	244	244	244	244	244
	Minimum	Mean	.1458	2.7917	.6944	.1111	.1319	8.333E-02
		Median	.0000	2.0000	.5000	.0000	.0000	.0000
		N	72	72	72	72	72	72
	Total	Mean	.2685	4.0486	.8261	.1816	.3453	.1381
		Median	.0000	3.5000	.5000	.0000	.0000	.0000
		N	391	391	391	391	391	391
Large	Maximum	Mean	.9839	6.0806	1.3387	.7742	.1613	.1935
		Median	.0000	5.0000	1.0000	.5000	.0000	.0000
		N	31	31	31	31	31	31
	Medium	Mean	.2569	3.3681	.5556	.1250	.1875	4.861E-02
		Median	.0000	3.0000	.5000	.0000	.0000	.0000
		N	72	72	72	72	72	72
	Minimum	Mean	.1522	2.4130	.4783	5.435E-02	9.783E-02	7.609E-02
		Median	.0000	1.7500	.2500	.0000	.0000	.0000
		N	46	46	46	46	46	46
	Total	Mean	.3758	3.6376	.6946	.2383	.1544	8.725E-02
		Median	.0000	3.0000	.5000	.0000	.0000	.0000
		N	149	149	149	149	149	149
Medium	Maximum	Mean	.5660	5.2547	3.3019	.1981	.3302	.1792
		Median	.0000	4.5000	2.5000	.0000	.0000	.0000
		N	53	53	53	53	53	53
	Medium	Mean	.2869	3.4672	1.6475	.1803	.2131	.1148
		Median	.0000	3.0000	1.0000	.0000	.0000	.0000
		N	61	61	61	61	61	61
	Minimum	Mean	.1863	2.0784	1.1373	.1078	7.843E-02	1.961E-02
		Median	.0000	1.5000	1.0000	.0000	.0000	.0000
		N	51	51	51	51	51	51
	Total	Mean	.3455	3.6121	2.0212	.1636	.2091	.1061
		Median	.0000	2.5000	1.5000	.0000	.0000	.0000
		N	165	165	165	165	165	165
Small	Maximum	Mean	.8625	6.0375	2.1125	.2750	.4125	.2000
		Median	.5000	4.5000	2.0000	.0000	.0000	.0000
		N	40	40	40	40	40	40
	Medium	Mean	.9145	4.3750	1.6579	.2632	.2303	9.211E-02
		Median	.0000	3.5000	1.0000	.0000	.0000	.0000
		N	76	76	76	76	76	76
	Minimum	Mean	.5217	2.4891	.9674	.1413	.1304	2.174E-02
		Median	.0000	2.0000	.5000	.0000	.0000	.0000
		N	46	46	46	46	46	46
	Total	Mean	.7901	4.2500	1.5741	.2315	.2469	9.877E-02
		Median	.0000	3.0000	1.0000	.0000	.0000	.0000
		N	162	162	162	162	162	162
Total	Maximum	Mean	.5553	5.9899	1.8769	.3618	.4146	.1759
		Median	.0000	5.0000	1.0000	.0000	.0000	.0000
		N	199	199	199	199	199	199
	Medium	Mean	.4073	3.7196	1.0309	.1689	.2781	.1192
		Median	.0000	3.0000	.5000	.0000	.0000	.0000
		N	453	453	453	453	453	453
	Minimum	Mean	.2372	2.4767	.8116	.1047	.1116	5.349E-02
		Median	.0000	2.0000	.5000	.0000	.0000	.0000
		N	215	215	215	215	215	215
	Total	Mean	.3991	3.9325	1.1707	.1972	.2682	.1159
		Median	.0000	3.0000	.5000	.0000	.0000	.0000
		N	867	867	867	867	867	867

supervision, with almost four general supervision activities per month per case across all the supervision cases in the time study. Within the state, minimum cases average slightly more than two general supervision functions per month, medium cases average slightly less than four per month, and maximum cases exhibit an average of six general supervision functions per month. Thus, each increase in supervision level is associated with approximately two additional general supervision activities. This pattern is largely stable across county size, except that in Cook County and the larger counties, general supervision activity counts for medium and minimum supervision cases are not as discrepant (a difference of one activity per month across medium and minimum cases).

Paperwork/correspondence is the second most common activity function for juvenile probation officers, with an average of slightly more than one paperwork/correspondence activity per month per case. In general, as supervision level increases so does paperwork but the relationship is not nearly as strong or as consistent as found with other forms or probation activity. Maximum cases tend to involve twice the number of paperwork activities than either medium or minimum cases (which exhibit similar levels), but in Cook County differences in paperwork activities across supervision levels are almost non-existent. Court hearings are relatively infrequent among supervision cases in the state (about one every four months), with court hearings being more frequent as supervision level increases -- except for the larger counties in which court hearings are very infrequent and not related to supervision level. Court hearings are most frequently reported in Cook County, and especially for maximum supervision cases (an average, one hearing every two months). Case staffings and intake/interview activities occur relatively infrequently across the state.

The methods by which probation officers make contact with others as part of their supervision functions are presented in Table 17. Face-to-face (2.62 contacts per month) and telephone contacts (2.11 contacts per month) are much more commonly made than mail contacts (.29 contact per month). In fact, "other" types of contacts such as fax, notes and being left at residences (.91 contacts per month) are more common than mail contacts. As expected, increases in supervision levels are related to increases in the number of both face-to-face and telephone contacts. This holds true across counties of differing size. However, the mix of face-to-face and telephone contacts varies across counties. In Cook County, the ratio of average face-to-face contacts to telephone contacts per month is 1.6 to 1.0. In contrast, in other counties the ratios of face-to-face and telephone contacts is closer to 1.0 to 1.0 (large, .98 to 1.0; medium, .88 to 1.0; small, 1.15 to 1.0). Thus, perhaps due to increased geographical proximity between officers and the people with whom they must interact, or the availability of mass transit systems, officers in Cook County rely on the telephone less in their supervision functions than officers in other counties within the state.

Table 18 presents information on the types of people with whom probation officers interact in their supervision functions. The most common interactant is the minor probationer, with about two contacts per month. The next most common contact points are the probationers parents with about 1.5 contacts per month. School officials and other collateral contacts are equally common (about one contact per month). Court officials average slightly less than one contact per every two months. Victims are very rarely ever brought into the supervision function. Another type of recorded contact involved an officer making an attempt to link up with someone, but the attempt turned out to be unsuccessful. This type of contact was recorded as "none" on

Table 17: Mean number of face to face, telephone, mail, and other contacts by county size and supervision level (supervision cases)

SIZE	SUPERVISION LEVEL		Number of face to face contacts	Number of telephone contacts	Number of mail contacts	Number of other contacts
Cook	Maximum	Mean	4.5933	2.9200	.2000	.9200
		Median	4.0000	2.0000	.0000	.5000
		N	75	75	75	75
	Medium	Mean	2.8545	1.7295	.1209	.7090
		Median	2.5000	1.0000	.0000	.5000
		N	244	244	244	244
	Minimum	Mean	1.8819	1.3125	.1458	.5833
		Median	1.5000	1.0000	.0000	.5000
		N	72	72	72	72
	Total	Mean	3.0090	1.8811	.1407	.7263
		Median	2.5000	1.0000	.0000	.5000
		N	391	391	391	391
Large	Maximum	Mean	3.9516	4.1452	.2258	.6613
		Median	4.0000	2.5000	.0000	.5000
		N	31	31	31	31
	Medium	Mean	1.9722	1.7083	.1042	.5139
		Median	1.5000	1.5000	.0000	.5000
		N	72	72	72	72
	Minimum	Mean	1.1087	1.4674	.1087	.4130
		Median	1.0000	1.0000	.0000	.2500
		N	46	46	46	46
	Total	Mean	2.1174	2.1409	.1309	.5134
		Median	1.5000	1.5000	.0000	.5000
		N	149	149	149	149
Medium	Maximum	Mean	3.0755	3.6321	.6604	2.3962
		Median	3.0000	2.5000	.5000	1.5000
		N	53	53	53	53
	Medium	Mean	1.9262	2.0410	.5082	1.2459
		Median	1.5000	1.5000	.5000	1.0000
		N	61	61	61	61
	Minimum	Mean	1.0784	1.3137	.4804	.6961
		Median	1.0000	1.0000	.5000	.5000
		N	51	51	51	51
	Total	Mean	2.0333	2.3273	.5485	1.4455
		Median	1.5000	1.5000	.5000	1.0000
		N	165	165	165	165
Small	Maximum	Mean	4.1000	3.6000	.4750	1.6375
		Median	3.7500	2.7500	.5000	1.0000
		N	40	40	40	40
	Medium	Mean	2.7697	2.4934	.5987	1.1447
		Median	2.5000	1.5000	.2500	.7500
		N	76	76	76	76
	Minimum	Mean	1.6304	1.1957	.4239	.7717
		Median	1.2500	1.0000	.2500	.5000
		N	46	46	46	46
	Total	Mean	2.7747	2.3981	.5185	1.1605
		Median	2.5000	1.5000	.5000	1.0000
		N	162	162	162	162
Total	Maximum	Mean	3.9899	3.4372	.3819	1.4171
		Median	3.5000	2.5000	.0000	1.0000
		N	199	199	199	199
	Medium	Mean	2.5751	1.8962	.2506	.8234
		Median	2.0000	1.5000	.0000	.5000
		N	453	453	453	453
	Minimum	Mean	1.4721	1.3209	.2767	.6140
		Median	1.0000	1.0000	.0000	.5000
		N	215	215	215	215
	Total	Mean	2.6263	2.1073	.2872	.9077
		Median	2.0000	1.5000	.0000	.5000
		N	867	867	867	867

Table 18: Mean number of contacts (per month) with different persons by county size and supervision level (supervision cases)

SIZE	SUPER-VISION LEVEL		No. of contacts w/minor	No. of contacts w/parents	No. of contacts w/victim	No. of contacts w/school off.	No. of contacts with collateral	No. of contacts w/court personnel	No. of contacts w/ no individual
Cook	Maximum	Mean	2.9400	2.2267	1.333E-02	1.9400	1.6867	.6400	1.2200
		Median	2.5000	2.0000	.0000	1.5000	1.0000	.5000	1.0000
		N	75	75	75	75	75	75	75
	Medium	Mean	2.0369	1.5410	.0000	1.1844	.7807	.4139	.9201
		Median	2.0000	1.0000	.	1.0000	.5000	.0000	.5000
		N	244	244	244	244	244	244	244
	Minimum	Mean	1.4653	.8958	.0000	.7361	.4583	.2639	.7431
		Median	1.2500	.5000	.	.5000	.0000	.0000	.5000
		N	72	72	72	72	72	72	72
	Total	Mean	2.1049	1.5537	2.558E-03	1.2468	.8951	.4297	.9450
		Median	2.0000	1.0000	.0000	1.0000	.5000	.0000	.5000
		N	391	391	391	391	391	391	391
Large	Maximum	Mean	3.1290	2.5000	.0000	1.5000	1.9355	.8065	1.0161
		Median	3.0000	2.0000	.	1.0000	1.5000	.5000	1.0000
		N	31	31	31	31	31	31	31
	Medium	Mean	1.7917	1.6667	.0000	.6111	.6667	.2014	.6389
		Median	1.5000	1.5000	.	.5000	.5000	.0000	.5000
		N	72	72	72	72	72	72	72
	Minimum	Mean	1.2174	1.0326	2.174E-02	.3478	.4348	.1304	.6196
		Median	1.0000	1.0000	.0000	.2500	.0000	.0000	.5000
		N	46	46	46	46	46	46	46
	Total	Mean	1.8926	1.6443	6.711E-03	.7148	.8591	.3054	.7114
		Median	1.5000	1.5000	.0000	.5000	.5000	.0000	.5000
		N	149	149	149	149	149	149	149
Medium	Maximum	Mean	2.4811	2.2264	9.434E-03	1.2075	1.8396	.6698	2.5377
		Median	2.5000	1.5000	.0000	1.0000	1.0000	.5000	1.5000
		N	53	53	53	53	53	53	53
	Medium	Mean	1.7295	1.1230	4.098E-02	.6803	.9262	.6148	1.4262
		Median	1.5000	1.0000	.0000	.5000	.0000	.5000	1.0000
		N	61	61	61	61	61	61	61
	Minimum	Mean	1.0980	.8529	1.961E-02	.2353	.6667	.2451	.9020
		Median	1.0000	.5000	.0000	.0000	.0000	.0000	.5000
		N	51	51	51	51	51	51	51
	Total	Mean	1.7758	1.3939	2.424E-02	.7121	1.1394	.5182	1.6212
		Median	1.5000	1.0000	.0000	.0000	.5000	.0000	1.0000
		N	165	165	165	165	165	165	165
Small	Maximum	Mean	3.6625	2.5125	.0000	1.7250	1.3625	.5375	1.9500
		Median	3.5000	2.5000	.	1.5000	.7500	.5000	1.7500
		N	40	40	40	40	40	40	40
	Medium	Mean	2.2895	1.5461	.0000	1.3553	1.2697	.5987	1.2500
		Median	2.0000	1.2500	.	1.0000	.5000	.0000	1.0000
		N	76	76	76	76	76	76	76
	Maximum	Mean	1.4457	.7609	1.087E-02	.7174	.4239	.3152	.9783
		Median	1.2500	.5000	.0000	.0000	.0000	.0000	1.0000
		N	46	46	46	46	46	46	46
	Total	Mean	2.3889	1.5617	3.086E-03	1.2654	1.0525	.5031	1.3457
		Median	2.0000	1.0000	.0000	1.0000	.5000	.0000	1.0000
		N	162	162	162	162	162	162	162
Total	Maximum	Mean	2.9925	2.3266	7.538E-03	1.6332	1.7010	.6533	1.6859
		Median	2.5000	2.0000	.0000	1.0000	1.0000	.5000	1.0000
		N	199	199	199	199	199	199	199
	Medium	Mean	1.9989	1.5055	5.519E-03	1.0541	.8642	.4382	.9989
		Median	1.5000	1.0000	.0000	.5000	.5000	.0000	.5000
		N	453	453	453	453	453	453	453
	Minimum	Mean	1.3209	.8860	1.163E-02	.5302	.4953	.2419	.8047
		Median	1.0000	.5000	.0000	.0000	.0000	.0000	.5000
		N	215	215	215	215	215	215	215
	Total	Mean	2.0588	1.5404	7.497E-03	1.0571	.9648	.4389	1.1084
		Median	1.5000	1.0000	.0000	.5000	.5000	.0000	.5000
		N	867	867	867	867	867	867	867

the data forms. Notably, "none" is a contact type that occurs relatively frequently -- an average, one contact per month.

Similar patterns evidenced elsewhere are found with this variable; across all sized counties, as supervision levels increase so do contacts with minors, parents, school officials, and collateral contacts. Within medium and small counties, the number of contacts with court personnel are roughly equivalent across maximum and medium cases, which are roughly two to three times greater than for minimum cases. In general, contact levels with minors on maximum supervision are twice as great as that found with minors on minimum supervision, which in turn are about fifty percent lower than that evidenced with minors on medium supervision.

The location of probation officer activity is the focus of Table 19. By far, the most common location of probation officer activity is the probation office. On average, 3.59 activities occur per month per case in the office. The next most common location is the minor's school (.77 activities), with the minor's residence close behind (.72 activities). Activities at other locations are relatively infrequent, including court (.35 activities), and either detention or child care facilities (.05 activities each). Unfortunately, these data indicate probation officers may be more office-bound than would be desirable from a strong casework perspective. Perhaps not surprisingly given the great distances officers in rural areas often have to travel to get to a minor's house or school, officers in medium and small counties appear more office-bound that their counterparts in larger jurisdictions. For instance, among maximum supervision cases in the smallest counties, the ratio of office contacts to contacts at the minor's residence is 5.9 to 1.0. The ratio between office and school-based contacts for the same set of cases is 8.6 to 1.0. In contrast, within Cook

Table 19: Mean number of contacts (per month) at a specific location by county size and supervision level (supervision cases)

SIZE	SUPERVISION LEVEL		No. of contacts at probation office	No. of contacts at minor's home	No. of contacts at detention	No. of contacts at child care facility	No. of contacts at court	No. of contacts at school	No. of other contacts
Cook	Maximum	Mean	3.8867	1.1133	9.333E-02	7.333E-02	.6867	1.7533	1.0267
		Median	3.0000	1.0000	.0000	.0000	.5000	1.0000	.5000
		N	75	75	75	75	75	75	75
	Medium	Mean	2.6045	.8504	6.967E-02	2.869E-02	.4590	1.0451	.3545
		Median	2.0000	.5000	.0000	.0000	.2500	1.0000	.0000
		N	244	244	244	244	244	244	244
	Minimum	Mean	2.0694	.5417	.0000	6.944E-03	.2153	.8333	.2569
		Median	1.5000	.5000	.	.0000	.0000	.5000	.0000
		N	72	72	72	72	72	72	72
	Total	Mean	2.7519	.8440	6.138E-02	3.325E-02	.4578	1.1419	.4655
		Median	2.0000	.5000	.0000	.0000	.0000	1.0000	.0000
		N	391	391	391	391	391	391	391
Large	Maximum	Mean	5.8710	1.7903	.1452	8.065E-02	.1935	.7097	.2258
		Median	4.0000	1.5000	.0000	.0000	.0000	.5000	.0000
		N	31	31	31	31	31	31	31
	Medium	Mean	2.5833	1.0556	6.944E-03	4.861E-02	.1736	.3889	.1181
		Median	2.0000	1.0000	.0000	.0000	.0000	.0000	.0000
		N	72	72	72	72	72	72	72
	Minimum	Mean	2.2935	.6087	.0000	2.174E-02	7.609E-02	9.783E-02	.1087
		Median	1.7500	.5000	.	.0000	.0000	.0000	.0000
		N	46	46	46	46	46	46	46
	Total	Mean	3.1779	1.0705	3.356E-02	4.698E-02	.1477	.3658	.1376
		Median	2.5000	1.0000	.0000	.0000	.0000	.0000	.0000
		N	149	149	149	149	149	149	149
Medium	Maximum	Mean	6.6887	.5755	.1981	.2830	.4528	.6132	.9434
		Median	5.5000	.0000	.0000	.0000	.0000	.0000	.5000
		N	53	53	53	53	53	53	53
	Medium	Mean	3.9590	.5082	4.918E-02	4.098E-02	.3197	.5082	.3443
		Median	3.0000	.0000	.0000	.0000	.0000	.0000	.0000
		N	61	61	61	61	61	61	61
	Minimum	Mean	2.8627	.1078	.0000	.1078	9.804E-02	.1765	.2157

Table 19: Mean number of contacts (per month) at a specific location by county size and supervision level (supervision cases) (continued)

SIZE	SUPERVISION LEVEL		No. of contacts at probation office	No. of contacts at minor's home	No. of contacts at detention	No. of contacts at child care facility	No. of contacts at court	No. of contacts at school	No. of other contacts
		Median	2.5000	.0000	.	.0000	.0000	.0000	.0000
		N	51	51	51	51	51	51	51
	Total	Mean	4.4970	.4061	8.182E-02	.1394	.2939	.4394	.4970
		Median	3.0000	.0000	.0000	.0000	.0000	.0000	.0000
		N	165	165	165	165	165	165	165
Small	Maximum	Mean	6.4500	1.0875	8.750E-02	1.250E-02	.5000	.7500	.8875
		Median	5.5000	.5000	.0000	.0000	.5000	.5000	.5000
		N	40	40	40	40	40	40	40
	Medium	Mean	5.4145	.2763	1.974E-02	2.632E-02	.3158	.6711	.2961
		Median	4.5000	.0000	.0000	.0000	.0000	.5000	.0000
		N	76	76	76	76	76	76	76
	Minimum	Mean	3.3043	7.609E-02	1.087E-02	1.087E-02	.1522	.3370	.1304
		Median	3.0000	.0000	.0000	.0000	.0000	.0000	.0000
		N	46	46	46	46	46	46	46
	Total	Mean	5.0710	.4198	3.395E-02	1.852E-02	.3148	.5957	.3951
		Median	4.5000	.0000	.0000	.0000	.0000	.0000	.0000
		N	162	162	162	162	162	162	162
Total	Maximum	Mean	5.4573	1.0704	.1281	.1181	.5101	1.0854	.8518
		Median	4.5000	.5000	.0000	.0000	.5000	.5000	.5000
		N	199	199	199	199	199	199	199
	Medium	Mean	3.2550	.7406	4.857E-02	3.311E-02	.3709	.8057	.3057
		Median	2.5000	.5000	.0000	.0000	.0000	.5000	.0000
		N	453	453	453	453	453	453	453
	Minimum	Mean	2.5698	.3535	2.326E-03	3.488E-02	.1442	.4140	.1884
		Median	2.0000	.0000	.0000	.0000	.0000	.0000	.0000
		N	215	215	215	215	215	215	215
	Total	Mean	3.5905	.7203	5.536E-02	5.306E-02	.3466	.7728	.4020
		Median	2.5000	.5000	.0000	.0000	.0000	.5000	.0000
		N	867	867	867	867	867	867	867

County the comparable ratios are 3.4 to 1.0 and 1.75 to 1.0, respectively. In many instances, and especially within the smallest counties, these ratios become even more pronounced when focus is placed on minimum supervision cases. Among these cases, where it is very rare for officers to conduct either home or school visits, the ratios skyrocket (43.4 to 1.0).

Whether contacts occur in a probation office, a probationer's residence or school, most observers of probation work feel that the essence of effective probation work is face-to-face contact with the probationer. Whether an assistance or control model of probation is endorsed, both are premised on the regular and recurring contact between the probation officer and the offender. Neither assistance nor control will likely be achieved if officer and offender do not have at least a minimal level of information exchange, a common set of behavioral expectations, and the ability to manipulate moral and legal definitions of immediate situations and behaviors. These minimal elements require officer/offender contact and the development of interpersonal relations between the two. Their importance is obvious, and is recognized in the basic structure of probation and parole organizations. For instance, most agencies assign offenders to personal agent caseloads and require a minimum level of contact between officer and offender.

Table 20 presents some basic information which addresses how much time is actually spent by juvenile probation officers in face-to-face contact with their clients. For all supervision cases, slightly more than fifty percent of all supervision time involves face-to-face contact with the minor (mean = 54.7%, median = 57%). This percentage is based on officers spending an average of 1.21 hours a month in direct contact with their clients. As would be expected, the amount of time spent with juvenile clients increases monotonically as supervision level increases. Minors on minimum supervision spend on average .69 hours per month in face-to-face contact with their

Table 20: Mean percentage of supervision time and mean monthly activity time attributable to face to face contact with minor, by county size and supervision level (supervision cases)

SIZE	SUPERVISION LEVEL	Mean monthly activity time (in hrs.) for face to face contacts with minor	Mean Percent	Median Percent	N
Cook	Maximum	2.04	49.5	54.0	75
	Medium	1.47	56.2	60.2	244
	Minimum	.82	56.9	59.9	72
	Total	1.46	55.0	59.2	391
Large	Maximum	1.80	52.7	59.3	31
	Medium	.97	61.0	64.5	72
	Minimum	.73	59.7	68.9	46
	Total	1.07	58.9	65.2	149
Medium	Maximum	1.35	49.9	51.3	53
	Medium	.82	46.1	45.0	61
	Minimum	.55	54.1	57.9	51
	Total	.91	49.8	49.3	165
Small	Maximum	1.63	55.1	57.0	40
	Medium	1.00	54.6	54.1	76
	Minimum	.59	56.4	58.2	46
	Total	1.04	55.2	56.5	162
Total	Maximum	1.74	51.2	54.2	199
	Medium	1.22	55.3	57.1	453
	Minimum	.69	56.7	59.2	215
	Total	1.21	54.7	57.0	867

officers, those on medium supervision average 1.22 hours per month, and maximum supervision clients average 1.74 hours per month. The increase averages about one-half hour per month as one moves up supervision levels. This pattern is very stable across differently sized counties.

These increases are not translated into an increased percentage of total supervision time spent by officers in face-to-face contact with their clients -- the percentage is relatively stable across supervision level. This also holds true across size of county. Within each category of county size, the range of differences in mean percents is narrow, never increasing more than eight percent between maximum supervision cases and minimum cases (49.5% to 56.9% in Cook County). Thus, while officers may spend more total time with juveniles on their caseload as

supervision level increases, the increase tends to be proportionate to the increases necessitated by other supervision requirements.

The preceding analyses have presented a great deal of descriptive data on supervision time and activities as they relate to juvenile probation in Illinois. The data clearly indicate that supervision time and activities are strongly related to supervision level and suggest that county size also plays a significant role in determining the nature of juvenile probation services. The question remains, however, what is the relative influence of these factors? Moreover, nor attempt has yet been made to explore the influence of probationer age, race, and gender on supervision practices. To provide some insight on these issues, a multiple regression analysis was conducted. A series of variables including supervision level, probationer age, probationer gender, probationer race, case status (i.e., probation, continued under supervision, informal supervision), and county size were regressed on the dependent variable, average monthly supervision time. All variables but supervision level and age were dummy coded and all the independent variables were introduced into a stepwise regression model.

Table 21 presents the coefficients from the best fitting model, which still explains only 23 percent of the variation in average monthly supervision time. Supervision level is by far the strongest determinant, with supervision time decreasing .4 hours with every decrease in supervision level. Cases from Cook County also witness increased supervision time (.22 hours) as do cases from the smaller counties (.08 hours). Older probationers also witness slightly more supervision time (.075 hours), and persons on informal supervision receive slightly lower levels of supervision (.09 hours). Importantly, the race and gender of the probationer appear not to affect supervision time. Additionally, size of county is not a key factor in determining supervision time;

Table 21: Results from multiple regression analysis of average monthly supervision time, supervision cases only with extreme outliers excluded, n = 789

Variable	B[a]	Beta[b]	Sig.
Constant	6.136		
Supervision Level	-.927	-.397	.000
Cook County	-.732	-.228	.000
Informal Supervision	.678	.091	.006
Age	-.077	-.075	.018
Small Counties	-.318	-.078	.026

Adjusted $R^2 = .23$
[a] Unstandardized Coefficients
[b] Standardized Coefficients

rather it is being supervised in either Cook or the smallest county in the study. Larger and medium sized counties appear to have no distinctive impact on supervision time. It is important to also note that while supervision in Cook County does appear to play a role, the reason why is not provided by these results. It may still have something to do with the accuracy of the data provided by Cook County officers or something that is distinctive about the Cook Count juvenile probation population. In any case, which unexplained variance in monthly supervision time remains and subsequent research should attempt to explain that variation.

Social Histories

Conducting social histories on minors who find their way into the Illinois juvenile court system is an integral component of juvenile probation work, a component that demands a great portion of all juvenile probation resources. It is important to better understand the time it takes to complete a social history, and the activities associated with the task. Accordingly, this section of the report follows the presentation format utilized above. Differences in this section include time

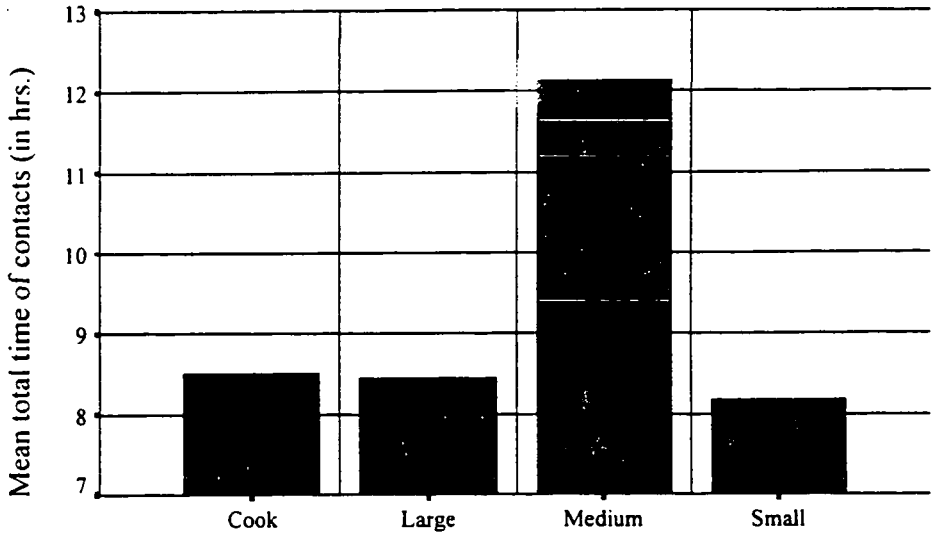
and activity estimates based on the full amount of time it takes to complete a social history. A total of 85 social histories were included in the study sample. These included four partial and supplemental social histories. Given the small number of such cases and their major differences with full social histories, these cases were excluded from the following analysis, resulting in a sample size of 81.

Table 22 presents estimates of the mean amount of time it takes to complete a social history. The time estimates include actual activity time, time spent traveling, and time spent waiting. All these estimates are presented across the county size variable. For ease of interpretation, the total time estimates to complete a social history are also presented in graphic form in Figure 2.

Table 22: Mean total time spent (in hrs.) for each case on activities, traveling, and waiting by county size (social history cases)

SIZE		Total time spent supervising each case	Total time spent on activities per case	Total time spent traveling per case	Total time spent waiting per case
Cook	Mean	8.656	5.686	1.359	1.611
	Median	8.017	5.117	1.300	1.350
	N	31	31	31	31
Large	Mean	9.421	8.655	.742	2.391E-02
	Median	8.800	8.050	.583	.000
	N	23	23	23	23
Medium	Mean	12.129	10.361	1.146	.622
	Median	11.825	10.325	.858	.417
	N	16	16	16	16
Small	Mean	8.180	7.785	.152	.244
	Median	7.083	6.833	.000	.250
	N	11	11	11	11
Total	Mean	9.495	7.738	.978	.779
	Median	8.667	6.567	.750	.333
	N	81	81	81	81

Figure 2: Mean time to complete a social history, by county size



The table reveals that, on average, across the state, it takes about 9.5 hours to complete a social history. Officers from medium sized counties reported the greatest amount of time to complete a social history (over 12 hours). In other counties, the time estimates were more similar, averaging between 8.2 (small counties) and 9.4 hours (large counties). As with case supervision functions, officers from Cook County reported the greatest average amount of time traveling (1.4 hours) and waiting (1.6 hours) when conducting social histories. These estimates are markedly higher than those witnessed in the smallest jurisdictions (.15 hours traveling and .24 hours waiting).

The data in Table 23 suggest that readers should have more confidence in these data than perhaps should be placed on the supervision data. Although the sample sizes on which the

estimates are based are quite small, officers who expressed a high level of faith in the data did not generate time estimates necessary to complete social histories that varied markedly from those who expressed less faith in the data (10.16 hours vs. 9.26 and 9.08 hours).

Table 23: Total mean time (in hrs.) performing social history functions per case, by probation officer faith in the time data

PO FAITH	Mean	Median	Minimum	Maximum	N
Low	9.083	10.167	5.0	12.1	3
Medium	9.263	7.567	5.0	16.2	9
High	10.157	7.983	4.0	21.6	9
Total	9.621	7.983	4.0	21.6	21

Table 24 reports the distinct number of activities engaged in by probation officers while completing social histories. The average across the sample of departments is 17 activities, with officers in medium (25.0) and large counties (18.2) reporting more activities than officers in either Cook County (13.4) or the smallest counties (12.6). These differences correspond to the differing level of time estimates presented in Table 22. Why such a large degree of variation exists across counties is unclear.

Table 24: Mean total number of distinct activities for social history cases

Cook	13.45	11.00	31
Large	18.22	18.00	23
Medium	25.06	25.00	16
Small	12.64	11.00	11
Total	16.99	14.00	81

Distinct types of activities associated with the completion of social histories are presented in Table 25. Consistent with the basic nature of social histories, the modal activity reported by probation officers is gathering and reviewing information (5.19). Surprisingly, there is a negative relationship between size of county and average number of information gathering activities. The

smallest departments exhibit more of this activity, on average, than that evidenced in Cook County (7.0 vs. 4.13). In contrast, officers in the smallest counties report markedly fewer interviewing activities (1.64) than officers elsewhere -- especially officers from medium-sized counties (6.50). In general, across all activity categories, officers from medium-sized counties report the greatest activity level.

Table 25: Mean total number of distinct activities per month, by function of activity, and county size (social history cases)

SIZE		Number of interviewing activities	Number of info. gathering/review activities	Number of report writing/proofreading activities	Number of case staffing activities	Number of court hearing activities	Number of other activities
Cook	Mean	3.74	4.13	2.23	.48	1.29	1.74
	Median	3.00	3.00	2.00	.00	1.00	1.00
	N	31	31	31	31	31	31
Large	Mean	5.30	5.30	3.35	.78	.17	2.22
	Median	3.00	4.00	2.00	.00	.00	1.00
	N	23	23	23	23	23	23
Medium	Mean	6.50	5.81	4.81	2.13	1.38	2.69
	Median	4.50	4.00	4.00	1.00	1.00	2.00
	N	16	16	16	16	16	16
Small	Mean	1.64	7.00	3.27	.27	1.00	.64
	Median	1.00	5.00	3.00	.00	1.00	.00
	N	11	11	11	11	11	11
Total	Mean	4.44	5.19	3.20	.86	.95	1.91
	Median	3.00	4.00	3.00	.00	1.00	1.00
	N	81	81	81	81	81	81

Tables 26 to 28 present data on the types of activities, persons with whom officers interact, and the location of activities associated with the completion of social histories. The data suggest the process of completing social histories is quite distinct across differently sized counties. For instance, Table 26 reveals that the use of the U.S. Post Office to aid in the conduct of social histories is non-existent in Cook County, whereas as the size of the jurisdiction decreases, the use of mail increases. The use of the telephone is relatively infrequent in both Cook County and the smallest counties. In Cook County, face-to-face contacts are the most commonly utilized method

of activity whereas use of telephone calls is the modal activity category in the other large counties. These patterns are perplexing, but likely involves differing traditions that have evolved over time in how social histories are conducted. Placing value judgments of these patterns is problematic.

Table 26: Mean number of face to face, telephone, mail, and other contacts for social history cases by county size

SIZE		Number of face to face contacts	Number of telephone contacts	Number of mail contacts	Number of other contacts
Cook	Mean	6.39	3.45	.00	3.58
	Median	6.00	3.00	.	3.00
	N	31	31	31	31
Large	Mean	5.43	5.65	1.13	4.87
	Median	5.00	5.00	1.00	4.00
	N	23	23	23	23
Medium	Mean	6.19	8.12	1.75	6.38
	Median	6.00	6.50	1.00	6.00
	N	16	16	16	16
Small	Mean	2.91	2.27	2.00	5.09
	Median	3.00	2.00	1.00	4.00
	N	11	11	11	11
Total	Mean	5.60	4.84	.94	4.70
	Median	5.00	3.00	.00	4.00
	N	81	81	81	81

Table 27 suggests that parent are considered very valuable sources of information when conducting social histories, at least as valuable as the minor. Within each category of county size, the number of contacts with parents equals or exceeds the number of contacts with the youth in question. School and court officials are also contacted, on average, once or twice to collect information, and this does not vary across jurisdictions. Another constant is lack of contact with victims and the common inability to access people who are sought for information when officers are doing social histories. In fact, the most common contact outcome across the state is the inability to hook up with an intended information source (average of 4.69 attempts per case).

Table 27: Mean number of contacts with different persons for social history cases by county size

SIZE		Number of contacts w/minor	Number of contacts w/parents	Number of contacts w/victim	Number of contacts w/school official	Number of contacts w/collateral	Number of contacts w/court personnel	Number of contacts w/no one
Cook	Mean	4.58	4.35	.00	1.55	1.71	1.32	3.55
	Median	4.00	4.00	.	1.00	1.00	1.00	4.00
	N	31	31	31	31	31	31	31
Large	Mean	3.87	4.61	.17	1.48	3.39	1.74	4.74
	Median	3.00	4.00	.00	1.00	3.00	1.00	4.00
	N	23	23	23	23	23	23	23
Medium	Mean	3.75	4.88	.00	1.94	6.25	2.81	6.63
	Median	3.00	4.00	.	1.50	4.50	2.50	6.00
	N	16	16	16	16	16	16	16
Small	Mean	2.09	2.27	.00	1.36	3.55	1.18	5.00
	Median	2.00	2.00	.	1.00	2.00	1.00	5.00
	N	11	11	11	11	11	11	11
Total	Mean	3.88	4.25	4.94E-02	1.58	3.33	1.72	4.69
	Median	3.00	4.00	.00	1.00	2.00	1.00	4.00
	N	81	81	81	81	81	81	81

The distinctive nature of how social histories are conducted across counties is further evidenced by the data presented in Table 28. In the smallest jurisdictions, probation officers assigned a social history tend not to leave their office. When they do, they typically go upstairs or across the street to visit the court. In contrast, in Cook County investigative officers go the minor's residence on average about twice to complete the social history, visit the minor's school, and sometimes follows the child to detention. Surprisingly, detention visits are common within the medium-sized jurisdictions, but not nearly as so in other counties. However, as all the social history data have revealed, officers from medium-sized jurisdictions appear to put much more time into the completion of a social history than officers in other sized counties.

Juvenile Intakes

The focus now turns to juvenile intakes. The number of intakes is quite small (n = 33), resulting in unstable estimates and the inability to tease out interrelationships within the intake

Table 28: Mean total number of contacts at a specific location for social history cases, by county size

SIZE		Number of contacts at probation office	Number of contacts at minor's residence	Number of contacts at detention	Number of contacts at child care facility	Number of contacts at court	Number of contacts at school	Number of contacts at other locations
Cook	Mean	7.16	1.90	.42	3.23E-02	1.71	1.45	.77
	Median	7.00	2.00	.00	.00	1.00	1.00	.00
	N	31	31	31	31	31	31	31
Large	Mean	14.35	1.13	.35	.00	.39	.26	.61
	Median	13.00	1.00	.00	.	.00	.00	.00
	N	23	23	23	23	23	23	23
Medium	Mean	14.63	.63	1.56	.94	2.31	.56	2.19
	Median	12.50	.50	.00	.00	2.00	.00	2.00
	N	16	16	16	16	16	16	16
Small	Mean	10.55	.00	.00	.00	1.00	9.09E-02	1.00
	Median	8.00	.	.	.	1.00	.00	.00
	N	11	11	11	11	11	11	11
Total	Mean	11.14	1.17	.57	.20	1.36	.75	1.04
	Median	9.00	1.00	.00	.00	1.00	.00	.00
	N	81	81	81	81	81	81	81

case sample. Accordingly, the following analysis will brief and intended primarily for heuristic purposes.

Table 29 presents time estimates on how long it takes to perform an intake, and the time it takes to perform various activities. Note that Cook County is not included in the data. They did not provide any intake cases to the study because their intake processes are unique within the state. The highly skewed average time it takes to conduct an intake is 4.6 hours, but a more appropriate measure may be the median, which is 3.1 hours. Larger counties report less average time to complete an intake (3.26 hours) than either medium (6.71 hours) or small (5.32) counties. The variation across counties is large, perhaps reflecting that officers in medium-sized, as was with the case with social histories, engage in a much higher level of activity when conducting intakes than do officers in other sized counties. The variation above may also reflect how variable mean time estimates are in relation to the intake officer's faith in the time study data. As

Table 29: Mean time spent per month (in hrs.) performing activities, traveling, and waiting on intake cases by size of county

SIZE		Total time of supervision	Total time of activities	Total time traveling	Total time waiting
Large	Mean	3.261	2.677	.442	.143
	Median	2.525	2.192	.358	.000
	N	16	16	16	16
Medium	Mean	6.710	5.310	1.167	.233
	Median	5.500	4.167	.250	.000
	N	7	7	7	7
Small	Mean	5.318	4.715	.533	7.000E-02
	Median	4.075	3.550	.367	.000
	N	10	10	10	10
Total	Mean	4.616	3.853	.623	.140
	Median	3.100	2.967	.333	.000
	N	33	33	33	33

indicated in Table 30, persons with a high level of faith in the data generated means more than twice those generated by officers with a low level of faith in the data. The samples are too small to further disaggregate the data, but it may simply be the cases that medium sized counties simply employ a few more officers who filled out the data forms more completely than witnessed in the larger counties. With samples of this size, idiosyncratic situations like this can greatly impact parameter estimates. For instance, in Table 31 it is reported that medium-sized counties average 18 distinct activities during the completion of an intake. This figure is 50 percent higher than the activity count for smaller counties (12), and almost 250 percent higher than that reported in large

Table 30: Total mean time performing intake functions per case, by probation officer faith in the time data

PO FAITH	Mean	Median	N
Low	2.957	2.000	7
Medium	5.050	4.767	6
High	6.227	5.283	8
Total	4.801	3.750	21

counties (7). It is difficult to believe that intake processes and time efforts can be so effort across counties generally.

Table 31: Mean number of contacts for intake cases by size of county

SIZE	Mean	Median	N
Large	7.25	5.50	16
Medium	18.00	17.00	7
Small	12.10	9.50	10
Total	11.00	8.00	33

Tables 32 through 35 follow the same format of data presentation as was provided in the analysis of the supervision and social history cases. These data tend to reinforce the notion that officers conducting intakes in medium sized counties initiate more activities and spend more time in those activities than officers in other-sized counties. This includes engaging in more paperwork and correspondence than officers elsewhere, supervising the minor during the intake process, making more phone calls and writing more letters, and having more meetings with the minor, school officials, and a variety of collateral contacts than officers in other-sized counties. These

Table 32: Mean number of assorted contacts for intake cases by size of county

SIZE		Number of intake interviewing/info-gathering contacts	Number of general supervision contacts	Number of paper/correspond contacts	Number of case staffing contacts	Number of court hearing contacts	Number of other contacts
Large	Mean	2.63	2.94	1.50	.44	6.25E-02	.00
	Median	3.00	2.00	2.00	.00	.00	.
	N	16	16	16	16	16	16
Medium	Mean	1.86	11.00	4.71	.43	.14	.43
	Median	1.00	7.00	3.00	.00	.00	.00
	N	7	7	7	7	7	7
Small	Mean	4.60	4.10	1.90	1.00	.50	.50
	Median	4.50	1.50	1.50	.00	.00	.00
	N	10	10	10	10	10	10
Total	Mean	3.06	5.00	2.30	.61	.21	.24
	Median	3.00	2.00	2.00	.00	.00	.00
	N	33	33	33	33	33	33

activities are all engaged in primarily in the probation office. In smaller counties, intake officers a greater level of intake interviewing and information gathering than officers elsewhere, and reported a greater and more diverse set of intake activities than officers in the large counties.

Table 33: Mean number of face to face, telephone, mail and other contacts for intake cases by size of county

SIZE		Number of face to face contacts	Number of telephone contacts	Number of mail contacts	Number of other contacts
Large	Mean	2.94	2.81	.31	1.13
	Median	2.00	2.00	.00	1.00
	N	16	16	16	16
Medium	Mean	6.43	6.86	1.43	3.29
	Median	6.00	7.00	.00	3.00
	N	7	7	7	7
Small	Mean	5.40	3.70	.50	2.50
	Median	5.00	1.50	.00	2.50
	N	10	10	10	10
Total	Mean	4.42	3.94	.61	2.00
	Median	3.00	2.00	.00	2.00
	N	33	33	33	33

Table 34: Mean number of contacts with different persons for intake cases by size of county

SIZE		Number of contacts w/minor	Number of contacts w/parents	Number of contacts w/victim	Number of contacts w/School official	Number of contacts w/collateral	Number of contacts w/court personnel	Number of contacts w/none
Large	Mean	3.19	3.25	.00	.75	.69	.56	1.19
	Median	2.50	2.00	.	.50	.00	.00	1.00
	N	16	16	16	16	16	16	16
Medium	Mean	7.00	2.71	.00	2.71	4.86	.57	4.00
	Median	7.00	2.00	.	1.00	.00	.00	3.00
	N	7	7	7	7	7	7	7
Small	Mean	4.70	4.50	.00	1.60	1.60	.70	2.60
	Median	4.00	3.50	.	.50	.50	.50	2.50
	N	10	10	10	10	10	10	10
Total	Mean	4.45	3.52	.00	1.42	1.85	.61	2.21
	Median	4.00	3.00	.	1.00	.00	.00	2.00
	N	33	33	33	33	33	33	33

Given these fairly large differences across counties and the small sample sizes, it would be prudent to view these intake data with skepticism. Only a much larger study on intake processes in the state could reveal the actual time and activity dimensions of juvenile probation intake.

Table 35: Mean number of contacts at a specific location for intake cases by size of county

SIZE		Number of contacts at probation office	Number of contacts at minor's residence	Number of contacts at detention	Number of contacts at child care facility	Number of contacts at court	Number of contacts at school	Number of contacts at other locations
Large	Mean	5.44	1.44	.13	.00	6.25E-02	.13	6.25E-02
	Median	4.50	1.00	.00	.	.00	.00	.00
	N	16	16	16	16	16	16	16
Medium	Mean	11.43	1.57	.43	.86	.29	1.71	1.71
	Median	9.00	.00	.00	.00	.00	.00	.00
	N	7	7	7	7	7	7	7
Small	Mean	8.80	.90	1.00E-01	.00	.60	.60	1.10
	Median	6.00	1.00	.00	.	.50	.00	.00
	N	10	10	10	10	10	10	10
Total	Mean	7.73	1.30	.18	.18	.27	.61	.73
	Median	5.00	1.00	.00	.00	.00	.00	.00
	N	33	33	33	33	33	33	33

SUMMARY AND CONCLUSIONS

This final report has attempted to provide AOIC and relevant stakeholders of juvenile probation in Illinois with a basic empirical foundation to better understand what probation officers do during the course of their work. A focus has been placed on generating estimates of the amount of time it takes to supervise minors on probation, to conduct social histories, and to provide intake services. These are core functions of probation. A secondary focus was to report on the nature of activities that take place during the performance of these functions. The goal of providing detailed and reliable information on these processes was much more fully achieved in relation to the supervision function than to either the social history or intake function.

This is largely because the data collection efforts by AOIC focused on supervision cases. Consequently, a much larger number of supervision cases (n = 867) were included in the study than either social history (n = 85) or intake cases (n = 33). AOIC made a very good faith effort to collect quality data on a representative sampling of cases. Unfortunately, random sampling of

cases was not possible. Further, despite strong communication and training efforts to encourage and train probation officers to comply with the study requirements fully, the survey data presented in this report suggest that many of the participating officers generated data of questionable value. Almost half of the respondents in our survey reported they personally generated data that didn't accurately reflect their actual work activity and more than half of the responding officers reported having low levels of faith in the validity of the general data set. Thus, readers need to be cautious in making strong inferences about what these data say or do not say, and very deliberate in thinking about the implications of these data for policy and practice.

Despite these caveats, the data do tell us certain things. They tell us that supervision level has real impact on the amount of time officers take in supervising juvenile probationers, and that the number and types of activities engaged in during the supervision process varies considerably across supervision level. The data also tell us there are differences in supervision across jurisdictions. While the data set is not large enough to identify specific county impacts on supervision practices (except for Cook County), there is a notable level of variation between Cook County, large counties, medium-sized counties, and small counties in the average length of supervision time and what is done during that time. In addition, the data illustrate that the completion of social histories is a very time consuming task and that differing sized counties exhibit distinct patterns in how probation officers go about doing the work of conducting social investigations. Finally, these data have not significantly enhanced our understanding of juvenile intake processes.

Some of the more important findings from this study include:

- Officers on average spent 2.24 hours per case per month in activities related to the supervision of juvenile probation cases. Roughly 61 percent of the officers' time involved actually being engaged in a supervision activity (1.36 hours), 24 percent of the time was spent traveling to and from locations (.53 hours), and the remaining 15 percent of the time was devoted to waiting for an activity to take place (e.g., sitting in a courthouse waiting for a hearing to commence). Median figures tend to be roughly 70 to 75 percent of the mean. Thus, it is safe to conclude that a typical probation case in Illinois appears to involve about two hours of supervision time per month, with approximately sixty percent of the time involving actual engagement in the supervision activity.

- Maximum supervision cases involve an average of 3.4 hours of supervision time per month, while medium supervision cases take 2.22 hours per month and minimum cases take 1.22 hours per month. Each increase in supervision level is associated with approximately a one hour increase in supervision time. Across supervision levels, activity time is roughly 60 percent of total time, travel time is 25 percent of total time, and waiting time represents 15 percent of total time.

- Across supervision levels, officers in Cook County tend to spend slightly more time on each case than officers elsewhere in the state -- roughly one-half hour more per month per case.

- The difference in supervision time between Cook and the other counties appears largely driven by the fact that Cook County officers tend to spend more time traveling and waiting than officers in other counties. Actual time in the activity is not much different in Cook County than it is in other counties.

- Some caution should be applied in interpreting the time estimates because officers who expressed the highest faith in the data uniformly reported lower monthly mean time estimates across supervision levels than those who expressed less faith in the data.

- The data from the smaller counties may be more valid (i.e., less inflated) than the data from Cook County and the other large counties because officers who expressed less faith in the data were concentrated in larger counties and those same officers tended to report greater amounts of time to supervise cases.

- An average of six activities are engaged in per month per case during the supervision function. The median is slightly lower at five activities per month.

- Each increase in supervision level is associated with approximately three more contacts per month. This holds across county size, with inter-county variation being insubstantial.

- By far, the most common functional activity type is general supervision, with almost four general supervision activities per month per case across all the supervision cases in the time study. Within the state, minimum cases average slightly more than two general supervision functions per month, medium cases average slightly less than four per month, and maximum cases exhibit an average of six general supervision functions per month. Thus, each increase in supervision level is associated with approximately two additional general supervision activities. Little variation in these patterns are exhibited across counties.

- Paperwork/correspondence is the second most common activity function for juvenile probation officers, with an average of slightly more than one paperwork/correspondence activity per month per case. In general, as supervision level increases so does paperwork but the relationship is not nearly as strong or as consistent as found with other forms or probation activity.

- By far, the most common location of probation officer activity is the probation office. On average, 3.59 activities occur per month per case in the office. The next most common location is the minor's school (.77 activities), with the minor's residence close behind (.72 activities). Activities at other locations are relatively infrequent, including court (.35 activities), and either detention or child care facilities (.05 activities each). Officers in medium and small counties appear more office-bound that their counterparts in larger jurisdictions.

- For all supervision cases, slightly more than fifty percent of all supervision time involves face-to-face contact with the minor (mean = 54.7%, median = 57%). This percentage is based on officers spending an average of 1.21 hours a month in direct contact with their clients. Minors on minimum supervision spend on average .69 hours per month in face-to-face contact with their officers, those on medium supervision average 1.22 hours per month, and maximum supervision clients average 1.74 hours per month.

- On average, across the state it takes about 9.5 hours to complete a social history. Officers from medium sized counties reported the greatest amount of time to complete a social history (over 12 hours).

- As with case supervision functions, officers from Cook County reported the greatest average amount of time traveling (1.4 hours) and waiting (1.6 hours) when conducting social histories.

- The distinct number of activities engaged in by probation officers while completing social histories averages 17 across the state. Officers in medium (25.0) and large counties (18.2) reported more activities than officers in either Cook County (13.4) or the smallest counties (12.6).

- The process of completing social histories is quite distinct across differently sized counties. For instance, the use of the mail to aid in the conduct of social histories is non-existent in Cook County, whereas as the size of the jurisdiction decreases, the use of mail increases. The use of the telephone is relatively infrequent in both Cook County and the smallest counties. In Cook County, face-to-face contacts are the most commonly utilized method of activity whereas use of telephone calls is the modal activity category in the other large counties.

- Exclusive of Cook County, for which no intake data were available, the average time it takes to conduct an intake is 4.6 hours. Because the scores are so highly skewed, a more appropriate measure may be the median, which is 3.1 hours. Larger counties report less average time to complete an intake (3.26 hours) than either medium (6.71 hours) or small (5.32) counties. The sample size for intake cases is so small that more detailed analysis of these cases could not be accomplished with confidence in the results.

While there are many implications of this study's findings for the successful enhancement of juvenile probation services, this study offers no prescriptive recommendations. This is a matter better left to state and local policy makers.

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APPENDIX A: AOIC DATA COLLECTION INSTRUMENTS

Administrative Office of the Illinois Courts - Probation Division

Intake/Supervision Time Study

AOIC Use Only

Minor's Name:(Last) (First) (MI)	**Case Number:**	**Gender:** ____ 1 = Male 2 = Female
Officer's Name:	**Officer Number:**	
Case Status: 1. Probation ____ 2. Cont. Under Sup. ____ 3. Informal ____		**DOB:** ___/___/___
Case Type: (Circle One) 1 = Intake 2 = Maximum 3 = Medium 4 = Minimum		**Race:** ____ 1 = American Indian/Eskimo 2 = Asian/Pacific Islander 3 = Black 4 = Hispanic 5 = White 6 = Other
Date of Disposition: ____/____/____	**SJS Completed:** 1 = Yes 2 = No LS SI ES CC	
Social History Completed: 1 = Yes 2 = No	**Department:**	

Codes

Person:
1 = Minor
2 = Minor's Parents
3 = Victim
4 = School Official
5 = Other Collateral
6 = Court Personnel
7 = None

Method:
1 = Face to Face
2 = Telephone
3 = Mail
4 = Other

Place:
1 = Probation Office
2 = Minor's Residence
3 = Detention
4 = Child Care Facility
5 = Court
6 = School
7 = Other

Function:
1 = Intake Interviewing/Information Gathering
2 = General Supervision
3 = Paper work/correspondence
4 = Case Staffing
5 = Court Hearing
6 = Other

Date MM/DD	Codes				Description of Activity	Time in Minutes		
	Person	Method	Place	Function		Travel	Waiting	Activity

Administrative Office of the Illinois Courts - Probation Division

Investigation Time Study

Minor's Name: (Last) (First) (MI)		**Race:** ____ 1. American Indian/Eskimo 4. Hispanic 2. Asian/Pacific Islander 5. White 3. Black 6. Other	AOIC Use Only
Gender: ____ 1. Male 2. Female	**DOB:** / /		
Officer's Name:	**Officer Number:**	**Case Number:**	
Investigation Type: 1 = Full Social History 3 = Supplemental Social History (Circle One) 2 = Partial Social History 4 = Intake Screening Investigation			
Department:			

Codes

Person:
1 = Minor
2 = Minor's Parents
3 = Victim
4 = School Official
5 = Other Collateral
6 = Court Personnel
7 = None

Method:
1 = Face to Face
2 = Telephone
3 = Mail
4 = Other

Place:
1 = Probation Office
2 = Minor's Residence
3 = Detention
4 = Child Care Facility
5 = Court
6 = School
7 = Other

Function:
1 = Interviewing
2 = Information Gathering/Review
3 = Report Writing/Proofreading
4 = Case Staffing
5 = Court Hearing
6 = Other

Date MM/DD	Codes				Description of Activity	Time in Minutes		
	Person	Method	Place	Function		Travel	Waiting	Activity

Codes

Person:
1 = Minor
2 = Minor's Parents
3 = Victim
4 = School Official
5 = Other Collateral
6 = Court Personnel
7 = None

Method:
1 = Face to Face
2 = Telephone
3 = Mail
4 = Other

Place:
1 = Probation Office
2 = Minor's Residence
3 = Detention
4 = Child Care Facility
5 = Court
6 = School
7 = Other

Function:
1 = Interviewing
2 = Information Gathering/Review
3 = Report Writing/Proofreading
4 = Case Staffing
5 = Court Hearing
6 = Other

Date	Codes					Time in Minutes		
MM/DD	Person	Method	Place	Function	Description of Activity	Travel	Waiting	Activity

APPENDIX B

TABLE 1: Average Monthly Supervision Time by County and Supervision Level, Supervision Cases Only

APPENDIX B

Table 1: Mean time spent per month (in hrs.) performing supervision activities for each case by county and supervision level (supervision cases)

COUNTY	SUPERVISION LEVEL	Mean	Median	N
13th Circuit	Maximum	2.691	1.433	19
	Medium	1.658	1.383	17
	Minimum	1.012	.725	13
	Total	1.887	1.333	49
Adams	Maximum	3.127	2.588	12
	Medium	3.275	2.875	14
	Minimum	1.941	.846	8
	Total	2.909	2.588	34
Christian	Maximum	2.952	2.842	4
	Medium	1.069	.875	7
	Minimum	.489	.417	7
	Total	1.262	.813	18
Clay	Maximum	1.725	.	1
	Medium	1.753	1.754	6
	Minimum	.258	.258	2
	Total	1.418	.833	9
Coles-Cumberland	Maximum	3.895	3.292	9
	Medium	1.442	1.558	11
	Minimum	.993	.896	6
	Total	2.188	1.671	26
Cook	Maximum	3.847	3.283	75
	Medium	2.570	2.279	244
	Minimum	1.579	1.008	72
	Total	2.632	2.217	391
DeKalb	Medium	1.683	1.608	11
	Minimum	1.086	.329	6
	Total	1.473	1.192	17
DeWitt	Maximum	1.247	1.333	6
	Medium	1.813	1.192	6
	Minimum	.503	.483	3
	Total	1.324	1.050	15
Lake	Maximum	3.279	3.313	12
	Medium	1.997	1.417	41
	Minimum	1.908	1.175	17
	Total	2.195	1.471	70
Madison	Maximum	2.076	2.221	6
	Medium	.924	.967	18
	Minimum	.650	.608	18
	Total	.971	.783	42
McHenry	Maximum	4.963	3.950	13
	Medium	1.435	1.325	13
	Minimum	.561	.667	11
	Total	2.415	1.325	37
McLean	Maximum	2.463	2.192	13
	Medium	1.745	1.000	11
	Minimum	1.150	.525	9
	Total	1.866	1.008	33
Morgan	Maximum	4.463	4.463	2
	Medium	1.017	.975	9
	Minimum	.560	.500	5
	Total	1.305	.900	16
Ogle	Medium	3.246	2.621	6
	Minimum	2.878	3.008	3
	Total	3.123	2.650	9
Rock Island	Maximum	3.727	1.954	12
	Medium	1.953	1.417	8
	Minimum	1.219	.712	8
	Total	2.504	1.483	28
Sangamon	Maximum	3.152	3.167	8
	Medium	1.880	1.163	22
	Minimum	1.007	.792	15
	Total	1.815	1.150	45
Tazewell	Maximum	.771	.771	2
	Medium	.756	.567	3
	Minimum	.292	.267	6
	Total	.505	.392	11
Williamson	Maximum	2.933	2.775	5
	Medium	2.449	2.083	6
	Minimum	1.231	1.042	6
	Total	2.161	2.158	17
Total	Maximum	3.401	2.758	199
	Medium	2.215	1.750	453
	Minimum	1.239	.792	215
	Total	2.245	1.667	867

APPENDIX C

SIUC Probation Officer Survey

Mail Survey of Probation Officers Involved
in the
TIME STUDY OF JUVENILE PROBATION SERVICES IN ILLINOIS

Center for the Study of Crime, Delinquency, and Corrections
Southern Illinois University

PROBATION OFFICER NAME: _____
(Please type or print)

COUNTY/CIRCUIT: _____

Introduction:

We have received a grant from the Illinois Criminal Justice Information Authority to process and analyze time study data collected by the Administrative Office of Illinois Courts (AOIC). AOIC has told us that you participated in this study and provided them information on the amount of time and the type of activities involved in supervising juveniles who are on probation.

This project involves trying to make sense of the data that you and other probation officers provided AOIC between September and November 1996. We would like to ask you some questions about the time study and your perceptions of juvenile probation in Illinois. The questionnaire should take about 20 to 30 minutes to complete.

All the information that you give will be strictly confidential. The answers you give will be reported in such a way that no one's answers or name can be identified. No one but the researchers will see your responses. To ensure this, when you finish this form, put it in the stamped, self- addressed envelope provided and place it in the mail. The information will be used for research purposes only; no one outside the study project (including AOIC and your department) will have access to the information that you are providing. Once all the results have been collected, all information relating to names and personal identifiers will be destroyed.

You should further understand that taking part in this study is purely voluntary. You can refuse to answer any specific questions. There cannot be and will not be any consequences for your refusal to participate in this survey. Your active role in giving us information, however, is very important and we thank you for your participation in this important probation study.

This project was reviewed and approved by the Southern Illinois University at Carbondale's Human Subjects Committee. Questions regarding your rights as a participant in this research may be addressed to the Committee Chairperson, Office of Research Development and Administration, Southern Illinois University, Carbondale, IL 62901-4709. If you have any questions about this study, you may contact the Principal Investigator, Dr. Tom Castellano. He can be contacted at: Crime Study Center, Southern Illinois University at Carbondale, Carbondale, IL 62901-4504. His phone number is 618-453-5701.

My signature below shows that I have read the above, and that I consent to further participation in this study.

Signature _____ **Date** _____

Background Information:

1. How long have you been a probation officer? _____ _____
   (Years) (Months)

   a. How long have you been a juvenile probation officer? _____ _____
   (Years) (Months)

2. Do you supervise juveniles only?

   _____ No: If no, what percentage of your caseload are juveniles? _____
   _____ Yes

3. As of today, what are the approximate numbers of persons you supervise who are on:

   Administrative Supervision _____
   Minimum Supervision _____
   Medium Supervision _____
   Maximum Supervision _____

   What percent of the persons that you supervise are on: (must add up to 100%)

   Informal Supervision _____%
   Court Supervision _____%
   Continued Under Supervision _____%
   Probation _____%
   Other _____%
   Total = 100%

4. Of all of the work that you do as a Probation Officer, what percent of your time involves: (must add up to 100%)

   Supervision _____%
   Intakes _____%
   Social Histories/Investigations _____%
   Other _____%
   Total = 100%

Now, we would like to focus on the **AOIC Time Study:**

5. Was your participation in the AOIC time study voluntary?

_____ No _____ Yes

6. Please describe why you think you were chosen to participate in this study: _____

_____

_____

7. If other juvenile POs from your county participated in this time study, were they chosen in a manner similar to how you were chosen?

____ No, explain: _____

_____

____ Yes, explain: _____

_____

8. How did you feel when you were first asked/told to participate in this study? For each of the following adjectives, circle the response that best fits how you felt.

Happy	a) Not at all	b) Very little	c) Some	d) A lot
Angry	a) Not at all	b) Very little	c) Some	d) A lot
Proud	a) Not at all	b) Very little	c) Some	d) A lot
Upset	a) Not at all	b) Very little	c) Some	d) A lot
Enthusiastic	a) Not at all	b) Very little	c) Some	d) A lot
Reluctant	a) Not at all	b) Very little	c) Some	d) A lot
Excited	a) Not at all	b) Very little	c) Some	d) A lot
Pleased	a) Not at all	b) Very little	c) Some	d) A lot
Skeptical	a) Not at all	b) Very little	c) Some	d) A lot
Burdened	a) Not at all	b) Very little	c) Some	d) A lot

9. Were you provided detailed information on the AOIC study before your actual involvement?

____ No ____ Yes

a. Were you told how long your participation in the study would be?

____ No ____ Yes (detail response: _____)

b. Were you told how much time it would take you to complete the forms?

____ No ____ Yes (detail response: _____)

c. Were you told about the purposes of the study?

____ No ____ Yes (detail response: _____)

d. Who actually provided you with the information?

Immediate Supervisor	_____
Chief Juvenile Officer	_____
Chief Probation Officer	_____
AOIC Training Staff	_____
Other _____	_____

10. Did you see any personal benefits by participating in the study?

____ No ____ Yes
(detail response:_____)

10a. What other good could you see coming out of this study, either for your department, AOIC, Illinois citizens, etc.?

_____
_____
_____

10b. Based on what you were told and your experience with the study, what do you think the purposes of this study are?

_____
_____

11. Prior to the study start up, did you receive any training?

____ No _____ Yes

Briefly describe the training: _____
_____
_____

On a scale of 1 to 5, with 1 being strongly agree (SA) and 5 being strongly disagree (SD), would you say the training was:

	SA				SD
Informative	1	2	3	4	5
Effective	1	2	3	4	5
Clear	1	2	3	4	5
Necessary	1	2	3	4	5

Please respond to this statement the same way as above (SA to SD): "After the training, I was fully prepared to correctly report the time data being requested"

SA				SD
1	2	3	4	5

If not prepared fully, what could have been done differently to have improved the preparation of POs? _____
_____
_____

12. What did you think about the data forms you used to report the time data?(SA is strongly agree; SD is strongly disagree):

	SA				SD
Simple to use	1	2	3	4	5
Cumbersome	1	2	3	4	5
Time consuming	1	2	3	4	5
Clearly written	1	2	3	4	5
Valid Measures	1	2	3	4	5

13. All in all, how satisfied were you with the forms?

____ Very Satisfied
____ Somewhat Satisfied
____ Satisfied
____ Somewhat Dissatisfied
____ Very Dissatisfied

14. During the study, when did you tend to record information on the data forms? Would you say that most of the time you recorded information:

_____ Right after the activity
_____ Anytime during the workday when you had time
_____ At the end of each workday
_____ At the end of each week
_____ At the end of the study (when you had to turn in the forms)

Describe some of the possible constraints a PO might have had filling out these forms.

_____
_____
_____

15. Based on your experience and your perceptions of work in your office, on average, how many hours per month does it take to supervise a juvenile who is on:

_____ Minimum Supervision
_____ Medium Supervision
_____ Maximum Supervision

16. We have been asked by AOIC to analyze the data we've been talking about with the goal being to generate numbers on the average amount of time it takes to supervise kids in differing supervision categories. If you were a researcher on this project, how much faith would you have -- on a scale of 1 to 10, with 1 being little faith and 10 being a lot of faith -- that the time study data accurately reflect the time it actually takes to supervise juveniles on probation? Please circle:

Little Faith A Lot of Faith

1 2 3 4 5 6 7 8 9 10

17. Many variables affect the time it takes to perform probation functions. Do you think that the AOIC time study is more accurate for certain types of juvenile cases than others?

____ No ____ Yes, please describe: _____
_____

Do you think that the AOIC time study is more accurate for certain types of supervision activities than others?

____ No ____ Yes, please describe: _____
_____

18. Do you think that the time you recorded on the forms validly represents the time you normally spend on cases within your caseload?

_____ No ____ Yes

If no, why not (e.g., do you think you may have supervised juveniles in the study more closely than normally because of AOIC instructions? Did you not record all contacts or time spent fully because of other duties?): _____
_____
_____
_____

19. We have just a few more questions. We want to know your thoughts on the Risk Assessment Process used with juvenile cases.

a. What do you think of the Risk Instrument used in your office?
_____
_____

b. If you don't think a juvenile's risk classification is consistent with the level of supervision the juvenile really needs, what do you do?
_____
_____
_____

c. How common is this? _____

d. Do you have any concerns regarding the Risk Reassessment Process?_____
_____
_____

e. Can you provide any suggestions on how the risk assessment process can be improved?

_____

_____

_____

20. What do you think about SJS (Strategies for Juvenile Supervision)?

_____

_____

_____

a. Is it commonly used in your office? _____

b. When used, does it help you better supervise the juvenile? _____

_____

_____

c. Does the SJS drive supervision practices and strategies? Why or why not?

_____

_____

_____

21. Are people in your office talking about workload formulas at all?

____ No ____ Yes

If yes, what is being said? _____

_____

a. Do you think the State should implement workload formulas for juvenile probation services?

____ No ____ Yes

Please elaborate: _____

_____

_____

b. If the State moves in this direction, do you think the time study data should be used to help develop workload formulas?

____ No ____ Yes

Please elaborate: _____

_____

_____

22. Do you have any further comments on the time study or any issue relating to juvenile probation services in Illinois?

____ No ____ Yes

Please elaborate: _____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Thank you so much for helping us out. Your contributions have been invaluable. We will be submitting a report to AOIC by Christmas. AOIC will send you a summary of our findings. Once again , thank you.

ILLINOIS
CRIMINAL JUSTICE
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