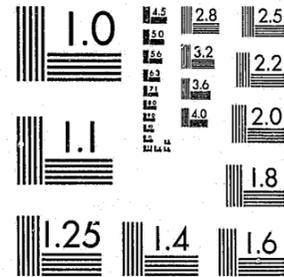


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# Federal Probation

Combining Incarceration and Probation

Nicolette Parisi

Empirical Data, Tentative Conclusions  
About Plea Bargaining

Raymond L. Bonas

The Determinate Sentencing System  
What Happens When

Walter L. Barkdull

Danish Use of Prisons and

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Criminal Justice

John Adams, Ph.D.

Speech-Learning

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Victims and

John Jay, Ph.D.

Margie Herzog

Glenn Ramsay

Bart Wanyama

Related Inservice Training in Corrections  
on Designing Training Programs

Yona Colby

ing in the Probation Supervision Process

Al Havershate

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JUNE 1980

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# Federal Probation

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## This Issue in Brief

*Combining Incarceration and Probation.*—The judicial combination of incarceration and probation can be achieved through a number of different alternatives: split sentences, mixed sentences, shock probation, intermittent confinement, diagnostic studies followed by probation, modification of a sentence of incarceration to probation, bench parole, and jail as a condition of probation. This article, by Nicolette Parisi of Temple University, describes the history behind these hybrids and the views of major commissions and model sentencing acts toward these judicial alternatives.

*Empirical Data, Tentative Conclusions, and Difficult Questions About Plea Bargaining in Three California Counties.*—Many observers of the plea bargaining process have long maintained that the system often works to penalize a defendant for exercising his right to trial while concomitantly depriving the public of needed protection through lenient sentencing. Until recently, however, few efforts have been made to collect data in order to verify this and other criticisms of the plea negotiation process. Asserting that any changes in the current law surrounding plea bargaining should be based on solid data, Raymond I. Parnas, professor of law, University of California at Davis, offers a preliminary analysis of empirical data collected by California's Joint Committee for Revision of the Penal Code during a unique survey of the plea negotiation procedures followed in three California counties.

*The Determinate Sentence and the Violent Offender: What Happens When the Time Runs Out?*—With a true determinate sentence such as California's there are prisoners who remain mentally ill when their term ends and they must be released, reports Walter L. Barkdull, assistant

director of the California Department of Corrections. Civil commitment procedures in California have proved inadequate for their treatment and control, he adds. While a legislative solution continues to be sought, the intervening experience has demonstrated both the need for a formal period of parole supervision for that kind of releasee and its capability to assist and control a particularly difficult type of offender.

*Danish Use of Prisons and Community Alternatives.*—The Danish criminal justice system represents an unusual combination of practical justice and humane treatment of offenders, with-

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out having to resort to extensive use of very costly prison confinement. Mark Umbreit, executive director of PACT, Inc., examines the more limited use of prisons in Denmark than in the United States. Reference is made to a cross cultural analysis of crime rates and sentencing patterns, as well as identifying the extremely humane conditions of Danish prisons. He goes on to provide a brief survey of community alternatives in Denmark.

**Criminal Justice Education: A Question of Quality.**—Professor Reed Adams of the University of North Carolina at Charlotte notes a lack of information regarding the nature, process, or demographic aspects of criminal justice education and discusses a recent critical assessment (Sherman, 1978) of some aspects of criminal justice education. A survey of criminal justice programs and faculty in North Carolina is reported as one aspect of the needed description of the field, and as one means of judging the quality of one aspect of criminal justice education.

**Speech-Language Services for Youthful and Adult Offenders.**—Limited research suggests that the incidence of communicative disorders (speech, language, and hearing) among incarcerated juvenile and adult offenders exceeds that predicted within a comparable nonincarcerated group, according to Dr. Joyce S. Taylor, chairperson, Department of Speech Pathology and Audiology, Southern Illinois University, Edwardsville. The purpose of her article is to acquaint correctional practitioners with diagnostic and habilitative/rehabilitative services available to offenders with communicative disorders and to identify community resources for continual intervention.

**Victims and Delinquents in the Tulsa Juvenile Court.**—In 1975, the Juvenile Court in Tulsa, Oklahoma, formalized procedures by which some offenders were required to make restitution to their victims, engage in community service, and

meet and apologize to their victims. The program is staffed by two victim coordinators who, between December 1, 1975, and November 30, 1978, have provided services to 251 victims and 291 offenders. The program is described and an analysis done of the characteristics of youth referred, the characteristics of victims, and the nature of the obligations imposed upon the youth.

**Toward Job-Related Inservice Training in Corrections: Reflections on Designing Training Programs.**—The purpose of an inservice training program is to increase the professional competence of the staff, and to improve the quality of the service. In reality, inservice is often used, or rather misused, to meet the organizational needs of the department or the administration. This article by Professor Yona Cohn offers a design to develop a job-related training program where the following questions are asked and answered: What knowledge, attitudes, and skills are needed to perform the job? Which of these qualities do the staff already have, and which are lacking? What teaching methods are needed to fill in the gaps?

**Case Planning in the Probation Supervision Process.**—It has been said, "If you don't know where you are going, any old route will do." In his article on supervision planning, Chief Probation Officer Al Havenstrite introduces a systematic approach to this much neglected area of the probation and parole supervision process. The supervision plan should address not only assessment of needs and developing of goals, but the establishment of priorities, development of action steps and establishment of time frames. In utilizing a systematic approach, the author provides the practitioner with tools which are applicable to the individual caseload or for department-wide planning. Emphasis is on practical goals and action steps which can be measured, verified, and which are realistically attainable during a period of probation or parole supervision.

All the articles appearing in this magazine are regarded as appropriate expressions of ideas worthy of thought but their publication is not to be taken as an endorsement by the editors or the federal probation office of the views set forth. The editors may or may not agree with the articles appearing in the magazine, but believe them in any case to be deserving of consideration.

## Case Planning in the Probation Supervision Process

BY AL HAVENSTRITE  
Chief Probation Officer, U.S. District Court, Dallas, Texas

THE HISTORY of probation services in the past two decades is characterized by a conflict between emphasis on presentence investigations and other work for the court and supervision of those persons released to the community. Some experts have advocated, and many states practice, separating probation and parole into separate agencies because they feel that when court work and supervision coexist, supervision always receives less attention. In the Federal system parole and probation supervision are both handled by the probation officer. Comments made here with reference to supervision apply to both probationers and parolees.

Most jurisdictions have some statutory definition of what is meant by probation supervision. Title 18, United States Code, Section 3655, sets forth the specific statutory responsibilities for a United States probation officer. A portion of that statute reads: "He shall keep informed concerning the conduct and condition of each probationer under his supervision and shall report thereon to the court placing such person on probation. He shall use all suitable methods not inconsistent with the conditions imposed by the court to aid probationers and to bring about improvements in their conduct and condition." (emphasis added) It is to this responsibility that this article points. I hypothesize here that: (1) Supervision of persons on probation and parole is a responsibility equal in importance to the court work of the probation officer, and (2) careful planning is

essential if supervision of probationers is to be effective.

The purpose of an emphasis on supervision planning is to help the client improve his social adjustment during the period of supervision and hopefully throughout the remainder of his life. It is based upon the premise that:

(1) A probation officer can serve as an agent of change in the life of a probationer.

(2) While a voluntary commitment to program participation is most desirable, coercive casework can be successful.

There is much dispute among professionals as to the value of coercive casework. No one would deny that most clients who enter programs voluntarily are more highly motivated than persons placed in programs somewhat against their will. This article is written, however, based on the premise that: (1) Voluntary participation is preferable; (2) coercive casework can and does work with some people; and (3) even in those instances where the client is uncooperative and the probation officer feels the client will not follow through, good supervision planning should be attempted.

### Setting Goals and Action Steps

Good supervision planning is a five-step process: analyzing the problems of the clients, establishing goals to address these problems, assigning priorities to these goals, and designing action steps to reach the goals within a given time frame. Assessing the needs of the client is

the diagnostic or evaluative portion of the supervision plan. Many resist adaptation of the so-called medical model in this evaluation process. Evaluation is simply an examination of the strengths and liabilities of the client as determined by, hopefully, the probation officer and client working together. The writer has no problem with the medical model. The probation officer, through experience and training, has a significant level of expertise in making judgments as to the relationship between certain psychological, social, and environmental characteristics and the likelihood of poor adjustment in the community.

Once the probation officer and the client agree on what problems exist, the second step in supervision planning is the establishment of goals. What do we want to accomplish? As used here the goal is the end result desired within a given period of time. Goals should be measurable and verifiable. They should be realistic and attainable. While an analysis of the problems of a given client may indicate a large number of goals which could be pursued, effective practice indicates that most clients can cope with only one or two goals at a time. Weighing them down with a lengthy list of goals is frequently self-defeating. The probation officer and the client should reach an agreement as to the priority of the goals defined.

The difficulty with this problem-goal directed approach to supervision planning is that many times a client cannot be held responsible for not reaching a given goal. Sometimes his failure to achieve the set goal is beyond his control. Suppose for instance, a client enrolls in a GED program which is cancelled through no fault of the client. If the goal was to obtain a GED within 90 days and the class will not be conducted, the client cannot be held responsible for not having reached the goal. Similarly, suppose a goal is set to obtain regular employment within 4 weeks. If the unemployment rate is in the 10 percent range, as it is in some places at times, it may be difficult for the client to obtain suitable employment. This introduces the third element of supervision planning—action steps.

Action steps are those things done in order to reach the goal. Action steps are always under the person's control and he can be held accountable for not carrying out action steps. Action steps are the specific steps necessary to achieve a goal. It is how you get "there" from "here." It is the "what" and "when" of action toward goal attainment.

**PROBLEM**

Client drinks to excess frequently and has several arrests related to alcohol abuse.

**GOAL**

Discontinue alcohol abuse within 6 months.

**ACTION STEPS**

1. Begin attending Alcoholics Anonymous immediately.
2. Attend a minimum of twice per week.
3. Meet with the probation officer every 2 weeks for individual counseling.

FIGURE 1

The concept of action steps can apply both to the client and the probation officer. Figure 1 illustrates the application of these principles to the problem of alcohol abuse. The goal is to stop alcohol abuse within 6 months. The action steps on the part of the client might include attending AA, attending group and individual counseling, seeing a doctor and using antabus, or simply abstaining from the use of alcohol. Any or all of these action steps might be agreed upon between the probation officer and the client as being the responsibility of the client.

The action steps for the probation officer, however, would be different. These might include any of the following: (1) Provide the client with a schedule of Alcoholics Anonymous meetings during the first week of supervision; (2) enroll the client in a group counseling class; (3) provide the client with the name of a doctor who uses antabus in his treatment and help him set an appointment; (4) spend 30 minutes per week counseling the defendant in the area of the abuse of alcohol.

In practice the action step of the client becomes the goal of the probation officer. In other words, the action step of the probation officer is that which the probation officer will do to get the client to carry out his action steps.

Experience has shown that it is necessary to add to the concept of action steps by adding time frames. In the illustration above, the action step for the probation officer might be: "Provide the client with the name of a doctor who uses antabus in his treatment *within the first 2 weeks* of supervision." Action steps, like goals, should be measurable, verifiable, realistic, and attainable. Emphasis on action steps as opposed to emphasis on the problem and/or the goal bears results

Supervision	
Date	Level

**OFFICER-CLIENT WORKSHEET**

Name: \_\_\_\_\_

	Problems Assessment		Priority		Problems Assessment		Priority
	Yes	No			Yes	No	
Family			L M H	Employment			L M H
Marital			L M H	Physical Health			L M H
Residential			L M H	Mental/Emotional			L M H
Leisure-Time			L M H	Narcotics			L M H
Education			L M H	Alcohol			L M H
Financial			L M H				L M H

Problem & Goals Defined:	Officer Action Steps	Status & Results
Problem:  Goal:  Date Set:		
Problem:  Goal:  Date Set:		
Problem:  Goal:  Date Set:		

Officer: \_\_\_\_\_ Date: \_\_\_\_\_ Code: L = Low  
M = Medium  
Client: \_\_\_\_\_ Date: \_\_\_\_\_ H = High

FIGURE 2

because it requires something of both the probation officer and the probationer.

Figure 2 illustrates a method of putting the planning process on paper. This format provides for a quick summary and a rating of the level of need. The goals set and action steps necessary to move toward the goals can be seen at a glance. Finally, the format provides for a periodic review of the plan. In this format it is the probation officer's action steps which are enumerated. Because of the motivation or lack of same on the part of the client, the probation officer cannot be held responsible if the client fails to carry out his action steps. The client's file should reflect those action steps which are the responsibility of the probation officer and are within his control.

#### *Evaluating the Client*

One would not think that a probation officer would need a reminder that to properly design a supervision plan, all relevant background material should be studied. Experience, however, shows that is not the case. Large caseloads, the press of other duties, and a lack of accountability standards results, many times, in supervision of the case beginning without any real consideration of the written material which has been prepared at considerable expense and effort. In probation cases most officers have benefit of a presentence investigation and report. In jurisdictions where bail investigations and/or supervision are available, reports of the pretrial services officer should be scrutinized. In parole cases institutional material and the results of the pre-release investigation interviews should be taken into consideration. Figure 3 illustrates the sequence suggested.

In all cases, the initial interviews with the client should be conducted with the thought in mind of correlating personal impressions gained by the interviewer and the results of the study of the written material. A proper evaluation of what has gone before leads to a coordination of effort and brings continuity to the criminal justice process. How many times has a parolee observed the efforts of his parole officer, which seemingly ignored all that had gone on before. The client is left to wonder if anything he had attempted to do for himself in the institution was really worthwhile in the eyes of his parole officer. The same feeling might be had by a probationer who goes through an extensive period of presentence investigation and then observes his probation officer totally ignore anything that

the probationer may have contributed to that report.

A systematic approach to evaluating the client should be developed. Any number of methods can be used. In fact, the only system that will not work is no system. Figure 4, developed for use in the probation office of the U.S. District Court, Northern District of Texas, lists 10 life adjustment areas for consideration. Under each subheading minimum and optimum levels of attainment are suggested. These are not all inclusive. Many others could be suggested. It is felt, however, that the minimum goals should be considered in each case when (1) there is sufficient time under supervision to make the achievement of these goals possible, and (2) the physical and emotional health of the client are such that achievement of these limited goals is possible. Note that some of the minimum goals are requirements of the probation or parole rules.

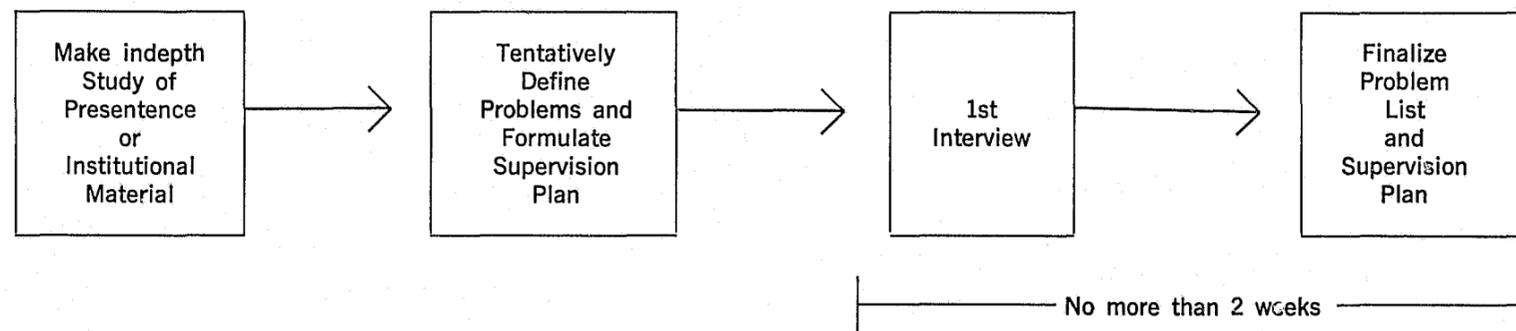
Optimum goals are suggested for those clients who are more motivated and who make progress during the period of supervision. The value of this systematized approach lies in the fact that with every client some thought is given to each of the life adjustment areas.

To illustrate this concept, take the residential section. The minimum goals suggest that during a period of probation or parole supervision, the probation officer could consider the following three items as minimum goals: (1) housing suited to basic needs within financial means; (2) that the client establish a pattern of paying rent on time, and (3) if the client is living in public housing, that he meet the legal requirements for public housing assistance. Neither item 1 or item 2 are directly related to the possibility of the client's being in violation of the conditions of his probation. Item 3, since it is against the law to violate the requirements, might be in and of itself a violation of probation. The point is, it is felt that these three are the minimum goals, in the residential area, toward which clients should be encouraged to strive during a period of probation or parole supervision.

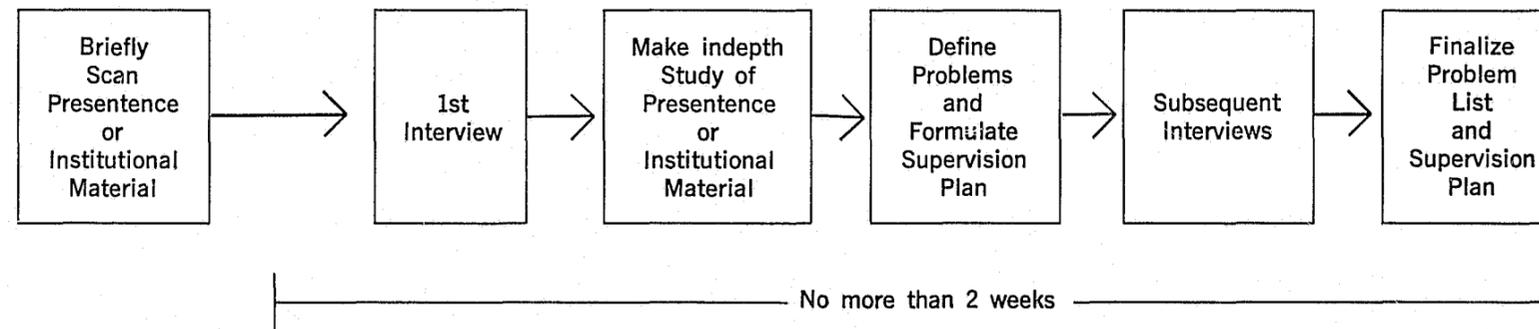
For the more motivated individual, the goals suggested under optimum goals are appropriate for consideration. These include: (1) reside outside a poverty area; (2) stable residential pattern; and (3) home ownership. These goals are worthy but not necessary to the achieving of success on probation or parole. Note that the minimum and optimum goals suggest, in some instan-

**FLOW SHEET  
SUPERVISION GOALS**

Ideal



Alternate



CASE PLANNING IN THE PROBATION SUPERVISION PROCESS

FIGURE 3

## SUPERVISION GOALS

\*Indicates these goals are required by rules of probation or parole.

MINIMUM	OPTIMUM
<b>FAMILY</b>	
1. Residing in an appropriate family arrangement.	1. Harmonious relationship with immediate family.
<b>MARITAL</b>	
1. Divorce proceedings initiated where appropriate.	1. Legally married.
2. Child support requirements fulfilled.	2. Harmonious marital situation.
3. Spouse a law-abiding citizen.	
<b>RESIDENTIAL</b>	
1. Housing suited to basic needs within financial means.	1. Reside outside poverty areas.
2. Current with rent payments.	2. Stable residential pattern.
3. Public housing assistance meets legal requirements.	3. Home ownership.
<b>EDUCATION</b>	
1. Client able to read and write.	1. GED or high school diploma.
	2. Appropriate vocational training.
	3. College or community college if deemed appropriate.
<b>LEISURE TIME</b>	
*1. Associate with reputable groups.	1. Participation in group activities—clubs, churches, teams or organizations.
*2. Maintain reasonable hours.	2. Interest in a hobby (anything more substantive than "watching TV").
*3. Participate in law-abiding activities.	
<b>EMPLOYMENT</b>	
*1. Work regularly at a lawful occupation.	1. Acquire a vocational skill and be regularly employed.
	2. Achieve job stability.
<b>FINANCIAL</b>	
1. Self-supporting.	1. Saving money.
2. Current with obligations.	2. Budgeting his income.
*3. Supporting any dependents.	
<b>MENTAL &amp; EMOTIONAL</b>	
1. Psychiatric treatment if indicated.	1. Stable emotional health with emphasis on: (a) improved self-image and (b) improved attitude toward authority.
<b>NARCOTICS</b>	
1. Participation in drug treatment program where indicated.	1. Participation in a "drug free" treatment program where indicated.
*2. Drug free.	
<b>ALCOHOL</b>	
1. Participation in a program for alcoholics and/or problem drinker where indicated.	1. Free of alcohol use.
*2. Not drinking to excess.	2. Encourage spouse's participation in alcohol treatment program, where indicated.

FIGURE 4

ces, a progression. By following the systematic evaluation of each client, suggested in Figure 4, the probation officer will have considered the minimum and optimum goals in each of the life adjustment areas.

While all of the life adjustment areas are of importance and should be considered, certain of the life adjustment areas should be considered first. A client can work on only so many things at once. While there might be six different areas where he has problems, the probation officer should choose the one or two most important areas for initial efforts. The residential and employment areas for most clients are essential initial considerations. If the client has housing suited to his basic needs within his financial means and has regular employment at a lawful occupation, consideration can be given to other goals as well as reaching a higher level of achievement in the area of residential and vocational adjustment. In other cases, narcotics and alcohol problems would have to receive first attention. As minimum goals are reached in these areas consideration can be given to other areas of adjustment or higher goals set in the same adjustment area.

### Client Involvement

No amount of effort on the part of the probation officer will achieve the results that can be achieved when the client has a strong involvement in the preparation and implementation of the supervision plan. Involvement of the client is critical to good supervision planning. For this reason preliminary efforts at developing a plan should be simply that, preliminary. It will usually take two or more sessions with the client to properly gain the degree of involvement of the client that is desirable. More will be said later about the progress of a supervision plan from the initial stages to its logical conclusion.

There are different ways to view the involvement of the client and the necessity of a supervision plan. The easiest way to implement supervision plans and probably the least effective is for the probation officer to simply make judgments and impose these on the client. While the probation officer has the authority to do so, this type of autocratic supervision leaves much to be desired. The second method, and probably the best method, would be for the client to totally determine on his own what he would like to accomplish during the period of supervision. Whenever possible, the probation officer should en-

courage the client to make these decisions but experience has shown that few clients have the introspection and motivation which is necessary to do this effectively. This leads to the third and most frequently used method of determining the content of the supervision plan; the plan is worked out between the probation officer and the client.

In a training session on supervision planning, an experienced probation officer asked, "What does your judge think of your getting involved in areas of life adjustment which are not defined by the probation rules?" He had reference to such matters as concern over a stable residential pattern or residence outside poverty areas. One could certainly make a case for the position that a probation officer has no function other than doing what he can to insure that the client obeys the probation rules and thus the law.

Should the probation officer be concerned about those life adjustment areas which cannot be shown to be directly related to criminal activity? It is not only desirable but necessary that the probation officer go deeper with his clients than just a concern for their behavior which can be shown to have a direct and close relationship to future criminal behavior. Life is not lived in a vacuum and pressures on clients who happen to be under probation supervision are no different than the pressures on the general population. Anything which the probation officer can do to relieve stress on the probationer is of benefit to the probationer, the court, and ultimately to the community against whom the defender is charged with having committed his crime.

Another might argue that requiring the client to become involved in planning for the period of probation supervision creates stress. This may be true, but the skillful probation officer can help the client deal with this pressure. It is the negative pressures of unresolved problems at which good supervision planning is directed.

### Review and Update

One of the common mistakes in supervision planning is the view that it is an item for consideration during the initial stages of supervision only. The truth is, without proper review and update little is really accomplished by establishing an initial supervision plan. The following should be continually on the mind of the probation officer as he meets with his clients and mentally evaluates their progress:

**SUPERVISION GOAL PLANNING AND ASSESSMENT  
IS AN ONGOING PROCESS**

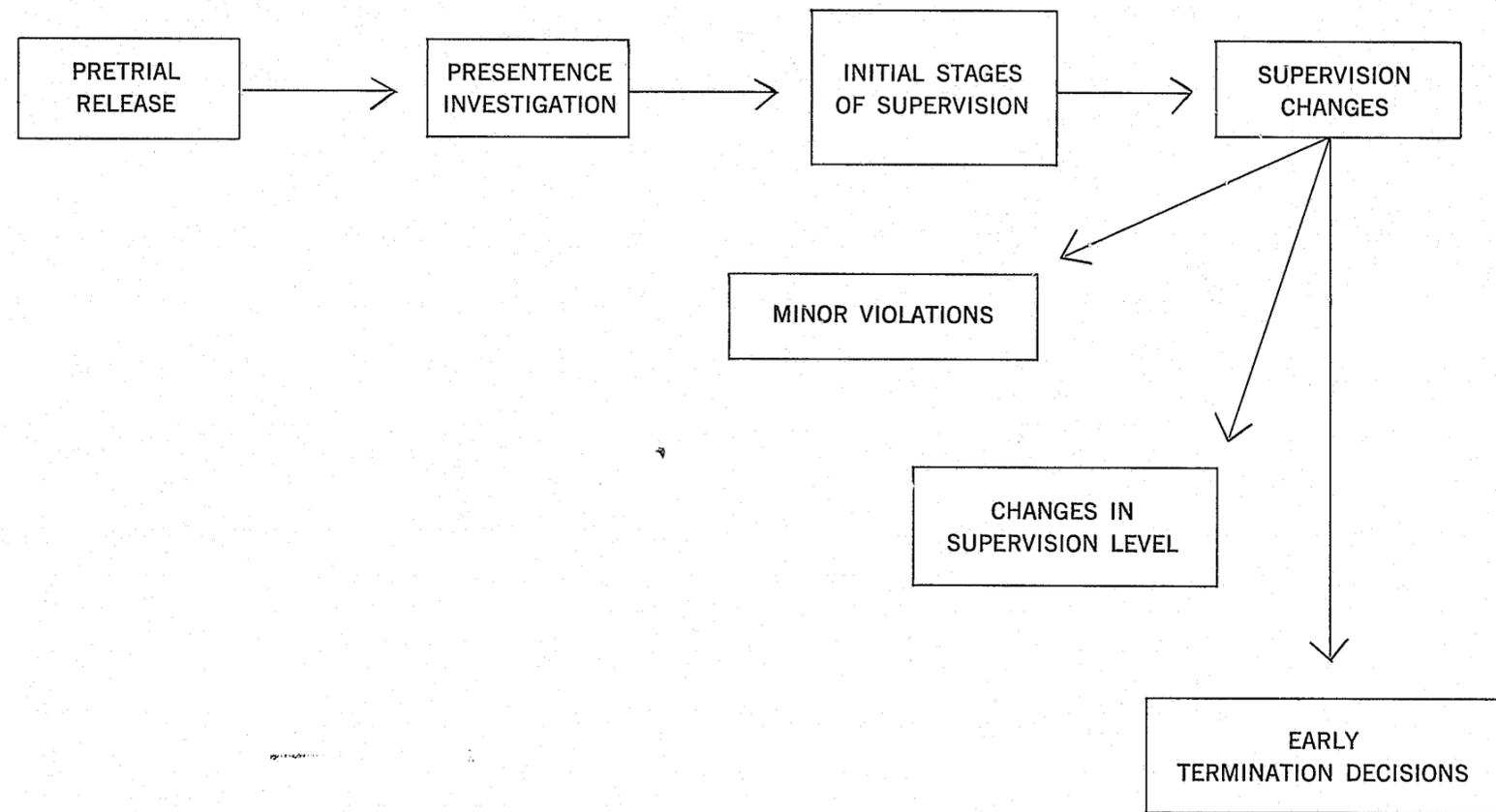


FIGURE 5

(1) How well has the client carried out his action steps?

(2) What has the probation officer done to assist the offender to reach his goals?

(3) What actual progress has been made toward goal attainment?

(4) Are the initial goals still appropriate? What modifications are necessary?

(5) Are time frames being met?

(6) Have the special conditions imposed by the court or Parole Commission been met? If not, what is being done to fulfill these conditions?

The probation officer should establish a systematic method of reviewing and updating his case plans. Some may want to establish fixed time frames for review. Others may want to have the file available when officer-client contacts are made so that changes and updates can be made routinely. Figure 5 illustrates a planning and assessment flow sheet which is related to case movement rather than time or other organizational factors. It is for a probation case and would need to be adjusted only by inserting the institution between the presentence investigation and initial stages of supervision to be applicable to parole cases.

Goal setting at the pretrial release stage is somewhat limited but should be considered. It could be that the recommended treatment plan would be the difference between the court official releasing the person on bond and continuing them in custody. Certainly, at the presentence investigation stage a treatment plan must be considered. If probation is a recommendation, such recommendation should be based upon an evaluation of the needs of the client and what is available in the area of a treatment program.

Supervision planning in the initial stages of supervision is simply that, the initial stage of supervision planning. Reevaluations of the supervision plan can be routinely done at the time of changes in supervision level, at the time of the minor violations, and finally, prior to any early termination decisions. What is suggested is that the supervision plan and accomplishments should be the primary instrument evaluated at the time of changes in supervision level, consideration of what to do about minor violations, and consideration for early termination. The supervision plan becomes the major working document in the client's file.

Frequently, probation officers determine that a client has no problems which need to be addressed

during the period of supervision. In those cases the court might better use unsupervised probation. The time of the probation officer should not be wasted supervising people who have no definable personal needs unless that individual is adjudged by the court or the probation officer to be a threat to the community as in organized crime cases, major white collar offenders, etc. In these cases, supervision is nothing more than surveillance and the probation officer should acknowledge that fact. In that case surveillance is the plan of supervision.

Likewise, an individual may have areas of his life adjustment which demand his attention during the early period of supervision but which are taken care of well before the end of the supervision period. Suppose a person is placed on probation who is in a marital situation leading to a divorce. Once the client is out of the situation and is observed to begin an acceptance of his new status, the probation officer may have no other areas in which he feels the client needs help. This should simply be acknowledged and consideration should be given to changing the case to unsupervised probation. Again, the case decision is made by evaluating the needs of the client, examining the goals set and evaluating the degree to which the client achieved these goals.

#### *Systems Analysis*

Another valuable use of good planning is in analyses of the overall activities of a probation officer. A list of all the identified individual needs of persons on a given caseload provides a good overview of resources needed. Further, the probation officer can determine which needs he can meet through his own efforts and which must be met through the use of referral resources. Such a study of his caseload and the needs of the persons under supervision may identify for the probation officer certain areas where the needs cannot be met with the available resources in the community. This means, then, of necessity the probation officer will have to provide the resource if it is to be available to his clients. If a probation officer sees himself as only a broker of services then the overall effectiveness of the probation department is almost totally dependent upon the availability of resources in the community. Experience has shown that no community is so fully staffed with the necessary resources as to eliminate the necessity of the probation

officer being involved in at least some of the treatment programs.

Similarly, administrators can use these analytical summaries of individual caseloads and combine them for an overall evaluation of the needs of the clients in a probation department. This might lead to the matching of clients with particular needs with probation officers who are qualified to meet those particular needs. For instance, if a number of clients are found to need help in budgeting their income, one probation officer might be assigned to establish some type of group situation in which the art of budgeting income could be taught to a number of clients at one time. Similarly, if a large number of clients are found to be unemployed and community resources are not meeting the needs, the administrator might want to consider setting up a specialized unit within the department to work with the chronically unemployed.

*Value of Good Supervision Planning  
Assets for the Client*

Good supervision planning will: (1) involve the client in planning his future; (2) broaden the area of concern from just those outlined in the probation rules; and (3) insure greater continuity of effort through all phases of the corrections process.

*Assets for the Probation Officer*

Good supervision planning will: (1) improve the probation officer's knowledge of the client's background; (2) cause contacts with the client to be more goal directed; (3) force the probation officer to make better use of community resources; and (4) lead to more purposeful case contacts

which will provide a more economical utilization of the probation officer's time and related expenses.

*Assets for the Probation Department*

Good supervision planning will: (1) demand continuity of effort in supervision; (2) permit better evaluation of the work of the probation officer; and (3) provide a vehicle for determining the treatment needs of the department.

*Summary*

Supervision of persons placed on probation and parole requires careful planning. The supervision plan should address the following:

- (1) Assess needs of the client.
- (2) Develop goals related to the needs assessment.
- (3) Establish priorities for consideration of these goals.
- (4) Develop action steps to accomplish these goals.
- (5) Establish time frames to structure the action steps.

Once this is accomplished, periodic review and updating of the plan will result in the case plan being the major working document of the case file.

Failure to do good case planning results in the probation officer reacting rather than acting. Like a spider moving toward whatever may have become enmeshed in the web, many probation officers busy themselves handling crisis situations. If you don't know where you are going, any old route will do. With careful supervision planning the client and the probation officer can chart a road to successful living on the part of the client.

**A** LINE OFFICER is only as good as his or her actions to facilitate change with clients under supervision. A first line supervisor is only as good as his or her actions to facilitate the officer's ability to effect those changes, and so on up the table of organization. Ultimately, the worth of a probation operation as a service can only, and should, be evaluated on its readily observable efforts at facilitating the accomplishment of its stated goals. Those that make a concerted effort to reduce administrative barriers in the path of this direction are, at least, increasing the probability that they will succeed.

—DANIEL L. RANDOLPH

**END**