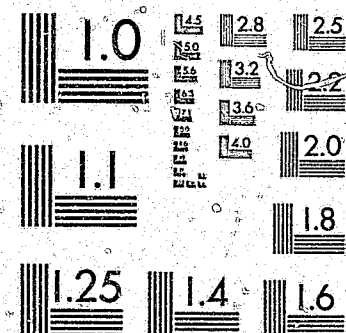


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United States Department of Justice
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9/11/85

INTER-UNIVERSITY CONSORTIUM FOR
POLITICAL AND SOCIAL RESEARCH

NATIONAL MANPOWER SURVEY,
1973 - 1976

(ICPSR 7675)

Principal
Investigator

Bureau of Social
Science Research, Inc.

First ICPSR Edition, 1979

ICPSR
96149

U.S. Department of Justice
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NCJRS

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ACQUISITIONS

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First ICPSR Edition, 1979

ACKNOWLEDGMENT OF ASSISTANCE

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STUDY DESCRIPTION

The National Manpower Survey was undertaken in 1974 to assess the adequacy of existing federal, state and local training and education programs to meet current personnel needs in various law enforcement and criminal justice functions and operations. The study intended to project future personnel and training needs, by occupation, in relation to anticipated availability of qualified personnel in order to assess the future adequacy of T and E resources. It also sought to establish "needs priorities" as a basis for future training and academic assistance programs to be funded by the Law Enforcement Assistance Administration (LEAA).

The study design systematically covers the personnel needs of all state and local governmental agencies which are part of the law enforcement and criminal justice system. Sectors within the system include: 1) law enforcement sector, consisting of police departments and sheriff's agencies, ranging in size from one-person constabularies to large city departments employing 20,000 or more personnel; 2) correctional sector, including both adult and juvenile correctional institutions and agencies; 3) judicial process sector, including a wide range of courts with varying jurisdictions and scopes, district attorneys or prosecutors' offices and public defenders' offices.

The Bureau of Social Science Research was responsible for the acquisition and assessment of existing statistical data as well as the design and execution of systematic mail surveys of agencies, officials and employees within the law enforcement/criminal justice system.

Ten nationwide surveys were directed to executives in criminal justice agencies and an eleventh survey was sent to general and appellate jurisdiction courts. The surveys attempted to assess manpower problems, inservice training content, and attitudes toward various issues such as plea bargaining and team policing.

The data contain approximately 358 variables for an average of 9271 cases per file. A total of 98,924 across all eleven surveys.

PROCESSING INFORMATION

These data and documentation are distributed in the form received by the ICPSR from the original investigator, thus the ICPSR can take no responsibility for the technical condition of the data or for the accuracy of the codebook.

III. THE SURVEYS

In addition to the tasks outlined above, the major role of the Bureau of Social Science Research in the National Manpower Survey was the implementation of ten nationwide surveys directed to executives in criminal justice agencies, and to an eleventh survey of general and appellate jurisdiction courts.

A. The Executive Surveys

The ten "executive surveys," as they came to be known to the project staff were directed to:

Chiefs of Police (separately for large and small departments)

Sheriffs (separately for large and small departments)

Chief Prosecutors

Chief Defenders

Court Administrators

Wardens of Adult Correctional Facilities

Directors of Juvenile Correctional Facilities

Chief Probation and Parole Officers

The need to conduct separate surveys for large and small police and sheriffs' departments was dictated primarily by the problems involved in designing questionnaires which would be meaningful to the selected respondents. Many of the questions which would adequately cover the complex organizational structure, personnel descriptions or case loads of departments numbering hundreds of persons would be irrelevant or confusing to spokesmen for agencies staffed by only a few individuals. It was determined early in the study to design comparable but separate questionnaires to cover the widely divergent situations among such

organizations. The ten surveys, being addressed to responsible agency spokesmen, were uniquely adapted to obtain the subjective reactions of the persons who, by virtue of their position in the structure, were in a position to initiate changes within their agencies. Thus, their recommendations about standards and goals, their evaluations of experimental innovations within and without their own agencies, their plans for changes in staffing, recruitment, training, work assignments, are all highly relevant to forecasting the directions of change in the criminal justice system of the future.

A number of generic topics were covered in each instrument, which included--but were not limited to--the following:

1. An overall assessment of manpower problems including categories of personnel in which critical shortages might exist, total personnel required to fulfill all agency duties and responsibilities;
2. Desired and actual entry level standards, entry level and in-service training content and requirements;
3. Demographic, educational, training, and occupational background information about the executive respondent;
4. Attitudes toward various topical issues such as team policing, plea bargaining, and computer assisted case management;
5. A fact sheet section dealing with agency employment by occupational category, salaries, workloads.

The instruments are included in their entirety in Appendix A.

Each instrument was reviewed by outside consultants expert in the particular subject matter and/or in researching the particular field.

Following numerous external critiques and internal reviews, each instrument was pretested with available members of each target population. The police instrument, for example, was administered to 14 senior police executives attending the F.B.I. National Academy Program. The defenders instrument was administered to a group of seven at the National College of

Criminal Defense Lawyers and Public Defenders, and the prosecution instrument was pretested with five prosecutors attending the National College of District Attorneys, both colleges located in Houston, Texas. Pretesting of the court administrator instrument was conducted with volunteers attending a court administration conference held at the University of Chicago and with local court administrators in Maryland. The other instruments were administered to individual executives at their offices.

Following each pretest, whether administered to groups or individuals, two to four hours were spent reviewing the respondents' understanding of each item, the intent of their answers, and suggestions about both sins of omission and commission regarding content. Rebounding from review and/or pretest to redrafting, the questionnaires underwent from six to fourteen revisions.

B. The Court Agency Survey

The eleventh survey, which we characterized as an "agency survey," was a census of general and appellate jurisdiction courts.¹ This effort differed from the "executive surveys" in that it was intended to yield basic statistical information regarding the courts and court systems' current staffing, training activities, case loads, etc. and did not seek any attitudinal or subjective responses. Thus the agency itself was the reporting unit, with the informant only required to be in a position to provide accurate, reliable information of the type requested.

This difference in design for the eleventh survey was necessitated by the fact that the existing base of statistical information about the

¹For reasons detailed on page 22-23 limited and general jurisdiction courts were excluded from the survey.

operation of the court system was found to be even more limited than that available for other sectors. Moreover, the court sector was excluded entirely from the Census-LEAA Employee Characteristics survey. The need to fill this gap in the data base therefore required the fielding of a survey whose purpose was the development of basic statistical information concerning the operation of the court system. Specific subjects covered by the questionnaire included number of judicial and nonjudicial personnel, training provided to nonjudicial personnel, methods used to assign cases to judges, caseload information, utilization of computers in the management and operation of the court, and budgetary information.

As was the case with the executive surveys, the development of the court agency questionnaire was accomplished through a process of laborious internal review, pretesting, and redrafting before the final document emerged. This instrument is also included in Appendix A.

C. Survey Sample Design

Several sources of agency names and addresses were used to select the NMS samples. The primary source was a magnetic tape copy of the Directory of Criminal Justice Agencies compiled and maintained by the Bureau of the Census for the Law Enforcement Assistance Administration. This directory was the product of a special 1970 survey and more recent updating through surveys in various sectors and in-house Census research. To supplement this directory and to provide alternative sources of address information as the need arose, several other directories were used including the Directory: Juvenile and Adult Correctional Institutions and Agencies, 1974-1975 Edition compiled by the American Correctional Association, telephone directories for various jurisdictions, plus telephone and written correspondence with numerous officials. Personal

contact became especially important for the public defender, court administrator and correctional administrator surveys.

Of all the surveys, only three (small police, large and small sheriff's departments) actually entailed sampling; for each of the others, because of the small size of the universe and lack of adequate data on which to base stratification decisions, censuses were conducted. The precise population definitions used are detailed below by sector and segment.

Law Enforcement Sector

Large Police Department Chiefs.--A census of all general purpose police department chiefs serving jurisdiction with 1970 populations equal to or exceeding 17,000. Number of chiefs serving departments meeting this definition: 1,619.

Small Police Departments Chiefs.--A 20 percent sample of all general purpose police departments serving 1970 populations smaller than 17,000. Number of chiefs selected into the sample: 2,723.

Large Sheriffs.--The sampling frames for both Sheriffs' samples were augmented through the use of the Special Survey of Sheriffs conducted by Census in 1970, and information provided by the National Association of Counties. Large sheriffs' departments were defined as those with at least ten employees and were stratified into two additional size groups.

Stratum I: sampling ratio - 100 percent (205) of departments with 50 or more employees plus 14 state level sheriffs' departments (Connecticut, 8; Hawaii, 1; Rhode Island, 5), plus the 3 independent Virginia cities within populations of 100,000 or more (Hampton, Norfolk, Portsmouth).

Stratum II: sampling ratio = 3/7 (305 cases) of departments with 10-49 employees. Combined number of large department sheriffs = 510.

Small Sheriffs.-- Sampling of 3/13 of departments with fewer than 10 employees plus the sheriffs of the 17 smaller independent Virginia cities. Sample size = 502.

Judicial Process Sector

Prosecutors.--A census of all prosecutors in agencies listed in the Directory of Criminal Justice Agencies as providing legal counsel or other services to state or county governments, most of which were presumed to have prosecutorial responsibilities. Number of prosecutors: 3,525.

Public Defenders.--A census of agencies listed in the Directory and supplemented by telephone calls. Organizations or programs administered by nongovernmental bodies or providing services on a contractual basis were excluded from the Directory and therefore excluded from the NMS sample. Number of chief defenders: 543.

Court Administrators.--A census of all professional court administrators identified by the state's offices of court administration and/or judicial councils. Each of these offices received a specially generated list of all general and appellate jurisdiction courts in their state and were asked to supply the name and title of the court administrator attached to each. In addition, each was asked to supply the name, title and court of each court administrator attached to limited or special jurisdiction courts. For the purpose of constructing this universe, "court administrator" was defined as: "...nonelected professional administrators concerned with caseload throughout the court system, personnel management, planning and research, budget drafting, and all other administrative and managerial nonjudicial business of the court of court system." This was the only one of the executive surveys for which a wholly new sampling frame had to be established. Number of court administrators = 456.

Courts (The Agency Questionnaire).--A census of all general and appellate jurisdiction courts to elicit agency characteristics. Number of courts = 3,873

Corrections Sector

Juvenile Corrections Directors.--A census of all administrators of institutions classified by the Census Directory as publicly operated detention centers, shelters, reception or diagnostic centers, training schools, ranches, forestry camps, farms, or group homes whose resident populations were at least 50 percent juveniles. Juvenile detention centers that were an integral part of adult jails were excluded both from the Directory and the sample. Number of positions included = 845.

Adult Correctional Administrators.--A census of heads of state diagnostic and reception centers; maximum, medium and minimum security closed institutions, and mental hospitals whose entire patient population were criminal commitments. Unlike the other executive surveys, the initial mailing was distributed through

the head of each state's department of corrections, who was also asked to check our lists for completeness. Number of correctional administrators = 270.

Probation and Parole Heads.--A census of all heads of all agencies listed in the Directory. Number of positions = 3,304.

As the foregoing definitions make clear, certain categories of agencies were systematically excluded from the populations being surveyed. These exclusions did not occur by happenstance but were the results of conscious decisions made about the scope of the surveys. Chief among these exclusions were city-level prosecutor and legal services offices from the prosecutors' survey, attorneys providing indigent defense on a contract basis from the defenders' survey, and limited and special jurisdiction courts from the court agency survey.

City-level prosecutor and legal services offices were excluded from the prosecutors' census because many of them have only civil responsibilities. "Contract" defenders were excluded from the defender census because they did not meet the definition of "public employee" underlying the entire study. Limited and special jurisdiction courts were excluded from the court census because there was so much variation among the "L and S" courts and between these courts and courts of general jurisdiction that it would have been impossible to draft a questionnaire which covered them all. Moreover, the fact that the status of limited and special jurisdiction courts across the country was in a complete state of flux as more and more states reorganized their court structure militated against their inclusion in the survey.

Community-based correctional facilities were excluded from the correctional sector because they frequently combine many different sources of funding, including private, governmental, and resident contributions and because they utilize a large number of volunteer workers. NMS also

did not attempt to survey county jails as virtually all of these jails are run by sheriffs who were included in the survey as agency heads. Sheriffs were asked some questions about their correctional activities in the "executive" questionnaire.

D. Mailing Procedure and Completion Rates

The field administration phase for nine of the surveys took place from late November, 1975, through early April, 1976. Court agency questionnaires were in the field from early March through late May and court administrator questionnaires from early May until late June. Three waves of questionnaires were mailed out during each period. The first mailing for the first nine surveys, addressed to approximately 13,800 potential respondents in the 9 sectors, took place in late November and early December. First questionnaires were preceded by a brochure describing the National Manpower Survey and by a letter from LEAA Administrator Richard Velde stressing the importance of the study (See Appendix B).² A second mailing, addressed to all those who had not yet returned their questionnaires, took place in early January. A letter from the Director of Survey Operations (See Appendix B) attempting to answer some of the reasons for nonresponse encountered during the first wave was mailed out in advance of the second questionnaires. The final mailing, which took place in late February, consisted of a mailgram from the Director of Survey Operations (See Appendix B) urging participation from those who

²A slightly different procedure was used with regard to Adult Corrections. Questionnaires and Velde letters addressed to the correctional administrators in their states were mailed to the heads of the state correctional departments who were asked to disseminate the material among their wardens and superintendents and to urge their participation. They were also asked to notify us of any major institutions which we had not included so that these institutions might be added to the sample.

had not responded, followed immediately by a third questionnaire. Similar methods were used for the two court-related surveys during their respective field periods.

Control over the mailing procedure was accomplished through the use of "Cheshire cards"--blank IBM-sized cards with blocks in the center in which the names, addresses, and Census Directory numbers of agencies in surveys were typed. Mailing labels were produced directly from the cards. As completed questionnaires were received, the date of receipt and the identification numbers given the questionnaires were stamped on the cards and they were removed from the master deck. When cases were terminated for other reasons--i.e., refusals, notification that the agency no longer existed, etc.--the dates of the notification and codes identifying the reason for termination were stamped on the cards and they too were removed from the master deck. Those cases whose cards remained in the master deck at the end of the first wave were then included in the second mailing. Similarly those cases whose cards remained in the master deck at the end of the second wave were then included in the third mailing.

Within days of the first mailing it became apparent that the procedure was going to be complicated by problems in the agency lists produced from the Census Directory tape. The major problems encountered included bad addresses which made the delivery of questionnaires impossible, the inclusion on the list of agencies whose functions were outside the scope of the study, the presence on the list of agencies which did not actually exist, and duplicate entries which slipped through despite careful screening prior to mailing.

The problem of bad addresses was present in varying degrees across all sectors but was particularly pronounced with regard to Public Defenders--a young, relatively unestablished field characterized by high turnover.

Frequently, it was discovered that the address on the list was that of the private law firm of an attorney who had served as Public Defender several years previously. In these and all cases where questionnaires were returned to us undelivered we attempted to locate new addresses through telephone books and other directories available to us. Table 1 presents disposition of cases by sector and reason. We strongly suspect that the numbers shown as "unlocatable" (those cases whose questionnaires were returned to us by the Post Office despite repeated efforts to obtain better addresses) reflect only the tip of the iceberg, since we received numerous calls and letters in response to the third wave mailgram from agency executives whose questionnaires had not been returned to us stating that the mailgram was the first piece of NMS mail to reach their offices. We, of course, obtained proper addresses from these executives and mailed questionnaires to them but were left to wonder how many others were in a similar situation but did not respond to the mailgram--and how many others had not even received the mailgram.

The problem of the inclusion in the lists of agencies whose functions were outside the scope of the study occurred most frequently in the Large Police file and in the Prosecutor's file. In the large Police file we discovered that a number of special police agencies (park rangers, harbor police, etc.) had been miscoded on the Directory tape and had been included among the general purpose police forces. The Prosecutor's file proved to include numerous government legal services offices having only civil responsibilities. As soon as we received notification of these situations the cases in question were removed from the files.

The number of study cases was further diminished by the discovery that a substantial number of agencies no longer existed. This was particularly true of police departments in small towns which no longer provided their own law enforcement, and of single-purpose, single-county probation departments which had merged into multi-purpose, multi-county agencies. We also discovered occasionally that correctional agencies were components of larger facilities already included on the list, and thus had no independent executives. Again, the cases in question were removed from the study as soon as notification of the situation was received.

An additional problem arose as a result of the fact that the Census Directory titles and agency designations were not always exact. They occasionally contained ambiguities which caused the questionnaire to be delivered to and filled out by executives of agencies other than those for which they were intended. Considerable time and effort was expended in determining the identity of the agency whose executive actually completed the questionnaire and in ascertaining whether that agency was already in the survey, or should have been, in which case the questionnaire could be used, or whether the questionnaire would have to be discarded.

During the course of the mailings, the existence of agencies not on our lists came to our attention. When these agencies belonged to one of the sectors in which censuses were being undertaken, they were added to our lists. Public Defenders and Adult Correctional Institutions accounted for most of the additions made.

In addition to questionnaires which were returned incomplete because the designated respondents were inappropriate for inclusion or even nonexistent, there were, of course, refusals. Several distinct

themes emerged in the reasons given for these refusals. One common reason cited by heads of small agencies was the impression that the questionnaire was designed for large offices and was not really applicable to small offices. Insufficient manpower was frequently given as a reason for refusing to participate. A number of agency heads, particularly in the Probation and Parole sector, refused by telling us that department policy and/or lack of access to the information requested made it impossible for them to respond and referred us to their superiors at the state or regional level.

Unless overt hostility was evident in the refusals received, those who refused were written letters telling them of the importance of each response and requesting that they reconsider. A number of preliminary refusals were converted to completions by these letters.

The fielding of the court agency questionnaire produced a unique set of problems. The first major problem encountered was occasioned by the fact that most courts in the United States, particularly courts of general jurisdiction, are organized into circuits or districts and many maintain records only at the district or circuit level. Although we sent questionnaires to each seat at which district or circuit courts met and requested in our introductory comments that answers refer only to that specific seat, we received a number of responses which were clearly consolidated replies for all the courts in a general circuit or district. Frequently the questionnaires were accompanied by notes which stated that it would be impossible to produce separate responses for each of the courts within the district or circuit. When this occurred, the consolidated responses were accepted as such and new cases were created and added to the files which were clearly identified as "consolidations." The cases representing the individual courts which made up the district

or circuit for which we had received a "consolidated" response were then closed out as already included in a "higher-level" response.

A second problem encountered with some frequency in the court agency file involved what we called "mixed responses." Rather than reporting only on the activities and operations of the appellate or general jurisdiction court to which the questionnaire was addressed, the person completing the questionnaire reported facts and figures in such a fashion that it was impossible to determine whether the data were truly for the level of court addressed (often, for example, respondents combined case-loads for both general jurisdiction and L & S courts in their jurisdiction--the latter of which were not even in the survey). All such "mixed responses" had to be declared unacceptable. Another effort was made in such cases to encourage the person who had completed the questionnaire to fill out another questionnaire and refer only to the court addressed, but these letters unfortunately produced few results.

E. Data Reduction

As soon as completed questionnaires had been checked in, they were put through editing and coding processes. Editing entailed the manual examination of all questionnaires to (1) insure that all answers on the questionnaire were legible and intelligible to the keypunchers; (2) eliminate multiple responses where they were not allowed (following careful instructions which specified where one of the multiple responses could be accepted and where all such multiple responses had to be thrown out), (3) correct improperly followed skip patterns (i.e., eliminating answers to questions which respondents were supposed to have skipped by virtue of their answer to a preceding question), and (4) where possible, attempt to reconcile inconsistent and contradictory responses.

This latter effort--reconciling inconsistent responses--proved to be particularly difficult. The problem of inconsistency was frequently encountered in questions which called for counts of items--i.e., numbers of employees, case loads, etc.--and which asked for both total figures as well as enumerations of the categories which made up the total. cursory inspection frequently revealed that the parts added to either more or less than the total. Rather than attempting to reconcile the responses (which in most cases would have been impossible since there was no basis for determining where the error lay) or throwing the data out entirely (which would have eliminated a substantial number of responses), the decision was made to leave such data as they were and to edit them by computer (throwing out cases which were clearly too divergent) where the items were needed for tabulations. Time and budget constraints precluded the only totally satisfactory solution of this problem, re-contacting respondents to obtain needed classification.

Coding, the process by which nonnumeric responses are converted into quantitative terms which can then be punched into the columns of IBM cards, occurred concurrently with editing.

After manual editing and coding had been completed and the questionnaires had been keypunched onto IBM cards, a specially written computer program was utilized to supplement the manual editing process. This computer routine searched for "wild" or impossible codes (i.e., a code 4 when the only permissible values were: 1 = male, 2 = female, and 3 = no answer), as well as for any incorrectly filled out skip patterns which had "slipped through" the manual examination. These procedures flagged errors, and corrections were then manually implemented.

F. Completion Rates

The cut-off date for acceptance of completed questionnaires was April 12, 1976 for the first nine surveys; May 19 for the court agency survey; June 30, 1976 for court administrators. A total of 9,697 usable cases had been received across the eleven surveys by these dates. Table 1 provides the completion rates for each of the sectors. Response rates ranged from a high of 78.8 percent for large police departments to a low of 46.0 percent for prosecutors. Tables II, III and IV give more detailed breakdowns of these response rates by agency size, level of government and LEAA Region.

While the perfect survey has never been launched, a return of less than 90 - 100 percent is always a disappointment to researchers, and the problem of bias through nonresponse is a very real one. However, in this instance, it must be pointed out that the study attempted--and to a large extent accomplished--what had never been attempted before: a series of national surveys, conducted simultaneously across the entire criminal justice system to ascertain national manpower strengths and goals. At the same time the study sought, and did collect, three very different types of data through the instruments used in each of these surveys:

(1) Agency information, including body counts, number of cases handled, budget amounts, etc.

(2) Agency characteristics, which might describe the agency as a whole as well as personal characteristics of the agency executive.

(3) Opinions and attitudes of the agency head. Each of these types of data has associated with it specific methodological requirements in question design, and in editing, coding and checking as well as specific response and validity problems. The project we attempted was a very large one and many unanticipated problems presented themselves throughout

TABLE 1

	Large Police	Small Police	Large Sheriff	Small Sheriff	Prosecutors	Public Defenders	Adult Correction	Juvenile Correction	Probation/ Parole	Court Administrator	Court Agency	Total: All Surveys
Total No. of Cases in Survey (Include those originally selected and additions made)	1,619	2,722	508	504	3,530	575	306	856	3,313	456	3,873	18,262
Unlocatable Cases (Questionnaires returned by Post Office; Unable to locate latter address)	1	8	-	2	5	4	-	5	19	-	3	47
Cases Removed from Sample as Nonexistent or Out-of Scope	86	176	1	1	603	41	20	52	309	1	338	1,628
Total "Good" Cases in Survey	1,532	2,538	507	501	2,922	530	286	799	2,985	455	3,532	16,587
Usable Completions Received	1,207	1,515	309	276	1,344	252	220	585	2,011	334	1,644	9,697
Response Rate	78.8%	59.7%	60.9%	55.1%	46.0%	47.5%	76.9%	73.2%	67.4%	73.4%	46.5%	58%

TABLE II
RESPONSE RATES FOR SURVEY SEGMENTS AND SECTORS
BY AGENCY SIZE^a

Sector	1-9	10-49	50-99	100+	Not Available	Totals
Large Police						
No. Attempted	161	651	339	329	52	1,532
No. Completed	109	534	271	250	43	1,207
Response Rate	67.7	82.0	79.9	76.0	82.7	77.8
Small Police						
No. Attempted	1,916	297	-	-	325	2,538
No. Completed	1,117	230	-	-	168	1,515
Response Rate	58.3	77.4	-	-	51.7	59.7
Large Sheriffs						
No. Attempted	-	303	91	96	17	507
No. Completed	-	186	61	57	5	309
Response Rate	-	61.4	67.0	59.4	29.4	60.9
Small Sheriffs						
No. Attempted	498	-	-	-	3	501
No. Completed	274	-	-	-	2	276
Response Rate	55.0	-	-	-	66.7	55.1
Prosecutors						
No. Attempted	2,136	137	9	9	631	2,922
No. Completed	965	78	7	4	290	1,344
Response Rate	45.2	56.9	77.8	44.4	46.0	46.0
Public Defenders						
No. Attempted	254	51	-	-	129	530
No. Completed	113	33	-	-	106	252
Response Rate	44.5	64.7	-	-	47.1	47.5
Adult Corrections						
No. Attempted	3	37	12	105	129	286
Completed	2	27	9	76	106	220
Response Rate	66.7	73.0	75.0	72.4	82.2	76.9
Juvenile Corrections						
No. Attempted	205	303	90	123	78	799
No. Completed	137	233	70	87	58	585
Response Rate	66.8	76.9	77.8	70.7	74.4	73.2
Probation/Parole						
No. Attempted	1,485	200	21	12	1,267	2,985
No. Completed	940	155	16	10	890	2,011
Response Rate	63.3	77.5	76.2	83.3	70.2	67.4

^aAgency size as available from Directory of Criminal Justice Agencies not available for either the court administrator or court agency survey. These segments therefore, do not appear in this table.

TABLE III
RESPONSE RATES FOR SURVEY SEGMENTS AND SECTORS
BY LEVEL OF GOVERNMENT^a

Sector	State	County	City	Town- Ship	City/ County Consolidated	Indepen- dent Cities	Totals
Large Police							
No. Attempted	49	49	1,155	247	11	21	1,532
No. Completed	41	39	931	173	6	17	1,207
Response Rate	83.7	79.6	80.6	70.0	54.5	81.0	78.8
Small Police							
No. Attempted	-	2	2,206	325	-	5	2,538
No. Completed	-	-	1,332	180	-	3	1,515
Response Rate	-	-	60.4	55.4	-	60.0	59.7
Large Sheriffs							
No. Attempted	14	477	-	-	6	10	507
No. Completed	3	301	-	-	1	4	309
Response Rate	21.4	63.1	-	-	16.7	40.0	60.9
Small Sheriffs							
No. Attempted	-	495	-	-	1	5	501
No. Completed	-	272	-	-	1	3	276
Response Rate	-	54.9	-	-	100.0	60.0	55.1
Prosecutors							
No. Attempted	631	2,232	-	-	18	41	2,922
No. Completed	292	1,023	-	-	13	16	1,344
Response Rate	46.3	45.8	-	-	72.2	39.2	46.0
Defenders							
No. Attempted	232	275	20	3	-	-	530
No. Completed	104	141	6	1	-	-	252
Response Rate	44.8	51.3	30.0	33.3	-	-	47.5
Adult Corrections							
No. Attempted	282	-	-	-	-	4	286
No. Completed	217	-	-	-	-	3	220
Response Rate	77.0	-	-	-	-	75.0	76.9
Juvenile Corrections							
No. Attempted	376	370	6	-	12	35	799
No. Completed	217	-	5	-	8	25	585
Response Rate	70.5	76.2	83.3	-	75.0	71.4	73.2
Probation/Parole							
No. Attempted	1,394	1,487	116	6	-	-	2,985
No. Completed	977	958	72	4	-	-	2,011
Response Rate	70.1	64.4	62.1	66.7	-	-	67.4

^aLevel of government as available from Directory of Criminal Justice Agencies, not available for the court administrators survey. Although available for the court agency survey it was deemed to be irrelevant, therefore these segments do not appear in this table.

TABLE IV
RESPONSE RATES FOR SURVEY SEGMENTS AND SECTORS
BY LEAA REGION

Sector	1	2	3	4	5	6	7	8	9	10	Totals
Large Police											
No. Attempted	175	214	139	190	358	129	70	46	173	38	1,532
No. Completed	111	160	117	155	284	103	60	39	147	31	1,207
Response Rate	63.4	74.8	84.2	81.6	79.3	79.8	85.7	84.8	85.0	81.6	78.8
Small Police											
No. Attempted	155	183	302	401	631	296	289	127	53	101	2,538
No. Completed	80	117	198	236	395	158	153	73	38	67	1,515
Response Rate	51.6	63.9	65.6	58.9	62.6	53.4	52.9	57.5	71.7	66.3	59.7
Large Sheriffs											
No. Attempted	20	36	44	98	117	78	21	14	54	25	507
No. Completed	9	20	29	52	82	37	14	9	37	20	309
Response Rate	45.0	55.6	65.9	53.1	70.1	47.4	66.7	64.3	68.5	80	60.9
Small Sheriffs											
No. Attempted	9	4	43	124	71	85	85	60	3	17	501
No. Completed	6	3	23	50	47	32	57	45	2	11	276
Response Rate	66.7	75.0	53.5	40.3	66.2	37.6	67.1	75.0	66.7	64.7	55.1
Prosecutors											
No. Attempted	82	85	295	546	596	417	417	254	96	134	2,922
No. Completed	36	52	136	201	273	165	211	140	56	74	1,344
Response Rate	43.9	61.2	46.1	36.8	45.8	39.6	50.6	55.1	58.3	55.2	46.0
Public Defenders											
No. Attempted	60	42	89	61	105	22	27	30	61	33	530
No. Completed	30	14	39	25	45	12	18	17	36	16	252
Response Rate	50.0	33.3	43.8	41.0	43.0	54.5	66.7	56.7	59.0	48.5	47.5
Adult Corrections											
No. Attempted	21	21	33	87	42	24	15	9	18	16	286
No. Completed	17	11	25	63	36	15	13	8	17	15	220
Response Rate	81.0	52.4	75.8	72.4	85.7	62.5	86.7	88.9	94.4	93.8	76.9
Juvenile Corrections											
No. Attempted	16	79	100	145	144	60	54	31	132	38	799
No. Completed	11	40	71	111	112	39	43	24	105	29	585
Response Rate	68.8	50.6	71.0	76.6	77.8	65.0	79.6	77.4	79.5	76.3	73.2
Probation/Parole											
No. Attempted	200	90	292	499	731	445	251	137	182	158	2,985
No. Completed	129	62	223	334	495	265	161	94	137	111	2,011
Response Rate	64.5	68.9	76.4	66.9	67.7	59.6	64.1	68.6	75.3	70.3	67.4
Court Agencies											
No. Attempted	78	166	283	891	668	615	343	258	106	124	3,532
No. Completed	43	64	140	367	331	234	184	156	54	71	1,644
Response Rate	55.1	38.6	49.5	41.2	49.6	38.0	53.6	60.5	50.9	57.3	46.5

^aThis characteristic was not readily ascertainable in most cases from the court administrator's file. This segment, therefore, does not appear in this table.

the course of the study, as has been described earlier in this report. At the same time, the surveys taken together constitute a benchmark in this type of research. They represent, at present, the best data base available covering criminal justice manpower concerns. As can be seen from Tables I through IV, very acceptable response rates were indeed achieved in a number of sectors, or from various types of agencies within sectors. In fact, with the exception of the Census Bureau itself, NMS obtained overall better rates of return from respondents than those reported by any other study which surveyed similar populations and which has come to our attention.

The lowest response rates, not surprisingly, are found for the survey questionnaires addressed to respondents in the judicial process sector. As previously stated, it is this sector which, country-wide, is the most diverse in structure, and which has been surveyed the least, largely as a result of the inherent difficulties connected with such an endeavor. The lack of nationally-accepted, standard descriptors, titles or structure for the courts poses almost insurmountable problems for researchers. That many of the problems were met and partially solved by NMS will help to smooth the path for any subsequent endeavor along similar lines.

In all surveys nonresponse raises fundamental questions concerning the quality of the results and, in particular, the extent to which the findings can be generalized to the larger universe from which the respondent were drawn. The primary approach available to the National Manpower Survey to answer the nonresponse bias question was to compare the criminal justice executives who returned completed questionnaires with the original survey population, along certain dimensions. The obvious shortcoming of this procedure is the limited amount of information available for those who did

not respond. A less obvious shortcoming is that even if the two groups appear identical with regard to a given variable (their agencies' sizes, for example), we have no basis for asserting that the relationship between size and any other variable known only for the respondents (e.g., critical manpower shortages, inability to take advantage of advanced training, etc.) is identical. Basically, this strategy is somewhat one-sided. That is, if the attempted cases and the cases as completed are not essentially identical on those variables known for both groups, then the results could not be generalized to those who had not returned their questionnaires. If the two groups are essentially identical with regard to a limited number of characteristics, this alone does not provide justification for generalizing beyond actual completions, although it increases confidence that the responders are representative of the entire survey and that the nonresponders may not be significantly different in any systematic way.

Tables V, VI and VII compare the proportions of attempted and achieved cases within sectors by agency size, level of government, and LEAA region. As can be seen, the proportions resemble each other closely, lending additional weight to the argument that the nonresponders are distributed uniformly across all groups and probably do not differ significantly from the responders in those sectors.

Validation through external data can also be used to assess the quality of survey data, at least to the extent of making judgments as to whether or not they are "in the ball-park." The data gathered for NMS have been compared and checked against state and national data from other sources, and the absence of wide discrepancy has been noted. In addition, a variety of statistical techniques have been used to test the robustness of the data and extend its utility for the purposes of imputation

TABLE V

DISTRIBUTION OF ATTEMPTED AND COMPLETED CASES AND COMPLETION RATE
BY RESPONDENT'S AGENCY SIZE^a AND SECTOR

Sector	Agency Size ^a						Completion Rate
	1-9	10-49	50-99	100+	Not Available	Base (100%=)	
Large Police Attempted Completed	10.5 9.0	42.5 44.2	22.1 22.4	21.5 20.7	3.4 3.6	1,532 1,207	78.8%
Small Police Attempted Completed	75.4 73.7	11.7 15.2	- -	- -	12.8 11.1	2,538 1,515	59.7%
Large Sheriffs Attempted Completed	- -	59.8 60.2	17.9 19.7	18.9 18.4	3.4 1.6	507 309	60.9%
Small Sheriffs Attempted Completed	99.4 99.3	- -	- -	- -	.6 .7	501 276	55.1%
Court Administrators Attempted Completed	- -	- -	- -	- -	- -	- -	-
Prosecutors Attempted Completed	73.2 71.7	4.7 5.8	.3 .5	.3 .3	21.6 21.6	2,922 1,344	46.0%
Public Defenders Attempted Completed	47.9 44.8	9.6 13.1	- -	- -	42.4 42.1	530 252	47.5%
Adult Corrections Attempted Completed	1.0 .9	12.9 12.3	4.2 4.1	36.7 34.5	45.1 48.2	286 220	76.9%
Juvenile Corrections Attempted Completed	25.7 23.4	37.9 39.8	11.3 12.0	15.4 14.9	9.8 9.9	799 585	73.2%
Probation/Parole Attempted Completed	49.7 46.7	6.7 7.7	.7 .8	.4 .5	42.4 44.2	2,985 2,011	67.4%

^aAgency size as available from Directory of Criminal Justice Agencies. Not available for either the court administrator or court agency survey. These segments do not appear in this table.

TABLE VI

DISTRIBUTION OF ATTEMPTED AND COMPLETED CASES
BY LEVEL OF GOVERNMENT AND SECTOR

Sector	Level of Government ^a						
	State	County	City	Township	City/County Consolidated	Independent Cities	Base (100%=)
Large Police Attempted Completed	3.2 3.4	3.2 3.2	75.4 77.2	16.1 14.3	.7 .5	1.4 1.4	1,532 1,207
Small Police Attempted Completed	- -	.1 -	87.0 87.9	12.8 11.9	- -	.2 .2	2,538 1,515
Large Sheriffs Attempted Completed	2.8 1.0	94.1 97.4	- -	- -	1.2 .3	2.0 1.3	507 309
Small Sheriffs Attempted Completed	- -	98.8 98.6	- -	- -	.2 .4	1.0 1.1	501 276
Prosecutors Attempted Completed	21.6 21.7	76.4 76.1	- -	- -	.6 1.0	1.4 1.2	2,922 1,344
Defenders Attempted Completed	43.8 41.3	51.9 56.0	3.8 2.4	.6 .4	- -	- -	530 252
Adult Corrections Attempted Completed	98.6 98.6	- -	- -	- -	- -	1.4 1.4	286 220
Juvenile Corrections Attempted Completed	47.1 45.3	46.3 48.2	0.8 0.9	- -	1.5 1.4	4.4 4.3	799 585
Probation/Parole Attempted Completed	46.7 48.5	49.2 47.6	3.9 3.6	.2 .2	- -	- -	2,985 2,011

^aLevel of Government as available from Directory of Criminal Justice Agencies. Not available for the court administrators survey. Although available for the court agency survey it was deemed to be irrelevant. These segments, therefore, do not appear in this table.

TABLE VII

DISTRIBUTION OF ATTEMPTED AND COMPLETED CASES
BY LEAA REGION AND SECTOR

Sector	LEAA Region ^a										Base (100%)
	1	2	3	4	5	6	7	8	9	10	
Large Police											
Attempted	11.4	14.0	9.1	12.4	23.4	8.4	4.6	3.0	11.3	2.5	1,532
Completed	9.2	13.2	9.7	12.8	23.5	8.5	5.0	3.2	12.2	2.6	1,207
Small Police											
Attempted	6.1	7.2	11.9	15.8	24.9	11.7	11.4	5.0	2.1	4.0	2,538
Completed	5.3	7.7	13.1	15.6	26.1	10.4	10.1	4.8	2.5	4.4	1,515
Large Sheriffs											
Attempted	3.9	7.1	8.7	19.2	22.9	15.2	4.1	2.8	10.7	4.9	507
Completed	2.9	6.5	9.4	16.8	26.5	12.0	4.5	2.9	12.0	6.5	309
Small Sheriffs											
Attempted	1.8	.7	8.6	24.6	14.2	16.8	17.2	12.0	.6	3.4	501
Completed	2.2	1.0	8.3	18.1	17.0	11.6	21.0	16.3	.7	4.0	276
Prosecutors											
Attempted	2.8	2.9	9.8	18.7	20.4	14.3	14.3	8.7	3.3	4.6	2,922
Completed	2.7	3.9	10.1	14.9	20.3	12.3	15.7	10.4	4.2	5.5	1,344
Public Defenders											
Attempted	11.3	7.9	16.8	11.5	19.8	4.2	5.1	5.7	11.5	6.2	530
Completed	11.9	5.6	15.5	9.9	17.8	4.8	7.1	6.7	14.3	6.3	252
Adult Corrections											
Attempted	7.3	7.3	11.5	30.4	14.7	8.4	5.2	3.1	6.3	5.6	286
Completed	7.7	5.0	11.4	28.6	16.4	6.8	5.9	3.6	7.7	6.8	220
Juvenile Corrections											
Attempted	2.0	9.9	12.5	18.1	18.0	7.5	6.8	3.9	16.5	4.8	799
Completed	1.9	6.8	12.1	19.0	19.1	6.7	7.4	4.1	17.9	5.0	585
Probation/Parole											
Attempted	6.7	3.0	9.8	16.7	24.5	14.9	8.4	4.6	6.1	5.3	2,985
Completed	6.4	3.1	11.1	16.6	24.6	13.2	8.0	4.7	6.8	5.5	2,011
Court Agencies											
Attempted	2.2	4.7	8.0	25.2	18.9	17.4	9.7	7.3	3.0	3.5	3,532
Completed	2.6	3.9	8.5	22.3	20.1	14.2	11.2	9.5	3.3	4.3	1,644

^aThis characteristic was not readily ascertainable in most cases from the court administrator's survey. This segment does not appear in the table.

to larger universes. These validation efforts and their results have been reported in detail elsewhere in this series of NMS reports.

Over and above the bias caused by respondents who did not return a questionnaire at all, researchers must be concerned about the problem of item nonresponse, or the extent to which particular questions were left unanswered in returned questionnaires. As might be expected, the section which was most often answered completely was that dealing with the executive's own background, with missing data ranging from less than 1 percent of the executives in certain sectors, to approximately 5 percent in others. The earlier sections of each questionnaire which deal largely with opinion and attitude items received slightly less attention from the respondents; item nonresponse ranged from 1 percent to 9 percent with 3.5-5.5 percent nonresponse representing the modal interval. As anticipated, the highest levels of nonresponse occurred in the final section of each instrument, the "Office Fact Sheet." Table VIII presents nonresponse rates--showing this general trend--for selected items by sector. The questionnaires in Appendix A show the number of respondents answering each question, so that a more thorough picture of the extent of item nonresponse can be obtained through a study of these instruments.

A problem related to item nonresponse, which can only be touched upon at this juncture, deals with consistency among related quantitative measures. As noted earlier, answers to questions dealing with parts and totals tended not to balance. It is quite possible that our instructions to the respondents on how to fill out the questionnaire were not sufficiently precise to clearly spell out to them the requirements of this task. It is also likely that agency records were often incomplete or incorrect. In addition, human error and carelessness undoubtedly played a role in these discrepancies, as did respondent unwillingness to comply with

TABLE VIII
PERCENTAGE OF RESPONDENTS FAILING TO ANSWER
SELECTED QUESTIONS BY SAMPLE

Sample	Selected Questions			
	Respondents' Educational Attainment	Rank of Organization Size as a Manpower Problem	Number of Basic Line Positions	Total Agency Budget
Chiefs of Large Departments	2%	4%	6%	12%
Chiefs of Small Departments	4%	11%	18%	
Sheriffs with Large Departments	4%	4%	11%	9%
Sheriffs with Small Departments	3%	8%	9%	15%
Chief Prosecutors	2% ^a	8%	33% ^b	11%
Chief Defenders	2% ^a	5%	28% ^b	21%
Wardens of Adult Correctional Facilities	1%	5%	7%	16%
Directors of Juvenile Corrections Facilities	1%	8%	6%	10%
Chief Probation/Parole Officers	1%	6%	29%	33%

^a "Method of Selection" rather than "Educational Attainment" used as illustrative item for these two samples.

^b Due to the large numbers of one man offices in this sector, the non-response rate is based upon the item requesting the combined number of chiefs and deputy chiefs rather than line positions.

reporting requirements perceived as burdensome or far-fetched. As previously noted, the only absolute basis upon which these answers could have been brought into consistency would have required recontacting almost 80 percent of all respondents to get a clarification of one or more items. This would have required resources well beyond those available, and would have imposed a further severe burden on the respondents. As things stand now, the level of accuracy of numerical distributions, and especially that of means and medians, is difficult to assess. In so far as possible, these data should be checked against any other figures available, so that some judgment can be made about their reliability as indicators of manpower strengths, budget sizes, and case loads for the agencies represented by the survey.

G. A Final Note on the Questionnaires

All questionnaires used in the surveys are appended (Appendix A). They are presented showing the "marginals" for each question, that is, the number of responses per question and their distribution (usually shown in percentages) across the various categories within each question. A word of caution must be inserted regarding these percentages. The figures appearing in the questionnaires are "raw" percentages. Throughout this series of NMS reports percentages based on the same questions, when presented in tabular form, may vary slightly from those shown in the questionnaires themselves. This variation is due to a slightly different handling of the "no answer" and occasionally, the "don't know" categories, which may have been deleted from the percentages base when appropriate.

Marginals usually are not shown for questions appearing in the early sections of the questionnaires which asked for numerical data. The numerical data appear in the final section of each instrument, in the

Charlotte Barkerding
December 10, 1976

set of questions which is referred to as the "Agency Fact Sheet." The data presented in this section are given in means (\bar{x}), with the number of respondents (n) also being shown.

Throughout the questionnaires the number of respondents giving answers to open-ended questions is omitted. A useful tool for the reader is the code book for the open questions, which appears immediately following the last questionnaire in Appendix A. By means of the code book the entire range of answers given for each of the open-ended questions can be studied.

DOCUMENTATION: EXECUTIVE SURVEY FILES

The Executive Survey data resides in 9 separate files on magnetic tape BSR930. The tape was created at the American Management Systems (AMS) Computer Center on an IBM 370/168 machine by the Bureau of Social Science Research, Inc. (BSSR).

Each of the 9 files was written in 3120-byte blocks (39 card images per block). The tape is a 9-track and the density is 1600-bpi. The following JCL was used to process the tape:

VOL=SER=BSR930, LABEL=(1,BLP,,IN), UNIT=2400, DISP=OLD,
DCB=(RECFM=U, BLKSIZE=3120, DEN=3)

The variable descriptions and formats of each of the 9 files are included in the 9 survey questionnaire booklets which are being delivered along with the tape. Besides the variables described in the booklets, each file has an additional appended card image (80 bytes) which contains Census Directory information. A copy of the documentation of this last card is also included in this package. The card does not contain the same information for all 9 files but differs in columns 28-34 according to the sample.

Listed below is a description of each of the 9 files giving I.D. number, sample name, number of card images per case and number of cases.

<u>FILE</u>	<u>I.D.</u> Columns 1-5	<u>SAMPLE</u>	<u>#CARDS/CASE</u>	<u>#CASES</u>
1	46710	LARGE POLICE	11	1207
2	46711	SMALL POLICE	8	1515
3	46712	LARGE SHERIFF	11	309
4	46713	SMALL SHERIFF	9	276
5	46714	PROSECUTORS	10	1344
6	46715	PUBLIC DEFENDERS	10	252
7	46716	ADULT CORRECTIONS	11	220
8	46717	JUVENILE CORRECTIONS	10	585
9	46718	PROBATION/PAROLE	10	2011

CODEBOOK

467 SAMPLE FILE

(Standard Items Across All Samples)

BSSR Project No.: 467

Sample No.:

Col(s):

1-3

4-5

<u>Samples</u>	<u>Code</u>
Large Police	10
Small Police	11
Large Sheriff	12
Small Sheriff	13
Prosecutors	14
Public Defenders	15
Adult Corrections	16
Juvenile Corrections	17
Probation/Parole	18

Consecutive Non-Identifying Cases within samples:

6-9

<u>Sample</u>	<u>Consecutive No.</u>
46710	0001 - 1619
46711	0001 - 2723
46712	0001 - 0508
46713	0001 - 0504
46714	0001 - 3530
46715	0001 - 0573
46716	0001 - 0306
46717	0001 - 0856
46718	0001 - 3313

Date Case Closed:

10-13

Nov. 27 through April 12

1127 - 0412

-2-

Status of case when closed:

a) Completion: 4-digit number as follows:

14-17

Completion Numbers

46710	0001 - 1208
46711	0001 - 1515
46712	0001 - 0309
46713	0001 - 0276
46714	0001 - 1344
46715	0001 - 0252
46716	0001 - 0220
46717	0001 - 0586
46718	0001 - 2011

b) Non-completion: 4-digit code with first 3 digits identifying status and 4th digit indicating time of closure:

14-16

Code

Still open at end of fieldwork and not otherwise classifiable 600

Overt refusal: "agency too small"

- Accepted as final refusal without correspondence 711

- Accepted as final refusal with letter of regret 712

- Not accepted as final, dissuasive letter sent, 2nd overt refusal received 713

- Not accepted as final, dissuasive letter sent, still in open file at end of study . . 714

Overt refusal: other reasons

- Accepted as final without correspondence . . 721

- Accepted as final with letter of regret . . 722

- Not accepted as final, dissuasive letter sent, second overt refusal received 723

- Not accepted as final, dissuasive letter sent, still in open file at end of study 724

Code

Unlocatable - returned by Post Office,
unable to secure better address 800

Ineligible, Out-of-Scope

- Agency with no CJ function 911

- Agency with CJ function but outside BSSR
universe definition:

-- Originally within universe but
redefined 912

-- Included by BSSR error 913

-- Included because of Census miscode of
function 914

-- Included because of public/private,
employee/volunteer confusion 915

- Non-existent or having no "executive"
as defined by study 920

- Redundant respondent, R heads 2 agencies
in sample and received duplicate
questionnaires 930

- R "deferred" to superior, included in
responses of superior 932

- Mechanical listing error: undeleted
duplicate, garbage, etc. 990

Time of closing:

17

Code

Before 1st mailing 0

After 1st, before 2nd 1

After 2nd, before 3rd 2

After 3rd (final) mailing 3

Census Directory ID Number: (1st 9 digits) (Cols. 18-26)

State Code

18-19

(See Attached List)

01-51

Government Type: Identifies the type of
government to which the agency has been
assigned as follows:

20

Code

State government 0 4

County government 1 3

Municipal government 2 2

Township government 3

"Independent" city 7

County identification:

21-23

Identifies the county in which the agency is
located. Counties within a state are ordered
Alphabetically and assigned a unique number
starting with "001". Anderson County, Texas
and Adams County, Pennsylvania each have the
unique number "001" as the first county alpha-
betically in their respective States.

Form SE-3
 UNITED STATES
 10-7-72

STATE LISTING WORKSHEET

U.S. DEPARTMENT OF COMMERCE
 SOCIAL AND ECONOMIC STATISTICS

TITLE:

Attachment

	State Number ID	46 Region Code	
UNITED STATES			
ALABAMA	01	3	
ALASKA	02	4	1 = Northeast
ARIZONA	03	4	2 = North Central
ARKANSAS	04	3	3 = South
CALIFORNIA	05	4	4 = West
COLORADO	06	4	
CONNECTICUT	07	1	
DELAWARE	08	3	
DIS. OF COLUMBIA	09	3	
FLORIDA	10	3	
GEORGIA	11	3	
HAWAII	12	4	
IDaho	13	4	
ILLINOIS	14	2	
INDIANA	15	2	
IOwa	16	2	
KANSAS	17	2	
KENTUCKY	18	2	
LOUISIANA	19	3	
MAINE	20	1	
MARYLAND	21	3	
MASSACHUSETTS	22	1	
MICHIGAN	23	2	
MINNESOTA	24	2	
MISSISSIPPI	25	3	
MISSOURI	26	2	
MONTANA	27	4	
NEBRASKA	28	2	
NEVADA	29	4	
NEW HAMPSHIRE	30	1	
NEW JERSEY	31	1	
NEW MEXICO	32	4	
NEW YORK	33	1	
NORTH CAROLINA	34	3	
NORTH DAKOTA	35	2	
OHIO	36	2	
OKLAHOMA	37	2	
OREGON	38	4	
PENNSYLVANIA	39	1	
RHODE ISLAND	40	1	
SOUTH CAROLINA	41	3	
SOUTH DAKOTA	42	2	
TENNESSEE	43	3	
TEXAS	44	3	
UTAH	45	4	
VERMONT	46	1	
VIRGINIA	47	3	
WASHINGTON	48	4	
WEST VIRGINIA	49	3	
WYOMING	50	2	
	51	4	

-5-

Cols.

24-26

Unit identification:

Identifies the unit within the county (all State and private units are coded "000" in these three digits). Cities, townships and special districts within a county are ordered alphabetically and assigned a unique number.

For "county" level agencies (those coded "1" in Col. 20), the county identification number appearing in Cols. 21-23 is repeated.

BLANK

27

Census Directory ID Number - (last seven digits)
 (varies according to sample - see following pages)

28-34

Cols.

Census Directory ID Number - (last seven digits) for
46710, 46711, 46712, 46713, 46714, 14615

Description of agency function

Function	Code
Prosecutor and legal counsel	00
Indigent defense	10
Sheriffs departments with jails	21
Sheriffs departments without jails	22
County police departments with jails (?)	23
County police departments without jails (?)	24
City police departments with jails	25
City police departments without jails	26
Sheriffs departments with more than one jail	27

28-29

Agency number

Each agency is assigned a unique two-digit
number which are usually consecutive.
"99" used for "created" cases (those not in
Census Directory).

30-31

Population size

These digits are not consistently accurate
due to the large number of changes since the
initial survey in 1970.
"999" used for "created" cases

32-34

Cols.

Census Directory ID Number (Last 7 Digits) for 46716 (1st)
Description of agency function:

28

Function	Code
Adult correctional institution	6

Secondary description code:

29

Description	Code
Reception and/or diagnostic center	1
Max. security, closed institution	2
Med. security, closed institution	3
Min. security, closed institution	4
Min. security, farm unit	5
Min. security, forestry unit	6

Agency number:

30-31

Assigns a consecutive unique number to each unit
"99" used for "created" cases

Sex of institution's inmates:

32

Sex	Code
Institution holds males only	1
Institution holds females only	2
Institution holds males and females	3
"Created" case	9

Number of employees:

33

Number of employees	Code
Indicates 1-9 employees	1
Indicates 10-49 employees	2
Indicates 50-99 employees	3
Indicates 100+ employees	4
Indicates not available	0
"Created" case	9

Population of institution:

34

Population	Code
Indicates 1-24 inmates	0
Indicates 25-49 inmates	1
Indicates 50-99 inmates	2
Indicates 100-249 inmates	3
Indicates 250-499 inmates	4
Indicates 500-749 inmates	5
Indicates 750-999 inmates	6
Indicates 1000-1499 inmates	7
Indicates 1500-1999 inmates	8
Indicates 2000 + inmates; also "created" case	9

Census Directory ID Number Last 7 Digits for 46716 (2nd)

Description of agency function:

<u>Function</u>	<u>Code</u>
Quasi-correctional institutions or programs . . .	7

Secondary descriptive code:

<u>Description</u>	<u>Code</u>
Hospital for mentally disturbed or insane, including mentally ill criminals	1
Hospital for medically ill, including criminals	2
Treatment facility for drug addicts	3
Treatment facility for alcoholics	4
Treatment facility for drug addicts and alcoholics	5
Program for drug addicts	6
Program for alcoholics	7
Program for drug addicts and alcoholics	8

Agency number:

Assigns a consecutive unique number of each agency
"99" used for "created" case

Sex of inmates:

<u>Sex</u>	<u>Code</u>
Institution holds males only	1
Institution holds females only	2
Institution holds males and females	3
"Created" case	9

Number of employees:

<u>Number</u>	<u>Code</u>
Indicates 1 - 9 employees	1
Indicates 10-19 employees	2
Indicates 20-29 employees	3
Indicates 30-39 employees	4
Indicates 40-49 employees	5
Indicates 50-74 employees	6
Indicates 75-99 employees	7
Indicates 100 + employees	8
Indicates not available	0
"Created" case	9

Population of institution:

<u>Number</u>	<u>Code</u>
Indicates 1-24 inmates	0
Indicates 25-49 inmates	1
Indicates 50-74 inmates	2
Indicates 75-99 inmates	3
Indicates 100-124 inmates	4
Indicates 125-149 inmates	5
Indicates 150-199 inmates	6
Indicates 200-249 inmates	7
Indicates 250-299 inmates	8
Indicates 300 + inmates; also "created" case .	9

Census Directory ID Number (Last 7 Digits) for 46717

Cols:

Description of agency function:

28

<u>Function</u>	<u>Code</u>
Juvenile correctional institution	5

Secondary descriptive code:

29

<u>Description</u>	<u>Code</u>
Juvenile detention centers	1
Juvenile shelters	2
Juvenile reception or diagnostic centers	3
Juvenile training schools	4
Juvenile ranches, forestry camps, farms	5
Juvenile half-way houses	6
Group homes	7
Juvenile non-residential community programs	8
Juvenile others	9

Agency number:

30-31

Assigns a consecutive unique number to each agency
"99" used for "created" cases

Sex of inmates:

32

<u>Sex</u>	<u>Code</u>
For non-residential community programs	0
Juveniles, males only	1
Juveniles, females only	2
Juveniles, males and females	3
"Created" case	9

Number of employees:

33

<u>Number</u>	<u>Code</u>
For non-residential community programs	0
Indicates 1 - 9 employees	1
Indicates 10-49 employees	2
Indicates 50-99 employees	3
Indicates 100 + employees	4
"Created" case	9

Cols.

34

Population of institution:

<u>Number</u>	<u>Code</u>
For non-residential community programs	0
Indicates 1 - 9 residents	1
Indicates 10-24 residents	2
Indicates 25-49 residents	3
Indicates 50-74 residents	4
Indicates 75-99 residents	5
Indicates 100 - 199 residents	6
Indicates 200 + residents	7
"Created" case	9

Census Directory ID Number (last 7 Digits) for 46718

Description of agency function:

Function	Code
Probation and parole agencies	4

Type of system:

Type	Code
Adult probation	1
Juvenile probation	2
Adult parole	3
Juvenile parole	4
Adult and juvenile probation	5
Adult and juvenile parole	6
Adult probation and adult parole	7
Juvenile probation and juvenile parole	8
Adult probation and parole/juvenile probation and parole	9
Other services	0

Agency number:

Assigns a unique number to each unit
"99" used for "created" case

Type of agency:

Type	Code
Administration - state	1
Administration - county	2
Administration - municipal	3
Services - state	4
Services - county	5
Services - municipal	6
Administration and services - state	7
Administration and services - county	8
Administration and services - municipal; also "created" case	9
Granting authority	0

Number of employees:

Number	Code
Indicates 1 - 9 employees	1
Indicates 10-49 employees	2
Indicates 50-99 employees	3
Indicates 100+ employees	4
"Created" case	9

???

	Code
All cases other than "created" cases	0
"Created" case	9

Cols.

28

29

30-31

32

33

34

DOCUMENTATION: COURT SURVEY FILES

The Court Survey data resides in 2 separate files on magnetic tape BSR932. The tape was created at the American Management Systems (AMS) Computer Center on an IBM 370/168 machine by the Bureau of Social Science Research, Inc. (BSSR).

Each of the 2 files was written in 3120-byte blocks. The tape is 9-track, 1600 bpi. The following JCL was used to process the tape:

VOL = SER = BSR932, LABEL = (1, BLP,,IN), UNIT = 2400, DISP = OLD,
DCB =(RECFM = U, BLKSIZE = 3120, DEN = 3)

The variable descriptions and formats of each of the 2 files are included in the 2 survey questionnaire booklets which are being delivered along with the tape. Besides the variables described in the booklets, each file has an additional appended card image (80 bytes) which contains Census Directory information. A copy of the documentation of this last card is also included in this package. The card does not contain the same information for all 2 files but differs in columns 28-34 according to the sample.

Listed below is a description of each of the 2 files giving I.D. number, sample name, number of card images per case and number of cases.

FILE	I.D.	SAMPLE	#CARDS/CASE	#CASES
Columns 1-5				
1	46719	Administration of Courts	14	1641
2	46720	Court Administrators	7	1102



NATIONAL MANPOWER SURVEY - CRIMINAL JUSTICE SYSTEM

BUREAU OF SOCIAL SCIENCE RESEARCH, INC.

1990 M Street, N. W.
Washington, D. C. 20036

FIRST CLASS
PERMIT NO. 33451
WASHINGTON, D.C.

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46710



NATIONAL MANPOWER SURVEY - CRIMINAL JUSTICE SYSTEM
BUREAU OF SOCIAL SCIENCE RESEARCH, INC. • 1890 M STREET, N. W. • WASHINGTON, D. C. 20036

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Project Director

Dear Chief:

As Richard E. Velde, Administrator of the L.E.A.A., explained in his recent letter to you, we are seeking your professional judgment concerning law enforcement manpower, training, and education issues. The enclosed questionnaire has been designed as part of a nationwide survey of the criminal justice system, and will provide information required by the Congress under the Crime Control Act of 1973.

It is crucial to obtain your judgments concerning the personnel and training needs of your office. Your assessments will become important to the making of valid decisions about future allocations of assistance among the various sectors of the criminal justice system.

The major portion of the questionnaire deals with policy issues and assessments of manpower, training and education trends in your department. It is essential to the success of the study that you personally complete these questions. However, to save your time, you may wish to have another department official complete the final section, the "Departmental Fact Sheet," for you.

All but a few questions can be answered by circling or writing in a number. Your comments are most welcome and space has been provided for them at the end of the section you are being asked to complete personally. The results of this study will be presented only as statistical summaries and anonymous comments. No chief or department will ever be identified. The mailing label on the completed questionnaire is for record control purposes only and will be removed by my staff upon receipt. The numbers appearing in the right hand margins are simply keypunching instructions and should be ignored.

Please take the time to complete and return this questionnaire within the next five days. No postage or envelope is required. Simply fold over the back cover, moisten the gummed edge, seal and deposit it in the mail. If you have any questions about this questionnaire or about the study, please contact Ms. Carol Kalish or me at (202) 223-4308.

Sincerely,

James M. Kretz
James M. Kretz
Director
Survey Operations Division

JMK: eml

OMB No.: 043-S75032
Approval Expires: July 31, 1976

LEAA No.: 3600-1

BSSR No.: 46710

1-5

6-9

Manpower Issues

1. How serious do you think each of the following manpower problems is in your department? Please rank them, using "1" for the most serious problem, "2" for the next most serious, and so on.

RANK

- | | | |
|-----|--|------|
| 4 3 | a. Inadequate number of authorized positions | 10/7 |
| 5 4 | b. Inability to achieve or maintain authorized strength | 11/7 |
| 6 5 | c. High (excessive) turnover | 12/7 |
| 7 6 | d. Inadequate training of personnel | 13/7 |
| 8 7 | e. Inadequate representation of minorities or women on force | 14/7 |
| 9 8 | f. Other (please specify:) | 15/7 |

2. What do you feel is the major factor contributing to the manpower problem you ranked "most serious" (i.e., ranked "1") in Q. 1?

- | | | |
|---|---|---|
| 4 | General lack of qualified applicants | 1 |
| 4 | Lack of qualified minority or female applicants | 2 |
| 4 | Inadequate levels of compensation | 3 |
| 4 | Insufficient funds for training | 4 |
| 4 | General budgetary problems | 5 |
| 4 | Limited opportunities for advancement | 6 |
| 4 | Other (please specify:) | 7 |

16/8

3. Does your department currently have a critical manpower shortage in any of the following personnel categories? (Please circle all that apply.)

Traffic:

- 11 ~~11~~ a. Basic officers (sworn nonsupervisory personnel assigned primarily to traffic control duties) 1 17/2
- 12 ~~12~~ b. Officer supervisors (lowest level supervisors assigned primarily to traffic control duties) 1 18/2

Patrol:

- 13 ~~13~~ c. Basic officers (sworn nonsupervisory personnel assigned primarily to patrol duties) 1 19/2
- 14 ~~14~~ d. Patrol supervisors (lowest level supervisors including sergeants and corporals assigned primarily to patrol duties) . . . 1 20/2

Investigation:

- 15 ~~15~~ e. Basic detectives and investigators (sworn nonsupervisory personnel assigned to criminal investigations) 1 21/2
- 16 ~~16~~ f. Detective supervisors (lowest level investigator supervisors) . . . 1 22/2

Other:

- 17 ~~17~~ g. All other basic sworn officers (those NOT assigned primarily to patrol, traffic, or investigative functions) 1 23/2
- 18 ~~18~~ h. All other sworn first-line supervisors (those NOT assigned primarily to patrol, traffic, or investigative functions) 1 24/2
- 19 ~~19~~ i. Middle managers (sworn officers above the rank of sergeant, but below the rank of assistant or deputy chief) 1 25/2
- 20 ~~20~~ j. Chief, assistant or deputy chiefs, and so on 1 26/2
- 21 ~~21~~ k. Professional and technical nonsworn personnel 1 27/2
- 22 ~~22~~ l. Other nonsworn personnel 1 28/2
- 23 ~~23~~ m. NO CRITICAL SHORTAGES IN ANY OF THE ABOVE CATEGORIES 1 29/2

4. During the three years before the current recession (i.e., the years 1971-1974), how serious a problem were voluntary resignations among your basic and supervisory sworn officers?

Critical problem . . . 1

Serious problem . . . 2

Moderate problem . . . 3

Slight problem . . . 4

No problem at all . . . 5 30/6

5. During the three years before the current recession (i.e., the years 1971-1974), did your department have an adequate supply of qualified applicants for the basic sworn officer position?

No . . . 1

Yes . . . 2 31/3

6. What was this department's employment in each of the following categories on June 30, 1975?

a. Number of sworn personnel . . . 32-36/9s

b. Number of nonsworn personnel . . . 37-41/9s

7. In your judgment, how many employees in each of the following categories would you need to fulfill effectively all the duties and responsibilities with which your department is charged?

a. Total number of sworn personnel . . . 42-46/9s

b. Total number of nonsworn personnel . . . 47-51/9s

8. How many employees do you actually expect to have on the payroll by June 30, 1976?

a. Number of sworn personnel . . . 52-56/9s

b. Number of nonsworn personnel . . . 57-61/9s

Entry Level Standards

9. Based upon your experience as an administrator, what do you think is the minimum education a sworn officer should have prior to joining your department?

Less than high school diploma. 1
High school diploma. 2
1 year of college. 3
2 or 3 years of college. 4
Bachelor's degree. 5
Education requirement not relevant to the job. 6

62/7

10. What is the minimum education now required of new sworn officers by your department?

No minimum required. 1
Less than high school diploma. 2
High school diploma. 3
1 year of college. 4
2 or 3 years of college. 5
Bachelor's degree. 6
Other (please specify:) 7

63/8

11. What is the probability that a higher minimum education standard will be adopted by your department within the next two years?

Will almost certainly be adopted. 1
Will probably be adopted. 2
Will probably NOT be adopted. 3
Will almost certainly NOT be adopted. 4

64/5

12. Physical entry standards have been challenged on the grounds that they discriminate against women and minority groups. Have you had to deal with this issue? If so, have the standards at your department been affected?

NO, the issue has not come up 1
YES, the issue has come up,
but it has not yet been resolved. 2
and the physical entry standards have been revised. 3
but the physical entry standards have NOT been revised. 4
OTHER (please specify:) 5

65/6

Formal Entry Level Training

13. How many hours of formal (i.e., other than on-the-job) entry level training are currently provided to your new recruits? (If none, please enter "0.")

Number of hours: _____ 66-69/9s

IF YOU ENTERED "0" IN Q. 13, PLEASE ANSWER Q. 14. OTHERWISE, PLEASE SKIP TO Q. 15.

14. Do you expect to begin providing any formal entry level training for your new sworn officers within the next two years?

- Yes, definitely. . . . 1
Yes, probably. . . . 2
Probably not 3
Definitely not 4
Don't know 5

70/6

IF YOU ANSWERED Q. 14,
PLEASE SKIP TO Q. 21.

15. Is formal entry level training provided to every new recruit?

- Yes. 1
No, not provided to recruits with prior police experience. . 2
No, other (please explain:) 3

71/4

16. Where do your new recruits take their formal entry level training? (Please circle all that apply.)

- a. Within the department 1 72/2
b. At the department's academy 1 73/2
c. At a local educational institution. . . 1 74/2
d. At another department's academy . . . 1 75/2
e. At a regional training academy. . . . 1 76/2
f. At a state training academy 1 77/2
g. Other (please specify:) 1 78/2

79-80/01

17. Where will your new recruits probably take their formal entry level training two years from now? (Please circle all that apply.)

- a. Within the department. 1 10/2
b. At the department's academy. 1 11/2
c. At a local educational institution . . . 1 12/2
d. At another department's academy. . . . 1 13/2
e. At a regional training academy 1 14/2
f. At a state training academy. 1 15/2
g. Other (please specify:) 1 16/2

18. Has the length of formal entry level training provided to your new recruits changed in the past five years?

- No, length unchanged 1
Yes, length increased. . . . 2
Yes, length decreased. . . . 3 17/4

19. Do you expect that the length of formal entry level training provided to your new recruits will be changed during the next two years?

- No, no change expected. 1
Yes, length expected to increase. . . . 2
Yes, length expected to decrease. . . . 3
Don't know. 4 18/5

20. Which of the following areas are covered in the formal entry level training provided to your new recruits? (Please circle all that apply.)

a. Departmental policies and procedures.	1	19/2
b. Weapons policy.	1	20/2
c. Weapons training.	1	21/2
d. Criminal law and legal procedures	1	22/2
e. Criminal evidence and investigative procedures.	1	23/2
f. Preventive patrol techniques.	1	24/2
g. Traffic control	1	25/2
h. Accident investigation.	1	26/2
i. First aid and emergency medical treatment	1	27/2
j. Report writing and preparation.	1	28/2
k. Community and race relations.	1	29/2
l. Crisis intervention and domestic dispute settlement.	1	30/2
m. Physical training and self-defense.	1	31/2
n. Juvenile policies and procedures.	1	32/2
o. Other (please specify:)	1	33/2

21. How much emphasis in formal entry level training do you think each of the following areas should receive?

	<u>Strong</u> <u>Emphasis</u>	<u>Moderate</u> <u>Emphasis</u>	<u>Little</u> <u>Emphasis</u>	
a. Departmental policies and procedures.	1	2	3	34/4
b. Weapons policy.	1	2	3	35/4
c. Weapons training.	1	2	3	36/4
d. Criminal law and legal procedures	1	2	3	37/4
e. Criminal evidence and investigative procedures.	1	2	3	38/4
f. Preventive patrol techniques.	1	2	3	39/4
g. Traffic control	1	2	3	40/4
h. Accident investigation.	1	2	3	41/4
i. First aid and emergency medical treatment	1	2	3	42/4
j. Report writing and preparation.	1	2	3	43/4
k. Community and race relations.	1	2	3	44/4
l. Crisis intervention and domestic dispute settlement.	1	2	3	45/4
m. Physical training and self-defense.	1	2	3	46/4
n. Juvenile policies and procedures.	1	2	3	47/4
o. Other (please specify:)	1	2	3	48/4

In-Service Training

22. Does your department provide formal in-service training other than roll-call training to your experienced basic sworn officers?

No . . . 1

Yes. . . 2

49/3

IF YOU ANSWERED "YES" TO Q. 22, PLEASE ANSWER Q.23-26. OTHERWISE, PLEASE SKIP TO Q. 27.

23. Approximately how many of your experienced basic sworn officers attended formal in-service training during the last fiscal year?

Number: 50-53/9s

24. For those experienced basic sworn officers who attended formal in-service training during the last fiscal year, approximately what was the average length of training in hours?

Average hours: 54-57/9s

25. Where do your experienced basic sworn officers take their formal in-service training? (Please circle all that apply.)

- a. Within the department. 1 58/2
- b. At the department's academy. 1 59/2
- c. At a local educational institution . . . 1 60/2
- d. At another department's academy. . . . 1 61/2
- e. At a regional training academy 1 62/2
- f. At a state training academy. 1 63/2
- g. Other (please specify:) 1 64/2

26. Which of the following areas are covered in formal in-service training? (Please circle all that apply.)

- a. Departmental policies and procedures. 1 10/2
- b. Weapons policy. 1 11/2
- c. Weapons training. 1 12/2
- d. Criminal law and legal procedures 1 13/2
- e. Criminal evidence and investigative procedures. 1 14/2
- f. Preventive patrol techniques. 1 15/2
- g. Traffic control 1 16/2
- h. Accident investigation. 1 17/2
- i. First aid and emergency medical treatment . . . 1 18/2
- j. Report writing and preparation. 1 19/2
- k. Community and race relations. 1 20/2
- l. Crisis intervention and domestic dispute settlement. 1 21/2
- m. Physical training and self-defense. 1 22/2
- n. Juvenile policies and procedures. 1 23/2
- o. Other (please specify:) 1 24/2

27. How much emphasis in formal in-service training do you think each of the following areas should receive?

	Strong Emphasis	Moderate Emphasis	Little Emphasis	
a. Departmental policies and procedures.	1	2	3	25/4
b. Weapons policy.	1	2	3	26/4
c. Weapons training.	1	2	3	27/4
d. Criminal law and legal procedures	1	2	3	28/4
e. Criminal evidence and investigative procedures.	1	2	3	29/4
f. Preventive patrol techniques.	1	2	3	30/4
g. Traffic control	1	2	3	31/4
h. Accident investigation.	1	2	3	32/4
i. First aid and emergency medical treatment .	1	2	3	33/4
j. Report writing and preparation.	1	2	3	34/4
k. Community and race relations.	1	2	3	35/4
l. Crisis intervention and domestic dispute settlement.	1	2	3	36/4
m. Physical training and self-defense.	1	2	3	37/4
n. Juvenile policies and procedures.	1	2	3	38/4
o. Other (please specify:)	1	2	3	39/4

28. Within the next two years, do you expect a change in the formal in-service training provided for your basic sworn officers?

Will begin in-service training	1
Will increase it	2
Will leave it unchanged.	3
Will decrease it	4
Will terminate in-service training	5
In-service training is not now provided nor will it be begun.	6
	40/7.

29. Approximately how many of your officers have graduated from the following training programs? (If none, please enter "0.")

a. FBI National Academy program	41-43/9.
b. Northwestern University Traffic Institute (long course).	44-46/9.
c. Southern Police Institute.	47-49/9.

30. Approximately how many of your officers do you expect to send to each of the following training programs within the next two years? (If none, please enter "0.")

a. FBI National Academy program	50-51/9.
b. Northwestern University Traffic Institute (long course).	52-53/9.
c. Southern Police Institute.	54-55/9.

IF NEITHER FORMAL ENTRY-LEVEL NOR FORMAL IN-SERVICE TRAINING IS PROVIDED TO YOUR SWORN OFFICERS, PLEASE SKIP TO Q. 33. OTHERWISE, PLEASE CONTINUE.

31. In your opinion, to what extent is each of the following factors a limitation on the overall effectiveness of training in your department?

	Serious Limitation	Moderate Limitation	Not a Limitation	
a. Workload frequently prevents release of officers for training	1	2	3	56/4
b. Workload frequently prevents release of senior staff to provide training. .	1	2	3	57/4
c. Inadequate training budget	1	2	3	58/4
d. Necessary training resources are not available locally.	1	2	3	59/4
e. Other (please specify:)	1	2	3	60/4

32. On the whole, how satisfied are you with all aspects of training in your department?

Extremely satisfied	1	
Very satisfied.	2	
Satisfied	3	
Dissatisfied.	4	
Very dissatisfied	5	
Extremely dissatisfied.	6	61/7

Continuing Academic Education

33. Based upon your experience with officers who have earned college degrees and those who have not, please indicate how you would rate the two groups on each of the following:

a. Which group as a whole performs better on patrol?		
College educated officers	1	
Noncollege educated officers.	2	
No difference	3	
Don't know.	4	62/5
b. Which group on the average deals with juveniles better?		
College educated officers	1	
Noncollege educated officers.	2	
No difference	3	
Don't know.	4	63/5
c. Which group deals with citizens better?		
College educated officers	1	
Noncollege educated officers.	2	
No difference	3	
Don't know.	4	64/5
d. Which group on the average makes better quality arrests?		
College educated officers	1	
Noncollege educated officers.	2	
No difference	3	
Don't know.	4	65/5
e. Which group handles paper work better?		
College educated officers	1	
Noncollege educated officers.	2	
No difference	3	
Don't know.	4	66/5
f. Which group tends to be promoted more quickly?		
College educated officers	1	
Noncollege educated officers.	2	
No difference	3	
Don't know.	4	67/5

g. Which group generates more citizen complaints?

College educated officers	1
Noncollege educated officers.	2
No difference	3
Don't know.	4

68/5

h. Which group as a whole are better officers?

College educated officers	1
Noncollege educated officers.	2
No difference	3
Don't know.	4

69/5

34. In your judgment, should your department encourage basic sworn officers to pursue a college degree program once they have begun their law enforcement careers?

Should <u>strongly</u> encourage	1
Should encourage.	2
Should discourage	3
Is not a matter for the department to take a stand on.	4

70/5

35. Please rank the following five policies in order of how effective you think they would be in encouraging police officers to continue their academic education.

	<u>RANK</u>
a. Adjusting schedules to facilitate class attendance.	_____
b. Allowing time off to attend class	_____
c. Departmental subsidies for books and tuition.	_____
d. Increased pay based upon accumulated college credits or academic degree(s)	_____
e. Using academic education as part of the basis for promotions.	_____

71/6

72/6

73/6

74/6

75/6

79-03

36. Which, if any, of the following policies has your department ever adopted?

	<u>Adopted and Continued</u>	<u>Adopted But Later Terminated</u>	<u>Never Adopted By the Department</u>	
a. Adjusting schedules to facilitate class attendance	1	2	3	10/4
b. Allowing time off to attend class	1	2	3	11/4
c. Departmental subsidies for books and tuition	1	2	3	12/4
d. Increased pay based upon accumulated college credits or academic degree(s).	1	2	3	13/4
e. Using academic education as part of the basis for promotions	1	2	3	14/4

Pay and Promotion Policies

37. Increased pay based on college credit and/or degrees has been challenged as discriminatory against officers with comparable assignments but less academic education. Has this become an issue for your department? If so, has the policy at your department been affected?

NO, the issue has not come up 1

YES, the issue has come up,
but it has not yet been resolved. 2
and the education-linked pay policy has been revised. 3
but the education-linked pay policy has NOT been revised. 4

Other (please specify:) 5

15/6

38. Promotion preference based on college credit and/or degrees has been challenged as discriminatory against officers with comparable assignments but less academic education. Has this become an issue for your department? If so, has the policy at your department been affected?
- NO, the issue has not come up 1
- YES, the issue has come up,
- but it has not yet been resolved. 2
- and the education-linked promotion policy has been revised. . . . 3
- but the education-linked promotion policy has NOT been revised. . 4
- Other (please specify:) 5

16/6

39. In your opinion, what is the minimum academic education that should be required of officers prior to promotion to sergeant or first supervisory level?

- No minimum requirement 1
- Some high school 2
- High school diploma. 3
- 1 year of college. 4
- 2 or 3 years of college. 5
- Bachelor's degree. 6
- Other (please specify:) 7

17/8

40. In your judgment, should officers be required to take a special course in supervisory techniques either prior to being considered for their first promotion or immediately following their first promotion to a supervisory level?

- No, should not be required. 1
- Yes, should be required prior to being considered for promotion. 2
- Yes, should be required immediately following promotion 3

18/

41. Do you currently require that a special course for supervisors be completed?

- No. 1
- Yes, prior to being considered for promotion 2
- Yes, immediately following promotion. . . 3

19/

Operations and Manpower Requirements

42. Police department operations vary from jurisdiction to jurisdiction. For each of the following activities, please indicate whether it is performed by your department, and how you expect it to change in terms of manpower requirements within the next two years. (For each activity, please circle the number which best indicates your expectations.)

	Activity Is Performed and Manpower Will:			Activity Is NOT Performed,		
	Increase	Stay about the Same	Decrease	and probably will NOT be added during the next 2 years	but probably WILL be added during the next 2 years	
a. Patrol	1	2	3	4	5	20/6
b. Crime investigation	1	2	3	4	5	21/6
c. Crime laboratory, identifica- tion and fingerprinting	1	2	3	4	5	22/6
d. Lockup and/or jail	1	2	3	4	5	23/6
e. Communications and dispatching	1	2	3	4	5	24/6
f. Traffic control	1	2	3	4	5	25/6
g. Accident investigation	1	2	3	4	5	26/6
h. Parking meter checking and collection	1	2	3	4	5	27/6
i. Juvenile services	1	2	3	4	5	28/6
j. Data processing	1	2	3	4	5	29/6
k. Administrative services and general management	1	2	3	4	5	30/6
l. Gun registration	1	2	3	4	5	31/6
m. School crossing guards	1	2	3	4	5	32/6
n. Responding to calls for service for noncriminal matters	1	2	3	4	5	33/6
o. Other (please specify):	1	2	3	4	5	34/6

43. Various studies have found that a large proportion of most police officers' time is spent on noncriminal matters, such as intervening in family crises, settling disputes between neighbors, and the like. As far as your department is concerned, would you prefer that other agencies take over these noncriminal matters, or that the police department continue its current role?

Shift noncriminal matters to other agencies . . . 1
Have police department continue current role . . . 2

35/3

44. Does the handling of noncriminal matters require any specialized training in (for example) social work, crisis intervention, or conflict resolution techniques?

Yes, requires substantial specialized training . . . 1
Yes, requires some specialized training 2
No, on-the-job experience is sufficient 3
No, subject is not suitable for training 4

36/5

45. For each of the following offenses, please indicate if the number of arrests has changed significantly due to CHANGES in ARREST POLICIES in your jurisdiction (e.g., by local executive order; departmental policy; or prosecutorial, judicial, or legislative action) during the past five years.

	Arrest Policies Unchanged During Past Five Years	Changes in Arrest Policies Have:			
		Not			
		Decreased Arrests	Changed Arrests	Increased Arrests	
a. Public intoxication.	1	2	3	4	37/5
b. Possession of small amounts of marijuana	1	2	3	4	38/5
c. Prostitution	1	2	3	4	39/5
d. Homosexual acts between consenting adults.	1	2	3	4	40/5
e. Selling pornographic material.	1	2	3	4	41/5
f. Gambling	1	2	3	4	42/5

IF ARRESTS HAVE CHANGED DUE TO CHANGED ARREST POLICIES FOR ANY OF THESE OFFENSES, PLEASE ANSWER Q. 46. OTHERWISE, PLEASE SKIP TO Q. 47.

46. For each offense for which you reported a change in arrests in Q. 45, how has the change affected your manpower requirements?

	Increased Manpower Requirements	Not Affected Manpower Requirements	Decreased Manpower Requirements	
a. Public intoxication	1	2	3	43/4
b. Possession of small amounts of marijuana	1	2	3	44/4
c. Prostitution	1	2	3	45/4
d. Homosexual acts between consenting adults	1	2	3	46/4
e. Selling pornographic material	1	2	3	47/4
f. Gambling	1	2	3	48/4

47. In which of the following areas do you expect the nonsworn share of manpower to change within the next two years?

	Nonsworn Share of Manpower Will:			
	Increase	Not Change	Decrease	
a. Patrol	1	2	3	49/4
b. Crime investigation	1	2	3	50/4
c. Crime laboratory, identification and fingerprinting	1	2	3	51/4
d. Lockup and/or jail	1	2	3	52/4
e. Communications and dispatching	1	2	3	53/4
f. Traffic control	1	2	3	54/4
g. Accident investigation	1	2	3	55/4
h. Parking meter checking and collection	1	2	3	56/4
i. Juvenile services	1	2	3	57/4
j. Training	1	2	3	58/4
k. Data processing	1	2	3	59/4
l. Administrative services	1	2	3	60/4
m. Gun registration	1	2	3	61/4
n. Crossing guards	1	2	3	62/4
o. Responding to calls for service for noncriminal matters	1	2	3	63/4
p. Other (please specify:)	1	2	3	64/4

48. For your department as a whole, how do you expect the nonsworn share of your manpower to change over the next two years?

No change expected	1	
Nonsworn share of manpower will increase	2	
Nonsworn share of manpower will decrease	3	65/4

Team Policing

49. Has your department adopted, or do you plan to adopt, a team policing approach?

(The term "team policing" refers to the decentralization of police into neighborhood units consisting of patrolmen and investigators who are responsible for maintaining high levels of civilian contact and for the provision of most police services in that small geographic area.)

YES,

Adopted throughout jurisdiction 1
Adopted on a pilot project basis only . . . 2
Adopted but discontinued. 3

NO,

But plan to adopt it in the next two years throughout the jurisdiction 4
But plan to try it out as a pilot project in the next two years 5
And not now planning to try it in the next two years. 6

66/7

IF YOUR DEPARTMENT NOW USES TEAM POLICING, PLEASE ANSWER Q. 50-52.
OTHERWISE, PLEASE SKIP TO Q. 53.

50. In your opinion, has the adoption of team policing changed your department's effectiveness?

Substantial increase in effectiveness. . . 1
Moderate increase in effectiveness 2
Little or no change in effectiveness . . . 3
Moderate decrease in effectiveness 4
Substantial decrease in effectiveness. . . 5

67/6

51. Does the racial/ethnic composition of the neighborhood patrol teams reflect the racial/ethnic composition of the area patrolled?

No 1
Yes. 2
Don't know . . . 3

68/4

52. What do you consider to be the primary benefits of team policing?
(Please circle all that apply.)

a. More efficient deployment of manpower 1 69/2
b. Better coverage of patrol areas 1 70/2
c. Greater visibility to the public. 1 71/2
d. Improved officer morale 1 72/2
e. Improved police-community relations 1 73/2
f. Other (please specify:) 1 74/2
g. None. 1 75/2

Consolidation of Departments

53. A recent policy study has proposed that all police departments with fewer than ten sworn positions be merged with other departments, and the police services they formerly provided be contracted out to a larger department. In general, would you support consolidation as a more efficient and effective way of providing police services?

Yes, would strongly support 1
Yes, would moderately support 2
Would neither support nor oppose. 3
No, would moderately oppose 4
No, would strongly oppose 5
Other (please specify:) 6

76/2

54. How many police departments with fewer than 10 sworn officers currently exist in your immediate geographical area?

Number of Departments: _____ 10-12/9s

IF YOU ANSWERED AT LEAST "1" IN Q. 54, PLEASE ANSWER Q. 55.
OTHERWISE, PLEASE SKIP TO Q. 56.

55. To how many of these departments would you be willing to provide service on a contractual basis?

Number: _____ 13-15/9s

56. Does your department provide any police services on a contractual basis to other jurisdictions?

No . . . 1
Yes . . . 2 16/3

IF YOU ANSWERED "YES" TO Q. 56, PLEASE ANSWER Q. 57. IF YOU ANSWERED "NO," PLEASE SKIP TO Q. 58.

57. Please list the number of jurisdictions served by your department on a contract basis, both currently and two years ago, for each of the functions listed below. (Please enter "0" for those services NOT provided on a contract basis.)

	Number of Jurisdictions Served:		
	Currently	Two Years Ago	
a. Complete police services.....	_____	_____	17-18 19-20/99
Specific police services:			
b. Communications and dispatching.	_____	_____	21-22 23-24/99
c. Crime laboratory services.....	_____	_____	25-26 27-28/99
d. Crime scene analysis.....	_____	_____	29-30 31-32/99
e. Lock-up facilities	_____	_____	33-34 35-36/99
f. Training.....	_____	_____	37-38 39-40/99
g. Other (please specify:).....	_____	_____	41-42 43-44/99

Police Chief's Position and Background

58. Every Police Chief has particular duties and responsibilities which confront him with especially difficult decisions and problems. Based on your personal experience, please select the three areas in which such decisions and problems most often come up, and rank them, starting with "1" for the area in which they come up the most often.

Rank Three
Choices Only

- | | | |
|--|-------|----------|
| a. Operational field activities (patrol, investigation, field supervision) | _____ | 45-46/11 |
| b. Budget and fiscal management (preparing budgets, estimating costs, day-to-day fiscal decisions, budget hearings and so on) | _____ | 47-48/11 |
| c. Personnel management (discipline, employee and personnel matters, union bargaining) | _____ | 49-50/11 |
| d. Planning and evaluation (setting goals and reviewing agency performance against objectives) | _____ | 51-52/11 |
| e. Dealing with other criminal justice agencies (judges, prosecutors, defenders, sheriffs, correctional and probation officers, and so on) | _____ | 53-54/11 |
| f. Dealing with the public (giving speeches to citizens' groups, citizen contact, and so on) | _____ | 55-56/11 |
| g. Dealing with the news media (giving information, press conferences, and answering questions for newspapers, radio, and television) | _____ | 57-58/11 |
| h. Dealing with local officials (correspondence and meetings with county executive, mayor, city manager, city council, and so on) | _____ | 59-60/11 |
| i. Dealing with state officials (correspondence and meetings with governor, state commissions, legislators, and so on) | _____ | 61-62/11 |
| j. Other duties and responsibilities (please specify:) | _____ | 63-64/11 |

59. Based upon your experience, what kinds of special courses, workshops, training sessions or seminars would you recommend as especially useful for your successors to take? (Please circle all that apply.)

a. Police administration	1	10/2
b. Personnel management	1	11/2
c. Labor relations/collective bargaining . . .	1	12/2
d. Law enforcement budgeting/ planning and evaluation	1	13/2
e. Applied criminology	1	14/2
f. Criminalistics	1	15/2
g. Criminal law/criminal procedure	1	16/2
h. Police intelligence	1	17/2
i. Riot and crowd control	1	18/2
j. Hostage negotiation	1	19/2
k. Crisis intervention	1	20/2
l. Drugs	1	21/2
m. Race/ethnic relations	1	22/2
n. Organized crime	1	23/2
o. Community relations	1	24/2
p. Other (please specify:)	1	25/2
<hr/>		
q. None	1	26/2

60. In which of the following areas have you had special courses, workshops, training sessions or seminars? (Please circle all that apply.)

a. Police administration	1	27/2
b. Personnel management	1	28/2
c. Labor relations/collective bargaining . . .	1	29/2
d. Law enforcement budgeting/ planning and evaluation	1	30/2
e. Applied criminology	1	31/2
f. Criminalistics	1	32/2
g. Criminal law/criminal procedure	1	33/2
h. Police intelligence	1	34/2
i. Riot and crowd control	1	35/2
j. Hostage negotiation	1	36/2
k. Crisis intervention	1	37/2
l. Drugs	1	38/2
m. Race/ethnic relations	1	39/2
n. Organized crime	1	40/2
o. Community relations	1	41/2
p. Other (please specify:)	1	42/2
<hr/>		
q. None	1	43/2

61. How important do you think each of the following are as goals for your department? Please rank them, using "1" for the most important, "2" for the next most important, and so on.

	<u>RANK</u>
a. Community satisfaction with police department.	44/7
b. Low reported crime rate.	45/7
c. Low crime rate for major crimes committed on the streets	46/7
d. Low response time to calls for service	47/7
e. High clearance rate.	48/7
f. Other (please specify:).	49/7

62. How much improvement in crime control and the administration of justice do you think could be achieved through changes in staffing, organization, and policies of law enforcement agencies in general (local, county, and state)?

A great deal of improvement.	1
Some improvement	2
Little or no improvement	3

50/4

63. What do you consider to be the major obstacle to the proper administration of justice in your jurisdiction?

64. Please record your:

a. Age.	53-54/99
b. Sex: (please circle) M F	55/3
c. Color or race:	
White.	1
Black.	2
Other (please specify:).	3

56/4

65. How were you selected for your current position? (Please circle all that apply.)

a. Competitive examination.	1	57/2
b. Exempt or political appointment.	1	58/2
c. Election	1	59/2
d. Other (please specify:).	1	60/2

61. Did you advance to your current position from within this department, or were you recruited from outside?

From within	1
From outside.	2

61/3

IF YOU WERE RECRUITED FOR YOUR CURRENT POSITION FROM OUTSIDE THIS AGENCY, PLEASE ANSWER Q. 67. OTHERWISE, PLEASE SKIP TO Q. 68.

67. What kind of organization did you leave to accept your current position?

City police department.	1
State police department	2
Sheriff's department.	3
Military.	4
FBI	5
Other (please specify:).	6

62/7

68. In all, how many years have you worked in law enforcement? . . . 10-11/99

69. Have you ever served as Chief in another police department?
No . . . 1
Yes. . . 2 12/3

70. How many years have you worked in your present department?
(IF LESS THAN SIX MONTHS, PLEASE ENTER "0.") . . . 13-14/99

71. How many years have you been Chief of your present department?
(IF LESS THAN SIX MONTHS, PLEASE ENTER "0.") . . . 15-16/99

72. In which of the following types of agencies have you ever worked?
(Please circle all that apply to you.)

a. Sheriff's department.	1	17/2
b. Prosecutor's office	1	18/2
c. Criminal defense office	1	19/2
d. Probation or parole agency.	1	20/2
e. Jail.	1	21/2
f. Prison.	1	22/2
g. Military police	1	23/2
h. NONE OF THE ABOVE	1	24/2

73. Please circle the number indicating the extent of your academic education prior to starting your law enforcement career.

Less than high school diploma	01
High school diploma	02
One year of college	03
2 or 3 years of college	04
Bachelor's degree	05
Some graduate course work	06
Master's degree	07
Graduate work beyond the master's degree.	08
LL.B., J.D., or other law degree.	09
Ph.D. or other doctorate.	10

25-26/99

74. Please circle the number indicating your current level of academic education:

Less than high school diploma	01	
High school graduate.	02	
1 year of college	03	
2 or 3 years of college	04	
Bachelor's degree	05	
Some graduate course work	06	
Master's degree	07	
Graduate work beyond the master's degree.	08	
LL.B., J.D., or other law degree.	09	
Ph.D. or other doctorate.	10	27-28/99

IF YOU HAVE EARNED AT LEAST ONE COLLEGE DEGREE, PLEASE ANSWER Q. 75. OTHERWISE, PLEASE SKIP TO Q. 76.

75. Please record your area of specialization for each college degree you have earned.

a. A.A.:	29-30/99
b. B.A. or B.S.:	31-32/99
c. M.A.:	33-34/99
d. Ph.D., LL.B., or J.D.:	35-36/99

76. Did you continue your academic education after beginning your law enforcement career?

No . . . 1
Yes . . . 2 37/3

IF YOU ANSWERED "YES" IN Q. 76, PLEASE ANSWER Q. 77. OTHERWISE, PLEASE SKIP TO Q. 78.

77. Did you receive financial assistance to continue your schooling from any of the following sources? (Please circle all that apply.)

a. Law Enforcement Education Program (L.E.E.P.) 1 38/2
b. G.I. Bill 1 39/2
c. Other federal programs 1 40/2
d. State programs 1 41/2
e. The law enforcement agency you were employed by 1 42/2
f. Other financial aid 1 43/2
g. NONE 1 42

78. Have you been graduated from any of the following? (Please circle all that apply.)

a. Northwestern University Traffic Institute . . . 1 45/2
b. FBI National Academy Program 1 46/2
c. Southern Police Institute 1 47/2
d. None of the above 1 48/2

Thank you for your cooperation. Any comments you care to make concerning the topics covered in this questionnaire would be most appreciated.

POLICE DEPARTMENT FACT SHEET

Personnel Information

79. What was this department's employment in each of the following categories on June 30, 1975?

NOTE: COUNT EMPLOYEES WORKING 35 HOURS OR MORE PER WEEK AS FULL-TIME, AND EMPLOYEES WORKING LESS THAN 35 HOURS A WEEK AS PART-TIME.

	Full-Time	Part-Time	
TOTAL EMPLOYMENT			49-53 54-58/9s
Traffic:			
a. Basic officers (sworn nonsupervisory personnel assigned primarily to traffic control duties)			59-63 64-68/9s
b. Officer supervisors (lowest level supervisors assigned primarily to traffic control duties)			64-73 74-78/9s
Patrol:			79-80/07
c. Basic officers (sworn nonsupervisory personnel assigned primarily to patrol duties)			10-14 15-19/9s
d. Patrol supervisors (lowest level supervisors including sergeants and corporals assigned primarily to patrol duties)			20-24 25-29/9s
Investigation:			
e. Basic detectives and investigators (sworn nonsupervisory personnel assigned to criminal investigations)			30-34 35-39/9s
f. Detective supervisors (lowest level investigator supervisors)			40-43 44-47/9s
Other:			
g. All other basic sworn officers (those NOT assigned primarily to patrol, traffic, or investigative functions)			48-51 52-55/9s
h. All other sworn first-line supervisors (those NOT assigned primarily to patrol, traffic, or investigative functions)			56-59 60-63/9s
i. Middle managers (sworn officers above the rank of sergeant, but below the rank of assistant or deputy chief)			64-67 68-71/9s

	Full- Time	Part- Time	
j. Chief, assistant or deputy chiefs, and so on.	_____	_____	10-13 14-17/9s
k. Professional and technical nonsworn personnel	_____	_____	18-21 22-25/9s
l. Other nonsworn personnel	_____	_____	26-29 30-33/9s
80. How many sworn officers <u>voluntarily resigned</u> from your department during the 12-month period from June 30, 1973 to June 30, 1974?	_____	_____	34-37/9s
81. How many sworn officers did your department <u>hire</u> during the 12-month period from June 30, 1973 to June 30, 1974?	_____	_____	38-41/9s
82. How many sworn officers were employed by your department on June 30, 1973?	_____	_____	42-46/9s
83. How many sworn officers were employed by your department on June 30, 1974?	_____	_____	47-49/9s
84. Do you currently accept lateral entrants (i.e., experienced officers from other departments) directly into supervisory ranks below the level of Chief?			
Yes	1		
No, lateral entrants are accepted only for the basic line position	2		
No, lateral entrants are not accepted at all	3		52/4
85. Does your department participate in collective bargaining with a union which represents your police officers?			
No	1		
Yes	2		53/3
86. Are applicants for sworn positions required to take a written examination?			
No	1		
Yes, solely as a matter of departmental policy	2		
Yes, required by civil or merit service	3		54/4

87. Does this department have written job descriptions for all officers in the basic line position?	No 1	
	Yes 2	55/3
88. Is the position of basic sworn officer regulated by civil service?	No 1	
	Yes 2	56/3
89. What are the minimum and maximum annual salaries of the basic police officer position?		
a. Minimum . . . \$ _____		57-61/9s
b. Maximum . . . \$ _____		62-66/9s
90. How many attorneys does your department employ full-time to provide legal advice? (If none, please enter "0.")	Number: _____	67-69/9s
91. How many specially-trained evidence technicians does your department employ? (If none, please enter "0.")	Number: _____	70-73/9s
92. Does your department have an operational planning unit to assist management in the utilization of staff and other resources?	No 1	
	Yes 2	74/3
93. How many persons whose full-time responsibility is narcotics and drug investigations does your department employ? (If none, please enter "0.")	Number: _____	75-77/9s
		79-80/09

Workload and Office Information

94. Total number of crimes reported in calendar year 1974:

a. Part I crimes: _____ 10-16/9s

b. Part II crimes: _____ 17-23/9s

95. Total number of arrests in calendar year 1974:

a. Part I crimes: _____ 24-30/9s

b. Part II crimes: _____ 31-37/9s

96. Total number of calls for service in calendar year 1974:

Number: _____ 38-45/9s

Expenditures

NOTE: IF PRECISE FIGURES ARE NOT AVAILABLE,
PLEASE GIVE YOUR BEST ESTIMATE.

97. Total annual department expenditures for the last complete
fiscal year: \$ _____ 46-55/9s

98. Annual payroll expenditures for the last complete fiscal
year (salaries and fringe benefits): \$ _____ 56-64/9s

99. Annual operating expenditures for training for the last
complete fiscal year (excluding salary of trainees): . . . \$ _____ 65-73/9s



NATIONAL MANPOWER SURVEY - CRIMINAL JUSTICE SYSTEM

BUREAU OF SOCIAL SCIENCE RESEARCH, INC.

1590 M Street, N. W.
Washington, D. C. 20036

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Dear Chief:

As Richard E. Velde, Administrator of the L.E.A.A., explained in his recent letter to you, we are seeking your professional judgment concerning law enforcement manpower, training, and education issues. The enclosed questionnaire has been designed as part of a nationwide survey of the criminal justice system, and will provide information required by the Congress under the Crime Control Act of 1973.

It is crucial to obtain your judgments concerning the personnel and training needs of your office. Your assessments will become important to the making of valid decisions about future allocations of assistance among the various sectors of the criminal justice system.

The major portion of the questionnaire deals with policy issues and assessments of manpower, training and education trends in your department. It is essential to the success of the study that you personally complete these questions. However, to save your time, you may wish to have another department official complete the final section, the "Departmental Fact Sheet," for you.

All but a few questions can be answered by circling or writing in a number. Your comments are most welcome and space has been provided for them at the end of the section you are being asked to complete personally. The results of this study will be presented only as statistical summaries and anonymous comments. No chief or department will ever be identified. The mailing label on the completed questionnaire is for record control purposes only and will be removed by my staff upon receipt. The numbers appearing in the right hand margins are simply keypunching instructions and should be ignored.

Please take the time to complete and return this questionnaire within the next five days. No postage or envelope is required. Simply fold over the back cover, moisten the gummed edge, seal and deposit it in the mail. If you have any questions about this questionnaire or about the study, please contact Ms. Carol Kalish or me at (202) 223-4308.

Sincerely,

James M. Kretz
James M. Kretz
Director
Survey Operations Division

JMK: eml

OMB No.: 043-S75032
Approval Expires: July 31, 1976
LEAA No.: 3600-2
BSSR No.: 46711

1-5

6-9

Manpower Issues

1. How serious do you think each of the following manpower problems is in your department? Please rank them, using "1" for the most serious problem, "2" for the next most serious, and so on.

	<u>RANK</u>	
a. Inadequate number of authorized positions	_____	10/7
b. Inability to achieve or maintain authorized strength	_____	11/7
c. High (excessive) turnover	_____	12/7
d. Inadequate training of personnel	_____	13/7
e. Inadequate representation of minorities or women on force	_____	14/7
f. Other (please specify:)	_____	15/7

2. What do you feel is the major factor contributing to the manpower problem you ranked "most serious" (i.e., ranked "1") in Q. 1?

General lack of qualified applicants	1	16/8
Lack of qualified minority or female applicants	2	
Inadequate levels of compensation	3	
Insufficient funds for training	4	
General budgetary problems	5	
Limited opportunities for advancement	6	
Other (please specify:)	7	

CONTINUED

1 OF 4

3. Does your department currently have a critical manpower shortage in any of the following personnel categories? (Please circle all that apply.)

- a. Basic sworn officers (including "privates," "troopers," and "agents") 1 17/
- b. Supervisory sworn officers (officers above basic line position, but below the rank of assistant or deputy chief) 1 18/
- c. Chief and assistant or deputy chiefs 1 19/
- d. Nonsworn personnel 1 20/
- e. NO CRITICAL SHORTAGES IN ANY OF THE ABOVE CATEGORIES 1 21/

4. During the three years before the current recession (i.e., the years 1971-1974), how serious a problem were voluntary resignations among your basic and supervisory sworn officers?

- Critical problem 1 22/
- Serious problem 2
- Moderate problem 3
- Slight problem 4
- No problem at all 5

5. During the three years before the current recession (i.e., the years 1971-1974), did your department have an adequate supply of qualified applicants for the basic sworn officer position?

- No 1 23/
- Yes 2

6. What was this department's employment in each of the following categories on June 30, 1975?

- a. Number of sworn personnel: . . . 24-26/
- b. Number of nonsworn personnel: . . . 27-28/

7. In your judgment, how many employees in each of the following categories would you need to fulfill effectively all the duties and responsibilities with which your department is charged?

- a. Total number of sworn personnel: . . . 29-31/
- b. Total number of nonsworn personnel: . . . 32-33/

8. How many employees do you actually expect to have on the payroll by June 30, 1976?

- a. Number of sworn personnel: 34-36/95
- b. Number of nonsworn personnel: 37-38/95

Entry Level Standards

9. Based upon your experience as an administrator, what do you think is the minimum education a sworn officer should have prior to joining your department?

- Less than high school diploma 1 39/7
- High school diploma 2
- 1 year of college 3
- 2 or 3 years of college 4
- Bachelor's degree 5
- Education requirement not relevant to the job . . . 6

10. What is the minimum education now required of new sworn officers by your department?

- No minimum required 1 40/8
- Less than high school diploma 2
- High school diploma 3
- 1 year of college 4
- 2 or 3 years of college 5
- Bachelor's degree 6
- Other (please specify:) 7

11. What is the probability that a higher minimum education standard will be adopted at your department within the next two years?

Will almost certainly be adopted	1	41/5
Will probably be adopted	2	
Will probably <u>NOT</u> be adopted	3	
Will almost certainly <u>NOT</u> be adopted	4	

12. Physical entry standards have been challenged on the grounds that they discriminate against women and minority groups. Have you had to deal with this issue? If so, have the standards at your department been affected?

NO, the issue has not come up	1	42/6
YES, the issue has come up,		
but it has not yet been resolved	2	
and the physical entry standards have been revised	3	
but the physical entry standards have <u>NOT</u> been revised	4	
OTHER (please specify:)	5	

Formal Entry Level Training

13. How many hours of formal (i.e., other than on-the-job) entry level training are currently provided to your new recruits? (If none, please enter "0.")

43-46/9

IF YOU ENTERED "0" IN Q. 13, PLEASE ANSWER Q. 14. OTHERWISE, PLEASE SKIP TO Q. 15.

14. Do you expect to begin providing any formal entry level training for your new sworn officers within the next two years?

Yes, definitely	1	47/6
Yes, probably	2	
Probably not	3	
Definitely not	4	
Don't know	5	

IF YOU ANSWERED Q. 14, PLEASE SKIP TO Q. 21.

15. Is formal entry level training provided to every new recruit?

Yes	1	48/4
No, not provided to recruits with prior police experience	2	
No, other (please explain:)	3	

16. Where do your new recruits take their formal entry level training? (Please circle all that apply.)

a. Within the department	1	49/2
b. At a local education institution	1	50/2
c. At another department's academy	1	51/2
d. At a regional training academy	1	52/2
e. At a state training academy	1	53/2
f. Other (please specify:)	1	54/2

17. Where will your new recruits probably take their formal entry level training two years from now? (Please circle all that apply.)

- | | | |
|---|---|------|
| a. Within the department | 1 | 55/2 |
| b. At a local educational institution | 1 | 56/2 |
| c. At another department's academy | 1 | 57/2 |
| d. At a regional training academy | 1 | 58/2 |
| e. At a state training academy | 1 | 59/2 |
| f. Other (please specify:) | 1 | 60/2 |

18. Has the length of formal entry level training provided to your new recruits changed in the past five years?

- | | | |
|---------------------------------|---|------|
| No, length unchanged | 1 | 61/4 |
| Yes, length increased | 2 | |
| Yes, length decreased | 3 | |

19. Do you expect that the length of formal entry level training provided to your new recruits will be changed during the next two years?

- | | | |
|--|---|------|
| No, no change expected | 1 | 62/2 |
| Yes, length expected to increase | 2 | |
| Yes, length expected to decrease | 3 | |
| Don't know | 4 | |

20. Which of the following areas are covered in the formal entry level training provided to your new recruits? (Please circle all that apply.)

- | | | |
|--|---|------|
| a. Departmental policies and procedures | 1 | 63/2 |
| b. Weapons policy | 1 | 64/2 |
| c. Weapons training | 1 | 65/2 |
| d. Criminal law and legal procedures | 1 | 66/2 |
| e. Criminal evidence and investigative procedures | 1 | 67/2 |
| f. Preventive patrol techniques | 1 | 68/2 |
| g. Traffic control | 1 | 69/2 |
| h. Accident investigation | 1 | 70/2 |
| i. First aid and emergency medical treatment | 1 | 71/2 |
| j. Report writing and preparation | 1 | 72/2 |
| k. Community and race relations | 1 | 73/2 |
| l. Crisis intervention and domestic dispute settlement | 1 | 74/2 |
| m. Physical training and self-defense | 1 | 75/2 |
| n. Juvenile policies and procedures | 1 | 76/2 |
| o. Other (please specify:) | 1 | 77/2 |

21. How much emphasis in formal entry level training do you think each of the following areas should receive?

	Strong Emphasis	Moderate Emphasis	Little Emphasis	
a. Departmental policies and procedures	1	2	3	10
b. Weapons policy	1	2	3	11
c. Weapons training	1	2	3	12
d. Criminal law and legal procedures	1	2	3	13
e. Criminal evidence and investigative procedures	1	2	3	14
f. Preventive patrol techniques	1	2	3	15
g. Traffic control	1	2	3	16
h. Accident investigation	1	2	3	17
i. First aid and emergency medical treatment	1	2	3	18
j. Report writing and preparation	1	2	3	19
k. Community and race relations	1	2	3	20
l. Crisis intervention and domestic dispute settlement	1	2	3	21
m. Physical training and self-defense	1	2	3	22
n. Juvenile policies and procedures	1	2	3	23
o. Other (please specify:)	1	2	3	24

In-Service Training

22. Does your department provide formal in-service training other than roll-call training to your experienced basic sworn officers?

No 1 25/3
Yes 2

IF YOU ANSWERED "YES" TO Q. 22, PLEASE ANSWER Q. 23-26.
OTHERWISE, PLEASE SKIP TO Q. 27.

23. Approximately how many of your experienced basic sworn officers attended formal in-service training during the last fiscal year?

Number: _____ 26-27/9s

24. For those experienced basic sworn officers who attended in-service training during the last fiscal year, approximately what was the average length of training in hours?

Average hours: _____ 28-30/9s

25. Where do your experienced basic sworn officers take their formal in-service training? (Please circle all that apply.)

a. Within the department	1	31/2
b. At a local educational institution	1	32/2
c. At another department's academy	1	33/2
d. At a regional training academy	1	34/2
e. At a state training academy	1	35/2
f. Other (please specify:)	1	36/2

26. Which of the following areas are covered in the formal in-service training? (Please circle all that apply.)

a. Departmental policies and procedures	1	37/2
b. Weapons policy	1	38/2
c. Weapons training	1	39/2
d. Criminal law and legal procedures	1	40/2
e. Criminal evidence and investigative procedures	1	41/2
f. Preventive patrol techniques	1	42/2
g. Traffic control	1	43/2
h. Accident investigation	1	44/2
i. First aid and emergency medical treatment	1	45/2
j. Report writing and preparation	1	46/2
k. Community and race relations	1	47/2
l. Crisis intervention and domestic dispute settlement	1	48/2
m. Physical training and self-defense	1	49/2
n. Juvenile policies and procedures	1	50/2
o. Other (please specify:)	1	51/2

27. How much emphasis in formal in-service training do you think each of the following areas should receive?

	Strong Emphasis	Moderate Emphasis	Little Emphasis	
a. Departmental policies and procedures	1	2	3	52/4
b. Weapons policy	1	2	3	53/4
c. Weapons training	1	2	3	54/4
d. Criminal law and legal procedures	1	2	3	55/4
e. Criminal evidence and investigative procedures	1	2	3	56/4
f. Preventive patrol techniques	1	2	3	57/4
g. Traffic control	1	2	3	58/4
h. Accident investigation	1	2	3	59/4
i. First aid and emergency medical treatment	1	2	3	60/4
j. Report writing and preparation	1	2	3	61/4
k. Community and race relations	1	2	3	62/4
l. Crisis intervention and domestic dispute settlement	1	2	3	63/4
m. Physical training and self-defense	1	2	3	64/4
n. Juvenile policies and procedures	1	2	3	65/4
o. Other (please specify:)	1	2	3	66/4

28. Within the next two years, do you expect a change in the formal in-service training provided for your basic sworn officers?

Will begin in-service training	1	67/7
Will increase it	2	
Will leave it unchanged	3	
Will decrease it	4	
Will terminate in-service training	5	
In-service training is not now provided nor will it be begun	6	

29. Approximately how many of your officers have graduated from the following training programs? (If none, please enter "0.")

a. FBI National Academy program	68-69/99
b. Northwestern University Traffic Institute (long course)	70-71/99
c. Southern Police Institute	72-73/99

30. Approximately how many of your officers do you expect to send to each of the following training programs within the next two years? (If none, please enter "0.")

a. FBI National Academy program	74/9
b. Northwestern University Traffic Institute (long course)	75/9
c. Southern Police Institute	76/9

IF NEITHER FORMAL ENTRY LEVEL NOR FORMAL IN-SERVICE TRAINING IS PROVIDED TO YOUR SWORN OFFICERS, PLEASE SKIP TO Q. 33. OTHERWISE, PLEASE CONTINUE.

79-80/02

31. In your opinion, to what extent is each of the following factors a limitation on the overall effectiveness of training in your department?

	Serious Limitation	Moderate Limitation	Not a Limitation	
a. Workload frequently prevents release of officers for training	1	2	3	10/
b. Workload frequently prevents release of senior staff to provide training.	1	2	3	11/
c. Inadequate training budget	1	2	3	12/
d. Necessary training resources are not available locally	1	2	3	13/
e. Other (please specify:)	1	2	3	14/

32. On the whole, how satisfied are you with all aspects of training in your department?

Extremely satisfied	1	15/
Very satisfied	2	
Satisfied	3	
Dissatisfied	4	
Very dissatisfied	5	
Extremely dissatisfied	6	

Continuing Academic Education

33. In your judgment, should your department encourage basic sworn officers to pursue a college degree program once they have begun their law enforcement careers?

Should strongly encourage	1	16/
Should encourage	2	
Should discourage	3	
Is not a matter for the department to take a stand on	4	

34. Please rank the following five policies in order of how effective you think they would be in encouraging police officers to continue their academic education.

	<u>RANK</u>
a. Adjusting schedules to facilitate class attendance	17/6
b. Allowing time off to attend class	18/6
c. Departmental subsidies for books and tuition	19/6
d. Increased pay based upon accumulated college credits or academic degree(s)	20/6
e. Using academic education as part of the basis for promotions	21/6

35. Which, if any, of the following policies has your department ever adopted?

	<u>Adopted and Continued</u>	<u>Adopted But Later Terminated</u>	<u>Never Adopted by the Department</u>	
a. Adjusting schedules to facilitate class attendance	1	2	3	22/4
b. Allowing time off to attend class	1	2	3	23/4
c. Departmental subsidies for books and tuition	1	2	3	24/4
d. Increased pay based upon accumulated college credits or academic degree(s)	1	2	3	25/4
e. Using academic education as part of the basis for promotions	1	2	3	26/4

Promotion Policies

36. In your opinion, what is the minimum academic education that should be required of officers prior to promotion to sergeant or first supervisory level?

No minimum requirement	1	27/8
Some high school	2	
High school diploma	3	
1 year of college	4	
2 or 3 years of college	5	
Bachelor's degree	6	
Other (please specify:)	7	

37. In your judgment, should officers be required to take a special course in supervisory techniques either prior to being considered for their first promotion or immediately following their first promotion to a supervisory level?

No, should not be required	1	28/4
Yes, should be required prior to being considered for promotion	2	
Yes, should be required immediately following promotion	3	

38. Do you currently require that a special course for supervisors be completed?

No	1	29/4
Yes, prior to being considered for promotion	2	
Yes, immediately following promotion	3	

Operations and Manpower Requirements

39. Police department operations vary from jurisdiction to jurisdiction. For each of the following activities, please indicate whether it is performed by your department, and how you expect it to change in terms of manpower requirements within the next two years. (For each activity, please circle the number which best indicates your expectations.)

	Activity Is Performed and Manpower Will:			Activity Is NOT Performed,		
	Increase	Stay about the Same	Decrease	and probably will NOT be added during the next 2 years	but probably WILL be added during the next 2 years	
a. Patrol	1	2	3	4	5	30/6
b. Crime investigation, identifi- cation and fingerprinting	1	2	3	4	5	31/6
c. Lockup and/or jail	1	2	3	4	5	32/6
d. Communications and dispatching	1	2	3	4	5	33/6
e. Traffic control	1	2	3	4	5	34/6
f. Accident investigation	1	2	3	4	5	35/6
g. Parking meter checking and collection	1	2	3	4	5	36/6
h. Administrative activities, general management	1	2	3	4	5	37/6
i. Gun registration	1	2	3	4	5	38/6
j. School crossing guards	1	2	3	4	5	39/6
k. Responding to calls for service for noncriminal matters	1	2	3	4	5	40/6
l. Other (please specify:)	1	2	3	4	5	41/6

40. Various studies have found that a large proportion of most police officers' time is spent on noncriminal matters, such as intervening in family crises, settling disputes between neighbors, and the like. As far as your department is concerned, would you prefer that other agencies take over these noncriminal matters, or that the police department continue its current role?

Shift noncriminal matters to other agencies 1 42/1

Have police department continue current role 2

41. Does the handling of noncriminal matters require any specialized training in (for example) social work, crisis intervention, or conflict resolution techniques?

Yes, requires substantial specialized training . . . 1 43/5

Yes, requires some specialized training 2

No, on-the-job experience is sufficient 3

No, subject is not suitable for training 4

Provision of Services

42. Which, if any, of the following services are provided to your jurisdiction by another law enforcement agency? (Please circle all that apply.)

a. Communications and dispatching 1 44/2

b. Crime laboratory services 1 45/2

c. Crime scene analysis 1 46/2

d. Lock-up facilities 1 47/2

e. Training 1 48/2

f. Other (please specify:) 1 49/2

g. NONE 1 50/2

IF ANY OF THE ABOVE SERVICES ARE PROVIDED TO YOUR JURISDICTION BY ANOTHER LAW ENFORCEMENT AGENCY, PLEASE ANSWER Q. 43-45. OTHERWISE, PLEASE SKIP TO Q. 46.

43. Are any of these services provided on a contract basis?

No 1 51/3
Yes 2

44. Which of the following provide the services to your jurisdiction? (Please circle all that apply.)

a. Sheriff's department or county police. . 1 52/2
b. State police 1 53/2
c. Other local police department(s) 1 54/2
d. Other (please specify:) 1 55/2

45. Do you expect the services provided to your jurisdiction by other law enforcement agencies to expand, not change, or be reduced within the next two years?

Services will probably:

	Expand	Not Change	Be Reduced	
a. Communications and dispatching	1	2	3	56/4
b. Crime laboratory services	1	2	3	57/4
c. Crime scene analysis	1	2	3	58/4
d. Lock-up facilities	1	2	3	59/4
e. Training	1	2	3	60/4
f. Other service (please specify:) . . .	1	2	3	61/4

46. Does your department provide any law enforcement services on a continuing basis to other jurisdictions?

No 1 62/3
Yes 2

IF YOU ANSWERED "YES" TO Q. 46, PLEASE ANSWER Q. 47. IF YOU ANSWERED "NO," PLEASE SKIP TO Q. 48.

47. Please list the number of jurisdictions served by your office on a contract basis, both currently and two years ago, for each of the functions listed below. (Please enter "0" for those services NOT provided on a contract basis.)

79-80/03

BEGIN
CARD 4

	Number of Jurisdictions Served:		
	Currently	Two Years Ago	
a. Complete law enforcement services			10-11 12-13/99
Specific law enforcement services:			
b. Communications and dispatching			14-15 16-17/99
c. Crime scene analysis			18-19 20-21/99
d. Lock-up facilities			22-23 24-25/99
e. Training			26-27 28-29/99
f. Other (please specify:)			30-31 32-33/99

Police Chief's Position and Background

48. Every Police Chief has particular duties and responsibilities which confront him with especially difficult decisions and problems. Based on your personal experience, please select the three areas in which such decisions and problems most often come up, and rank them, starting with "1" for the area in which they come up the most often.

Rank Three
Choices Only

- | | | |
|--|-------|--------|
| a. Operational field activities (patrol, investigation, field supervision) | _____ | 38-39/ |
| b. Budget and fiscal management (preparing budgets, estimating costs, day-to-day fiscal decisions, budget hearings and so on) | _____ | 40-41/ |
| c. Personnel management (discipline, employee and personnel matters, union bargaining) | _____ | 42-43/ |
| d. Planning and evaluation (setting goals and reviewing agency performance against objectives) | _____ | 44-45/ |
| e. Dealing with other criminal justice agencies (judges, prosecutors, defenders, sheriffs, correctional and probation officers, and so on) | _____ | 46-47/ |
| f. Dealing with the public (giving speeches to citizens' groups, citizen contact, and so on) | _____ | 48-49/ |
| g. Dealing with the news media (giving information, press conferences, and answering questions for newspapers, radio, and television) | _____ | 50-51/ |
| h. Dealing with local officials (correspondence and meetings with county executive, mayor, city manager, city council, and so on) | _____ | 52-53/ |
| i. Dealing with state officials (correspondence and meetings with governor, state commissions, legislators, and so on) | _____ | 54-55/ |
| j. Other duties and responsibilities (please specify:) . . . | _____ | 56-57/ |

49. Based upon your experience, what kinds of special courses, workshops, training sessions or seminars would you recommend as especially useful for your successors to take? (Please circle all that apply.)

- | | | |
|--|---|------|
| a. Police administration | 1 | 58/2 |
| b. Personnel management | 1 | 59/2 |
| c. Law enforcement budgeting/planning and evaluation . . . | 1 | 60/2 |
| d. Criminal law/criminal procedure | 1 | 61/2 |
| e. Applied criminology | 1 | 62/2 |
| f. Criminalistics | 1 | 63/2 |
| g. Police intelligence | 1 | 64/2 |
| h. Crisis intervention | 1 | 65/2 |
| i. Drugs | 1 | 66/2 |
| j. Race/ethnic relations | 1 | 67/2 |
| k. Community relations | 1 | 68/2 |
| l. Other (please specify:) | 1 | 69/2 |
| <hr/> | | |
| m. NONE | 1 | 70/2 |

50. In which of the following areas have you had special courses, workshops, training sessions or seminars? (Please circle all that apply.)

a. Police administration	1	10/
b. Personnel management	1	11/
c. Law enforcement budgeting/planning and evaluation . . .	1	12/
d. Criminal law/criminal procedure	1	13/
e. Applied criminology	1	14/
f. Criminalistics	1	15/
g. Police intelligence	1	16/
h. Crisis intervention	1	17/
i. Drugs	1	18/
j. Race/ethnic relations	1	19/
k. Community relations	1	20/
l. Other (please specify:)	1	21/
<hr/>		
m. NONE	1	22/

51. How important do you think each of the following are as goals for your department? Please rank them, using "1" for the most important, "2" for the next most important, and so on.

	<u>RANK</u>
a. Community satisfaction with police department . . .	23/
b. Low reported crime rate	24/
c. Low crime rate for major crimes committed on the streets	25/
d. Low response time to calls for service	26/
e. High clearance rate	27/
f. Other (please specify:)	28/

52. How much improvement in crime control and the administration of justice do you think could be achieved through changes in staffing, organization, and policies of law enforcement agencies in general (local, county and state)?

A great deal of improvement . . .	1	29/4
Some improvement	2	
Little or no improvement	3	

53. What do you consider to be the major obstacle to the proper administration of justice in your jurisdiction?

<input type="checkbox"/>	<input type="checkbox"/>	30-31/9
--------------------------	--------------------------	---------

54. Please record your:

a. Age:	32-33/9
b. Sex: (please circle:) M F	34/3
c. Color or race:	
White	1 35/4
Black	2
Other (please specify:) . . .	3

55. How were you selected for your current position? (Please circle all that apply.)

- | | | |
|--|---|------|
| a. Competitive examination | 1 | 36/2 |
| b. Exempt or political appointment | 1 | 37/2 |
| c. Election | 1 | 38/2 |
| d. Other (please specify:) | 1 | 39/2 |

56. Did you advance to your current position from within this department, or were you recruited from outside?

- | | | |
|------------------------|---|------|
| From within | 1 | 40/3 |
| From outside | 2 | |

IF YOU WERE RECRUITED FOR YOUR CURRENT POSITION FROM OUTSIDE THIS AGENCY, PLEASE ANSWER Q. 57. OTHERWISE, PLEASE SKIP TO Q. 58.

57. What kind of organization did you leave to accept your current position?

- | | | |
|-----------------------------------|---|------|
| City police department | 1 | 41/7 |
| State police department | 2 | |
| Sheriff's department | 3 | |
| Military | 4 | |
| FBI | 5 | |
| Other (please specify:) | 6 | |

58. In all, how many years have you worked in law enforcement? . . . 42-43/9

59. Have you ever served as Chief at another police department?

- | | | |
|---------------|---|------|
| No | 1 | 44/3 |
| Yes | 2 | |

60. How many years have you worked in your present department? (IF LESS THAN SIX MONTHS, PLEASE ENTER "0.")

45-46/9

61. How many years have you been Chief in your present department? (IF LESS THAN SIX MONTHS, PLEASE ENTER "0.")

47-48/9

62. In which of the following types of agencies have you ever worked? (Please circle all that apply.)

- | | | |
|---|---|------|
| a. Sheriff's department | 1 | 49/2 |
| b. Prosecutor's office | 1 | 50/2 |
| c. Criminal defense office | 1 | 51/2 |
| d. Probation or parole agency | 1 | 52/2 |
| e. Jail | 1 | 53/2 |
| f. Prison | 1 | 54/2 |
| g. Military police | 1 | 55/2 |
| h. NONE OF THE ABOVE | 1 | 56/2 |

63. Please circle the number indicating the extent of your academic education prior to starting your law enforcement career.

- | | | |
|--|----|---------|
| Less than high school diploma | 01 | 57-58/1 |
| High school diploma | 02 | |
| 1 year of college | 03 | |
| 2 or 3 years of college | 04 | |
| Bachelor's degree | 05 | |
| Some graduate course work | 06 | |
| Master's degree | 07 | |
| Graduate work beyond Master's degree | 08 | |
| LL.B., J.D., or other law degree | 09 | |
| Ph.D. or other doctorate | 10 | |

64. Please circle the number indicating your current level of academic education.

- | | | |
|--|----|---------|
| Less than high school diploma | 01 | 59-60/1 |
| High school diploma | 02 | |
| 1 year of college | 03 | |
| 2 or 3 years of college | 04 | |
| Bachelor's degree | 05 | |
| Some graduate course work | 06 | |
| Master's degree | 07 | |
| Graduate work beyond Master's degree | 08 | |
| LL.B., J.D., or other law degree | 09 | |
| Ph.D. or other doctorate | 10 | |

IF YOU HAVE EARNED AT LEAST ONE COLLEGE DEGREE, PLEASE ANSWER Q. 65. OTHERWISE, PLEASE SKIP TO Q. 66.

65. Please record your area of specialization for each college degree you have earned.

- | | |
|------------------------------------|---------|
| a. A.A.: _____ | 61-62/9 |
| b. B.A. or
B.S.: _____ | 63-64/9 |
| c. M.A.: _____ | 65-66/9 |
| d. Ph.D., LL.B.,
or J.D.: _____ | 67-68/9 |

66. Did you continue your academic education after beginning your law enforcement career?

- | | | |
|---------------|---|------|
| No | 1 | 69/3 |
| Yes | 2 | |

IF YOU ANSWERED "YES" IN Q. 66, PLEASE ANSWER Q. 67. OTHERWISE, PLEASE SKIP TO Q. 68.

67. Did you receive financial assistance to continue your schooling from any of the following sources? (Please circle all that apply.)

- | | | |
|--|---|------|
| a. Law Enforcement Education Program (L.E.E.P.) | 1 | 70/2 |
| b. G.I. Bill | 1 | 71/2 |
| c. Other federal programs | 1 | 72/2 |
| d. State programs | 1 | 73/2 |
| e. The law enforcement agency you were employed by | 1 | 74/2 |
| f. Other financial aid | 1 | 75/2 |
| g. NONE | 1 | 76/2 |

79-80/05

68. Have you been graduated from any of the following? (Please circle all that apply.)

BEGIN
CARD 6

- | | | |
|--|---|------|
| a. Northwestern University Traffic Institute | 1 | 10/2 |
| b. FBI National Academy Program | 1 | 11/2 |
| c. Southern Police Institute | 1 | 12/2 |
| d. None of the above | 1 | 13/2 |

Thank you for your cooperation. Any comments you care to make concerning the topics covered in this questionnaire would be most appreciated.

POLICE DEPARTMENT FACT SHEET

Personnel Information

69. What was this department's employment in each of the following categories on June 30, 1975?

NOTE: COUNT EMPLOYEES WORKING 35 HOURS OR MORE PER WEEK AS FULL-TIME; AND EMPLOYEES WORKING LESS THAN 35 HOURS A WEEK AS PART-TIME.

	Full-Time	Part-Time	
a. TOTAL EMPLOYMENT	_____	_____	14-16 17-19/
b. Basic sworn officers (including "privates," "troopers," and "agents")	_____	_____	20-22 23-25/
c. Supervisory sworn officers (officers above the basic line position, but below the rank of assistant or deputy chief)	_____	_____	26-27 28-29/
d. Chief and assistant or deputy chiefs	_____	_____	30-31 32-33/
e. Nonsworn personnel	_____	_____	34-35 36-37/
70. How many sworn officers <u>voluntarily resigned</u> from your department during the 12-month period from June 30, 1973 to June 30, 1974?	_____	_____	38-39/
71. How many sworn officers did your department <u>hire</u> during the 12-month period from June 30, 1973 to June 30, 1974?	_____	_____	40-41/
72. How many sworn officers were employed by your department on June 30, 1973?	_____	_____	42-44/
73. How many sworn officers were employed by your department on June 30, 1974?	_____	_____	45-47/
74. Do you currently accept lateral entrants (i.e., experienced officers from other departments) directly into supervisory ranks but below the level of Chief?			
Yes	1		48/
No, lateral entrants are accepted only for the basic line position	2		
No, lateral entrants are not accepted at all	3		

75. Does your department participate in collective bargaining with a union that represents your police officers?

No 1 49/3
Yes 2

76. Are applicants for sworn positions required to take a written examination?

No 1 50/4
Yes, solely as a matter of departmental policy 2
Yes, required by civil or merit service 3

77. Is the position of basic sworn officer regulated by civil service?

No 1 51/3
Yes 2

78. Does this department have written job descriptions for officers in the basic line position?

No 1 52/3
Yes 2

79. What are the minimum and maximum annual salaries of the basic sworn officer position?

a. Minimum . . . \$ _____ 53-57/9s
b. Maximum . . . \$ _____ 58-62/9s
79-80/06

Workload and Office Information

80. Total number of crimes reported in calendar year 1974:

- a. Part I crimes: _____ 10-14/
b. Part II crimes: _____ 15-19/

81. Total number of arrests in calendar year 1974:

- a. Part I crimes: _____ 20-24/
b. Part II crimes: _____ 25-29/

82. Total number of calls for service in calendar year 1974: _____ 30-35/

Expenditures

**NOTE: IF PRECISE FIGURES ARE NOT AVAILABLE,
PLEASE GIVE YOUR BEST ESTIMATE.**

83. Total annual department expenditures for the last complete
fiscal year: \$ _____ 36-42/

84. Annual payroll expenditures for the last complete fiscal
year (salaries and fringe benefits): \$ _____ 43-49/

85. Annual operating expenditures for training for the last
complete fiscal year (excluding salary of trainees): . . . \$ _____ 50-56/
79-80/

OMB No.: 043-S75032
Approval Expires: July 31, 1976

LEAA No.: 3600-3a

BSSR No.: 46712 1-5

6-9

Manpower Issues

1. How serious do you think each of the following manpower problems
is in your department? Please rank them, using "1" for the most
serious problem, "2" for the next most serious, and so on.

	<u>RANK</u>
a. Inadequate number of authorized positions	10/7
b. Inability to achieve or maintain authorized strength	11/7
c. High (excessive) turnover	12/7
d. Inadequate training of personnel	13/7
e. Inadequate representation of minorities or women on force	14/7
f. Other (please specify:)	15/7

2. What do you feel is the major factor contributing to the manpower
problem you ranked "most serious" (i.e., ranked "1") in Q. 1?

General lack of qualified applicants	1	16/8
Lack of qualified minority or female applicants	2	
Inadequate levels of compensation	3	
Insufficient funds for training	4	
General budgetary problems	5	
Limited opportunities for advancement	6	
Other (please specify:)	7	

3. Does your department have a critical manpower shortage in any of the following personnel categories? (Please circle all that apply.)

Law enforcement:

a. Deputy sheriffs (sworn nonsupervisory personnel assigned primarily to patrol, traffic, or investigatory duties) 1 17/2

b. Supervisory deputy sheriffs (lowest level supervisors assigned primarily to law enforcement duties) 1 18/2

Corrections:

c. Deputy sheriffs (sworn nonsupervisory personnel assigned primarily as jail guards, prisoner transport guards, and so on) . . 1 19/2

d. Supervisory deputy sheriffs (lowest level supervisors assigned primarily to corrections activities) 1 20/2

Court services:

e. Deputy sheriffs (sworn nonsupervisory personnel assigned to serving the courts, delivering summonses, and so on) 1 21/2

f. Supervisory deputy sheriffs (lowest level supervisors assigned primarily to court services) 1 22/2

Other:

g. All other deputy sheriffs (those NOT assigned primarily to law enforcement, corrections or court services) 1 23/2

h. All other supervisory deputy sheriffs (those NOT assigned primarily to law enforcement, corrections or court services) . . . 1 24/2

i. Middle managers (deputy sheriffs above the rank of basic supervisory deputy, but below the rank of undersheriff or chief deputy) 1 25/2

j. Sheriff, undersheriff, and chief deputies 1 26/2

k. Professional and technical nonsworn personnel 1 27/2

l. Other nonsworn personnel 1 28/2

m. NO CRITICAL SHORTAGES IN ANY OF THE ABOVE CATEGORIES 1 29/2

4. During the three years before the current recession (i.e., the years 1971-1974), how serious a problem were voluntary resignations among your deputy and supervisory deputy sheriffs?

Critical problem 1
Serious problem 2
Moderate problem 3
Slight problem 4
No problem at all 5 30/6

5. During the three years before the current recession (i.e., the years 1971-1974), did your department have an adequate supply of qualified applicants for the position of deputy sheriff?

No 1
Yes 2 31/3

6. In your judgment, how many employees in each of the following categories would you need to fulfill effectively all the duties and responsibilities with which your department is charged?

a. Total number of sworn personnel 32-36/9s
b. Total number of nonsworn personnel 37-41/9s

7. What was this department's employment in each of the following categories on June 30, 1975?

a. Number of sworn personnel 42-46/9s
b. Number of nonsworn personnel 47-51/9s

8. How many employees do you actually expect to have on the payroll by June 30, 1976?

a. Number of sworn personnel 52-56/9s
b. Number of nonsworn personnel 57-61/9s

Entry Level Standards

9. Based upon your experience as an administrator, what do you think is the minimum education a deputy sheriff should have prior to joining your department?

- Less than high school diploma 1
- High school diploma 2
- 1 year of college 3
- 2 or 3 years of college 4
- Bachelor's degree 5
- Education requirement not relevant to the job . . . 6

62/7

10. What is the minimum education now required of new deputy sheriffs by your department?

- No minimum required 1
- Less than high school diploma 2
- High school diploma 3
- 1 year of college 4
- 2 or 3 years of college 5
- Bachelor's degree 6
- Other (please specify:) 7

63/8

11. What is the probability that a higher minimum education standard will be adopted at your department within the next two years?

- Will almost certainly be adopted 1
- Will probably be adopted 2
- Will probably NOT be adopted 3
- Will almost certainly NOT be adopted 4

64/5

12. Physical entry standards have been challenged on the grounds that they discriminate against women and minority groups. Have you had to deal with this issue? If so, have the standards at your department been affected?

- NO, the issue has not come up 1
- YES, the issue has come up,
 - but it has not yet been resolved 2
 - and the physical entry standards have been revised 3
 - but the physical entry standards have NOT been revised . . . 4
- OTHER (please specify:) 5

65/6

Formal Entry Level Training

13. How many hours of formal (i.e., other than on-the-job) entry level training are currently provided to your new recruits? (If none, please enter "0.")

Number of hours: 66-69/9s

IF YOU ENTERED "0" IN Q. 13, PLEASE ANSWER Q. 14. OTHERWISE, PLEASE SKIP TO Q. 15.

14. Do you expect to begin providing any formal entry level training for your new deputy sheriffs within the next two years?

- Yes, definitely 1
- Yes, probably 2
- Probably not 3
- Definitely not 4
- Don't know 5

70/6

IF YOU ANSWERED Q. 14, PLEASE SKIP TO Q. 21.

15. Is formal entry level training provided to every new recruit?

Yes 1
No, not provided to recruits with prior
law enforcement experience 2
No, other (please explain:) 3

71/4

16. Where do your new recruits take their formal entry level training?
(Please circle all that apply.)

a. Within the department 1
b. At the department's academy 1
c. At a local educational institution 1
d. At another law enforcement agency's academy. . 1
e. At a regional training academy 1
f. At a state training academy 1
g. Other (please specify:) 1

72/2

73/2

74/2

75/2

76/2

78/2

79-80/01

BEGIN
CARD 02

17. Where will your new recruits probably take their formal entry level
training two years from now? (Please circle all that apply.)

a. Within the department 1
b. At the department's academy 1
c. At a local educational institution 1
d. At another law enforcement agency's academy. . 1
e. At a regional training academy 1
f. At a state training academy 1
g. Other (please specify:) 1

10/2

11/2

12/2

13/2

14/2

15/2

16/2

18. Has the length of formal entry level training provided to your
new recruits changed in the past five years?

No, length unchanged 1
Yes, length increased 2
Yes, length decreased 3

17/4

19. Do you expect that the length of formal entry level training
provided to your new recruits will be changed during the next
two years?

No, no change expected 1
Yes, length expected to increase 2
Yes, length expected to decrease 3
Don't know 4

18/5

20. Which of the following areas are covered in the formal entry level
training provided to your new recruits? (Please circle all that
apply.)

a. Departmental policies and procedures 1
b. Weapons policy 1
c. Weapons training 1
d. Criminal law and legal procedures 1
e. Criminal evidence and investigative procedures 1
f. Preventive patrol techniques 1
g. Traffic control 1
h. Accident investigation 1
i. First aid and emergency medical treatment 1
j. Report writing and preparation 1
k. Community and race relations 1
l. Crisis intervention and domestic dispute settlement 1
m. Physical training and self-defense 1
n. Juvenile policies and procedures 1
o. Other (please specify:) 1

19/2

20/2

21/2

22/2

23/2

24/2

25/2

26/2

27/2

28/2

29/2

30/2

31/2

32/2

33/2

21. How much emphasis in formal entry level training do you think each of the following areas should receive?

	Strong Emphasis	Moderate Emphasis	Little Emphasis	
a. Departmental policies and procedures	1	2	3	34/4
b. Weapons policy	1	2	3	35/4
c. Weapons training	1	2	3	36/4
d. Criminal law and legal procedures	1	2	3	37/4
e. Criminal evidence and investigative procedures	1	2	3	38/4
f. Preventive patrol techniques	1	2	3	39/4
g. Traffic control	1	2	3	40/4
h. Accident investigation	1	2	3	41/4
i. First aid and emergency medical treatment	1	2	3	42/4
j. Report writing and preparation	1	2	3	43/4
k. Community and race relations	1	2	3	44/4
l. Crisis intervention and domestic dispute settlement	1	2	3	45/4
m. Physical training and self-defense	1	2	3	46/4
n. Juvenile policies and procedures	1	2	3	47/4
o. Other (please specify:)	1	2	3	48/4

In-Service Training

22. Does your department provide formal in-service training other than roll-call training to your experienced deputy sheriffs?

No 1
Yes 2 49/3

IF YOU ANSWERED "YES" TO Q. 22, PLEASE ANSWER Q. 23-26.
OTHERWISE, PLEASE SKIP TO Q. 27.

23. Approximately how many of your experienced deputy sheriffs attended formal in-service training during the last fiscal year?

Number: _____ 50-53/9s

24. For those experienced deputy sheriffs who attended formal in-service training during the last fiscal year, approximately what was the average length of training in hours?

Average hours: _____ 54-56/9s

25. Where do your experienced deputy sheriffs take their formal in-service training? (Please circle all that apply.)

a. Within the department 1 57/2
b. At the department's academy 1 58/2
c. At a local educational institution 1 59/2
d. At another law enforcement agency's academy . . . 1 60/2
e. At a regional training academy 1 61/2
f. At a state training academy 1 62/2
g. Other (please specify:) 1 63/2

26. Which of the following areas are covered in the formal in-service training? (Please circle all that apply.)

a. Departmental policies and procedures	1	64/2
b. Weapons policy	1	65/2
c. Weapons training	1	66/2
d. Criminal law and legal procedures	1	67/2
e. Criminal evidence and investigative procedures	1	68/2
f. Preventive patrol techniques	1	69/2
g. Traffic control	1	70/2
h. Accident investigation	1	71/2
i. First aid and emergency medical treatment	1	72/2
j. Report writing and preparation	1	73/2
k. Community and race relations	1	74/2
l. Crisis intervention and domestic dispute settlement	1	75/2
m. Physical training and self-defense	1	76/2
n. Juvenile policies and procedures	1	77/2
o. Other (please specify:)	1	78/2

79-80/02

27. How much emphasis in formal in-service training do you think each of the following areas should receive?

	Strong Emphasis	Moderate Emphasis	Little Emphasis	
a. Departmental policies and procedures	1	2	3	10/4
b. Weapons policy	1	2	3	11/4
c. Weapons training	1	2	3	12/4
d. Criminal law and legal procedures	1	2	3	13/4
e. Criminal evidence and investigative procedures	1	2	3	14/4
f. Preventive patrol techniques	1	2	3	15/4
g. Traffic control	1	2	3	16/4
h. Accident investigation	1	2	3	17/4
i. First aid and emergency medical treatment	1	2	3	18/4
j. Report writing and preparation	1	2	3	19/4
k. Community and race relations	1	2	3	20/4
l. Crisis intervention and domestic dispute settlement	1	2	3	21/4
m. Physical training and self-defense	1	2	3	22/4
n. Juvenile policies and procedures	1	2	3	23/4
o. Other (please specify:)	1	2	3	24/4

BEGIN
CARD 3

28. Within the next two years, do you expect a change in the formal in-service training provided to your deputy sheriffs?

Will begin in-service training	1
Will increase it	2
Will leave it unchanged	3
Will decrease it	4
Will terminate in-service training	5
In-service training is not now provided nor will it be begun	6

25/7

IF NEITHER FORMAL ENTRY LEVEL NOR FORMAL IN-SERVICE TRAINING IS PROVIDED TO YOUR DEPUTIES, PLEASE SKIP TO Q. 31. OTHERWISE, PLEASE CONTINUE.

29. In your opinion, to what extent is each of the following factors a limitation on the overall effectiveness of training in your department?

	Serious Limitation	Moderate Limitation	Not a Limitation	
a. Workload frequently prevents release of deputies for training	1	2	3	26/4
b. Workload frequently prevents release of senior staff to provide training . .	1	2	3	27/4
c. Inadequate training budget	1	2	3	28/4
d. Necessary training resources are not available locally	1	2	3	29/4
e. Other (please specify:)	1	2	3	30/4

30. On the whole, how satisfied are you with all aspects of training in your department?

Extremely satisfied	1	
Very satisfied	2	
Satisfied	3	
Dissatisfied	4	
Very dissatisfied	5	
Extremely dissatisfied	6	31/7

Continuing Academic Education

31. In your judgment, should your department encourage deputy sheriffs to pursue a college degree program once they have begun their careers as peace officers?

Should <u>strongly</u> encourage	1	
Should encourage	2	
Should discourage	3	
Is not a matter for the department to take a stand on	4	32/5

32. Please rank the following five policies in order of how effective you think they would be in encouraging deputy sheriffs to continue their academic education.

	<u>RANK</u>	
a. Adjusting schedules to facilitate class attendance	_____	33/6
b. Allowing time off to attend class	_____	34/6
c. Departmental subsidies for books and tuition	_____	35/6
d. Increased pay based upon accumulated college credits or academic degree(s)	_____	36/6
e. Using academic education as part of the basis for promotions	_____	37/6

33. Which, if any, of the following policies has your department ever adopted?

	Adopted and Continued	Adopted But Later Terminated	Never Adopted By the Department	
a. Adjusting schedules to facilitate class attendance	1	2	3	38/4
b. Allowing time off to attend class	1	2	3	39/4
c. Departmental subsidies for books and tuition	1	2	3	40/4
d. Increased pay based upon accumulated college credits or academic degree(s)	1	2	3	41/4
e. Using academic education as part of the basis for promotions	1	2	3	42/4

Pay and Promotion Policies

34. Increased pay based on college credit and/or degrees has been challenged as discriminatory against deputies with comparable assignments but less academic education. Has this become an issue for your department? If so, has the policy at your department been affected?

- NO, the issue has not come up 1
- YES, the issue has come up,
- but it has not yet been resolved 2
- and the education-linked pay policy has been revised 3
- but the education-linked pay policy has NOT been revised 4
- Other (please specify:) 5

35. Promotion preference based on college credit and/or degrees has been challenged as discriminatory against deputies with comparable assignments but less academic education. Has this become an issue for your department? If so, has the policy at your department been affected?

- NO, the issue has not come up 1
- YES, the issue has come up,
- but it has not yet been resolved 2
- and the education-linked promotion policy has been revised 3
- but the education-linked promotion policy has NOT been revised 4
- Other (please specify:) 5

36. In your opinion, what is the minimum academic education that should be required of deputies prior to promotion to the first supervisory level?

- No minimum requirement 1
- Some high school 2
- High school diploma 3
- 1 year of college 4
- 2 or 3 years of college 5
- Bachelor's degree 6
- Other (please specify:) 7

37. In your judgment, should deputies be required to take a special course in supervisory techniques either prior to being considered for their first promotion or immediately following their first promotion to a supervisory level?

- No, should not be required 1
- Yes, should be required prior to being considered for promotion 2
- Yes, should be required immediately following promotion 3

46/4

38. Do you currently require that a special course for supervisors be completed?

- No 1
- Yes, prior to being considered for promotion . . . 2
- Yes, immediately following promotion 3

47/4

Operations and Manpower Requirements

39. Sheriff's department operations vary from jurisdiction to jurisdiction. For each of the following activities, please indicate whether it is performed by your department, and how you expect it to change in terms of manpower requirements within the next two years. (For each activity, please circle the number which best indicates your expectations.)

	Function Is Performed and Manpower Will:			Function Is NOT Performed,		
	Increase	Stay about the Same	Decrease	and probably will NOT be added during the next 2 years	but probably WILL be added during the next 2 years	
a. Patrol	1	2	3	4	5	48/6
b. Felony investigation	1	2	3	4	5	49/6
c. Crime laboratory, identification and fingerprinting	1	2	3	4	5	50/6
d. Jails and/or lockups	1	2	3	4	5	51/6
e. Communications and dispatching . . .	1	2	3	4	5	52/6
f. Traffic control	1	2	3	4	5	53/6
g. Accident investigation	1	2	3	4	5	54/6
h. Parking meter checking and collection	1	2	3	4	5	55/6
i. Juvenile services	1	2	3	4	5	56/6
j. Transporting prisoners	1	2	3	4	5	57/6
k. Data processing	1	2	3	4	5	58/6
l. Administrative activities and general management	1	2	3	4	5	59/6
m. Responding to calls for service for noncriminal matters	1	2	3	4	5	60/6
n. Court service	1	2	3	4	5	61/6
o. Gun registration	1	2	3	4	5	62/6
p. Animal/dog control	1	2	3	4	5	63/6
q. School crossing guards	1	2	3	4	5	64/6
r. Emergency ambulance service	1	2	3	4	5	65/6
s. Tax collection	1	2	3	4	5	66/6
t. Airport security	1	2	3	4	5	67/6
u. Other (please specify:)	1	2	3	4	5	68/6

40. Various studies have found that a large proportion of most peace officers' time is spent on noncriminal matters, such as intervening in family crises, settling disputes between neighbors, and the like. As far as your department is concerned, would you prefer that other agencies take over these noncriminal matters, or that the sheriff's department continue its current role?

Shift noncriminal matters to
other agencies 1

Have sheriff's department
continue current role 2

69/3

41. Does the handling of noncriminal matters require any specialized training in (for example) social work, crisis intervention, or conflict resolution techniques?

Yes, requires substantial specialized
training 1

Yes, requires some specialized training 2

No, on-the-job experience is sufficient 3

No, subject is not suitable for training 4

70/5

42. For each of the following offenses, please indicate if the number of arrests has changed significantly due to CHANGES in ARREST POLICIES in your jurisdiction (e.g., by local executive order; departmental policy; or prosecutorial, judicial, or legislative action) during the past five years.

	Arrest Policies Unchanged during Past 5 Years	Changes in Arrest Policies Have:			
		Decreased Arrests	Not Changed Arrests	Increased Arrests	
a. Public intoxication	1	2	3	4	71/5
b. Possession of small amounts of marijuana	1	2	3	4	72/5
c. Prostitution	1	2	3	4	73/5
d. Homosexual acts between consenting adults	1	2	3	4	74/5
e. Selling pornographic material	1	2	3	4	75/5
f. Gambling	1	2	3	4	76/5

IF ARRESTS HAVE CHANGED DUE TO CHANGED ARREST POLICIES FOR ANY OF THESE OFFENSES, PLEASE ANSWER Q. 43. OTHERWISE, PLEASE SKIP TO Q. 44.

43. For each offense for which you reported a change in arrests in Q. 42, how has the change affected your manpower requirements?

	Increased Manpower Requirements	Not Affected Manpower Requirements	Decreased Manpower Requirements	
a. Public intoxication	1	2	3	10/4
b. Possession of small amounts of marijuana	1	2	3	11/4
c. Prostitution	1	2	3	12/4
d. Homosexual acts between consenting adults	1	2	3	13/4
e. Selling pornographic material	1	2	3	14/4
f. Gambling	1	2	3	15/4

79-80/03

BEGIN
CARD 4

44. In which of the following areas do you expect the nonsworn share of your manpower to change within the next two years?

	Nonsworn Share of Manpower Will:			
	Not Increase	Change	Decrease	
a. Patrol	1	2	3	16/4
b. Felony investigation	1	2	3	17/4
c. Crime laboratory, identification and fingerprinting	1	2	3	18/4
d. Lockup	1	2	3	19/4
e. Jail	1	2	3	20/4
f. Communications and dispatching	1	2	3	21/4
g. Traffic control	1	2	3	22/4
h. Accident investigation	1	2	3	23/4
i. Parking meter checking and collection	1	2	3	24/4
j. Juvenile services	1	2	3	25/4
k. Training	1	2	3	26/4
l. Transporting prisoners	1	2	3	27/4
m. Administrative services	1	2	3	28/4
n. Emergency ambulance service	1	2	3	29/4
o. Judicial process serving	1	2	3	30/4
p. Maintaining order in the courts	1	2	3	31/4
q. Gun registration	1	2	3	32/4
r. Animal/dog control	1	2	3	33/4
s. School crossing guards	1	2	3	34/4
t. Tax collection	1	2	3	35/4
u. Other (please specify:)	1	2	3	36/4

45. For your department as a whole, how do you expect the nonsworn share of your manpower to change over the next two years?

No change expected	1	
Nonsworn share of manpower will <u>increase</u>	2	
Nonsworn share of manpower will <u>decrease</u>	3	37/4

Provision of Services

46. How large is the geographical area to which you are the principal provider of law enforcement services?

Square miles: _____ 38-42/9s

47. How many municipalities do you provide with law enforcement services as part of your basic responsibilities (i.e., not on a contract basis)?

43-45/9s

48. Does your department provide any municipalities with law enforcement services on a contract basis?

No	1	
Yes	2	46/3

IF YOU ANSWERED YES TO Q. 48, PLEASE ANSWER Q. 49.
OTHERWISE, PLEASE SKIP TO Q. 50.

49. Please list the number of jurisdictions served by your office on a contract basis, both currently and two years ago, for each of the functions listed below. (Please enter "N/A" for those services NOT provided on a contract basis.)

	Number of Jurisdictions Served:		
	Currently	Two Years Ago	
a. Complete law enforcement services	_____	_____	47-48 49-50/99
Specific law enforcement services:			
b. Communications and dispatching	_____	_____	51-52 53-54/99
c. Crime laboratory services	_____	_____	55-56 57-58/99
d. Crime scene analysis	_____	_____	59-60 61-62/99
e. Lock-up facilities	_____	_____	63-64 65-66/99
f. Training	_____	_____	67-68 69-70/99
g. Other (please specify:)	_____	_____	71-72 73-74/99 79-80, 04

50. Does your department operate a jail?

No 1
Yes 2 10/3

IF YOU ANSWERED "YES" TO Q. 50, PLEASE ANSWER Q. 51 AND 52.
IF YOU ANSWERED "NO," PLEASE SKIP TO Q. 53.

51. How many law enforcement agencies in your county use your jail as their principal detention facility? 11-12/99

52. How many law enforcement agencies outside your county use your jail as their principal detention facility? 13-14/99

Consolidation of Departments

53. A recent policy study proposes that all law enforcement departments with fewer than ten sworn positions be merged with other departments, and the law enforcement services they formerly provided be contracted out to a larger department. In general, would you support consolidation as a more efficient and effective way of providing law enforcement services?

Yes, would strongly support 1
Yes, would moderately support 2
Would neither support nor oppose 3
No, would moderately oppose 4
No, would strongly oppose 5
Other (please specify:) 6 15/7

54. How many law enforcement departments with fewer than 10 sworn officers currently exist in your immediate geographical area?

Number: _____ 16-17/99

IF YOU ANSWERED AT LEAST "1" IN Q. 54, PLEASE ANSWER Q. 55. OTHERWISE, PLEASE SKIP TO Q. 56.

55. To how many of these departments would you be willing to provide full law enforcement service on a contractual basis?

Number: _____ 18-19/99

Sheriff's Position

56. Every sheriff has particular duties and responsibilities which confront him with especially difficult decisions and problems. Based on your personal experience, please select the three areas in which such decisions and problems most often come up, and rank them, starting with "1" for the area in which they come up the most often.

Rank Three
Choices Only

- | | |
|--|----------|
| a. Management of law enforcement operations (patrol, investigation, field supervision) | 20-21/13 |
| b. Management of corrections operations (jail administration) | 22-23/13 |
| c. Management of court services operations | 24-25/13 |
| d. Budget and fiscal management (preparing budgets, estimating costs, day-to-day fiscal decisions, budget hearings and so on) | 26-27/13 |
| e. Personnel management (discipline, employee and personnel matters, union bargaining) | 28-29/13 |
| f. Planning and evaluation (setting goals and reviewing agency performance against objectives) | 30-31/13 |
| g. Dealing with other criminal justice agencies (judges, prosecutors, defenders, police, correctional and probation officers, and so on) | 32-33/13 |
| h. Dealing with the public (giving speeches to citizens' groups, citizen contact, and so on) | 34-35/13 |
| i. Dealing with the news media (giving information, press conferences, and answering questions for newspapers, radio, and television) | 36-37/13 |
| j. Dealing with local officials (correspondence and meetings with county executive, mayors, city managers, city councils, and so on) | 38-39/13 |
| k. Dealing with state officials (correspondence and meetings with governor, state commissions, legislators, and so on) | 40-41/13 |
| l. Other duties and responsibilities (please specify:) | 42-43/13 |

57. Based upon your experience, what kinds of special courses, workshops, training sessions or seminars would you recommend as especially useful for your successors to take? (Please circle all that apply.)

- | | | |
|--|---|------|
| a. Law enforcement administration | 1 | 44/2 |
| b. Correctional administration | 1 | 45/2 |
| c. Personnel management | 1 | 46/2 |
| d. Labor relations/collective bargaining | 1 | 47/2 |
| e. Law enforcement budgeting/planning and evaluation | 1 | 48/2 |
| f. Applied criminology | 1 | 49/2 |
| g. Criminalistics | 1 | 50/2 |
| h. Criminal law/criminal procedure | 1 | 51/2 |
| i. Corrections law | 1 | 52/2 |
| j. Law enforcement intelligence | 1 | 53/2 |
| k. Hostage negotiation | 1 | 54/2 |
| l. Crisis intervention | 1 | 55/2 |
| m. Counseling techniques | 1 | 56/2 |
| n. Drugs | 1 | 57/2 |
| o. Community relations | 1 | 58/2 |
| p. Other (please specify:) | 1 | 59/2 |
| <hr/> | | |
| q. NONE | 1 | 60/2 |

58. In which of the following areas have you had special courses, workshops, training sessions or seminars? (Please circle all that apply.)

a. Law enforcement administration	1	61/2
b. Correctional administration	1	62/2
c. Personnel management	1	63/2
d. Labor relations/collective bargaining	1	64/2
e. Law enforcement budgeting/planning and evaluation	1	65/2
f. Applied criminology	1	66/2
g. Criminalistics	1	67/2
h. Criminal law/criminal procedure	1	68/2
i. Corrections law	1	69/2
j. Law enforcement intelligence	1	70/2
k. Hostage negotiation	1	71/2
l. Crisis intervention	1	72/2
m. Counseling techniques	1	73/2
n. Drugs	1	74/2
o. Community relations	1	75/2
p. Other (please specify:)	1	76/2
<hr/>		
q. NONE	1	77/2

59. How important do you think each of the following are as goals for your department? Please rank them, using "1" for the most important, "2" for the next most important, and so on.

BEGIN
CARD 6

	<u>RANK</u>	
a. Community satisfaction with sheriff's department	_____	10/7
b. Low reported crime rate	_____	11/7
c. Low crime rate for major crimes committed on streets and highways	_____	12/7
d. Low response time to calls for service	_____	13/7
e. High clearance rate	_____	14/7
f. Other (please specify:)	_____	15/7

60. How much improvement in crime control and the administration of justice do you think could be achieved through changes in staffing, organization, and policies of law enforcement agencies in general (local, county, and state)?

A great deal of improvement	1	
Some improvement	2	
Little or no improvement	3	16/4

61. What do you consider to be the major obstacle to the proper administration of justice in your jurisdiction?

Sheriff's Background

62. Please record your:

a. Age: 19-20/99
b. Sex: (please circle) . . . M F 21/3
c. Color or race:
White 1 22/4
Black 2
Other (please specify:) . . . 3

63. How were you selected for your current position?

Election 1 23/3
Other (please specify:) . . . 2

64. Before you became Sheriff, were you employed by this department?

No 1 24/3
Yes 2

IF YOU ANSWERED "NO" TO Q. 64, PLEASE ANSWER Q. 65.
OTHERWISE, PLEASE SKIP TO Q. 66.

65. By what kind of organization were you employed?

City police department 1 25/8
State police department 2
Sheriff's department 3
Correctional agency 4
Military 5
FBI 6
Other (please specify:) . . . 7

66. In all, how many years have you worked in law enforcement?

26-27/99

67. Have you ever served as Sheriff in another sheriff's department?

No 1 28/3
Yes 2

68. How many years have you worked in your present department? (IF LESS THAN SIX MONTHS, PLEASE ENTER "0")

29-30/99

69. How many years have you been Sheriff of your present department? (IF LESS THAN SIX MONTHS, PLEASE ENTER "0")

31-32/99

70. In which of the following types of agencies have you ever worked? (Please circle all that apply.)

- | | | |
|--------------------------------------|---|------|
| a. Police department | 1 | 33/2 |
| b. Prosecutor's office | 1 | 34/2 |
| c. Criminal defense office | 1 | 35/2 |
| d. Probation agency | 1 | 36/2 |
| e. Parole agency | 1 | 37/2 |
| f. Jail | 1 | 38/2 |
| g. Prison | 1 | 39/2 |
| h. Military police | 1 | 40/2 |
| i. NONE OF THE ABOVE | 1 | 41/2 |

71. Please circle the number indicating the extent of your academic education prior to starting your law enforcement career:

- | | | |
|--|----|----------|
| Less than high school diploma | 01 | 42-43/11 |
| High school graduate | 02 | |
| 1 year of college | 03 | |
| 2 or 3 years of college | 04 | |
| Bachelor's degree | 05 | |
| Some graduate course work | 06 | |
| Master's degree | 07 | |
| Graduate work beyond a Master's degree | 08 | |
| LL.B., J.D., or other law degree | 09 | |
| Ph.D. or other doctorate | 10 | |

72. Please circle the number indicating your current level of academic education:

- | | | |
|--|----|----------|
| Less than high school diploma | 01 | 44-45/11 |
| High school graduate | 02 | |
| 1 year of college | 03 | |
| 2 or 3 years of college | 04 | |
| Bachelor's degree | 05 | |
| Some graduate course work | 06 | |
| Master's degree | 07 | |
| Graduate work beyond the master's degree | 08 | |
| LL.B., J.D., or other law degree | 09 | |
| Ph.D. or other doctorate | 10 | |

IF YOU HAVE EARNED AT LEAST ONE COLLEGE DEGREE, PLEASE ANSWER Q. 73. OTHERWISE, PLEASE SKIP TO Q. 74.

73. Please record your area of specialization for each college degree you have earned.

- | | |
|--------------------------------|----------|
| a. A.A.: _____ | 46-47/99 |
| b. B.A. or B.S.: _____ | 48-49/99 |
| c. M.A.: _____ | 50-51/99 |
| d. Ph.D., LL.B. or J.D.: _____ | 52-53/99 |

74. Did you continue your academic education after beginning your law enforcement career?

No 1

Yes 2

54/3

IF YOU ANSWERED "YES" TO Q. 74, PLEASE ANSWER Q. 75. OTHERWISE, PLEASE SKIP TO Q. 76.

75. Did you receive financial assistance to continue your schooling from any of the following sources? (Please circle all that apply.)

- a. Law Enforcement Education Program (L.E.E.P.) 1 55/2
- b. G.I. Bill 1 56/2
- c. Other federal programs 1 57/2
- d. State programs 1 58/2
- e. The law enforcement agency you were employed by 1 59/2
- f. Other financial aid 1 60/2
- g. None 1 61/2

76. Have you been graduated from the F.B.I. academy?

No 1

Yes 2

62/3

Thank you for your cooperation. Any comments you care to make concerning the topics covered in this questionnaire would be most appreciated.

SHERIFF'S DEPARTMENT FACT SHEET

Personnel Information

IF YOU HAVE ANY FULL-TIME DEPUTIES ASSIGNED PRIMARILY TO ANY ONE OF THE FOLLOWING FUNCTIONS--LAW ENFORCEMENT, CORRECTIONS, OR COURT SERVICE--PLEASE FILL OUT Q. 77. OTHERWISE, PLEASE SKIP TO Q. 78.

77. What was this department's employment in each of the following categories on June 30, 1975?

NOTE: COUNT EMPLOYEES WORKING 35 HOURS OR MORE PER WEEK AS FULL-TIME, AND EMPLOYEES WORKING LESS THAN 35 HOURS A WEEK AS PART-TIME.

	Full-Time	Part-Time	
TOTAL EMPLOYMENT	_____	_____	63-68 69-73/9s
Law enforcement:			79-80/06
a. Deputy sheriffs (sworn nonsupervisory personnel assigned primarily to patrol, traffic or investigatory duties)	_____	_____	10-14 15-18/9s
b. Supervisory deputy sheriffs (lowest level supervisors assigned primarily to law enforcement duties)	_____	_____	19-22 23-26/9s
Corrections:			
c. Deputy sheriffs (sworn nonsupervisory personnel assigned primarily as jail guards, prisoner transport guards, and so on)	_____	_____	27-30 31-34/9s
d. Supervisory deputy sheriffs (lowest level supervisors assigned primarily to law enforcement duties)	_____	_____	35-38 39-42/9s
Court services:			
e. Deputy sheriffs (sworn nonsupervisory personnel assigned to serving the courts, delivering summonses, and so on)	_____	_____	43-46 47-50/9s
f. Supervisory deputy sheriffs (lowest level supervisors assigned primarily to court services)	_____	_____	51-53 54-55/9s
Other:			
g. All other deputy sheriffs (those NOT assigned primarily to law enforcement, corrections or court services)	_____	_____	56-58 59-61/9s
h. All other supervisory deputy sheriffs (those NOT assigned primarily to law enforcement, corrections or court services)	_____	_____	62-64 65-67/9s
i. Middle managers (deputy sheriffs above the rank of basic supervisory deputy, but below the rank of undersheriff or chief deputy)	_____	_____	68-70 71-72/9s
j. Sheriff, undersheriff, and chief deputies	_____	_____	73-75 76-78/9s 79-80/07
k. Professional and technical nonsworn personnel	_____	_____	10-12 13-15/9s
l. Other nonsworn personnel	_____	_____	16-18 19-21/9s

IF YOU ANSWERED Q. 77, PLEASE SKIP TO Q. 79.

78. What was this department's employment in each of the following categories as of June 30, 1975?

	Full-Time	Part-Time	
a. TOTAL EMPLOYMENT	_____	_____	26-30 31-35/9s
b. Deputy sheriffs	_____	_____	36-41 42-47/9s
c. First-line supervisory deputies	_____	_____	48-52 53-57/9s
d. Middle managers (deputy sheriffs above the rank of basic supervisory deputies, but below the rank of undersheriff or chief deputy)	_____	_____	58-60 61-63/9s 64-65 66-67/99
e. Sheriff, undersheriff, and chief deputies	_____	_____	68-70 71-72/9s
f. Professional and technical nonsworn personnel	_____	_____	73-74 75-76/99
g. Other nonsworn personnel	_____	_____	79-80/08 BEGIN CARD 9

79. How many deputy sheriffs voluntarily resigned from your department during the 12-month period from June 30, 1973 to June 30, 1974? 10-12/9s

80. How many deputy sheriffs did your department hire during the 12-month period from June 30, 1973 to June 30, 1974? 13-15/9s

81. How many deputy sheriffs were employed by your department on June 30, 1973? 16-20/9s

82. How many deputy sheriffs were employed by your department on June 30, 1974? 21-25/9s

83. Do you currently accept lateral entrants (i.e., experienced deputies from other departments) directly into supervisory ranks but below the level of Sheriff?

Yes 1 26/4

No, lateral entrants are accepted only for the basic deputy sheriff position 2

No, lateral entrants are not accepted at all 3

84. Does your department participate in collective bargaining with a union which represents your deputies?

No 1 27/3

Yes 2

85. Are applicants for sworn positions required to take a written examination?

Yes, required by civil or merit service 1 28/4

Yes, as a matter of departmental policy 2

No 3

86. Is the position of deputy sheriff regulated by civil service?
No 1 29/3

Yes 2

87. Does this department have written job descriptions for officers in the basic deputy sheriff position?
No 1

Yes 2 30/3

88. What are the minimum and maximum annual salaries of the basic deputy sheriff position?

a. Minimum: \$ _____ 31-35/9s

b. Maximum: \$ _____ 36-40/9s

Workload and Office Information

89. Total number of crimes reported in calendar year 1974:

a. Part I crimes: _____ 41-46/9s

b. Part II crimes: _____ 47-52/9s

90. Total number of arrests in calendar year 1974:

a. Part I crimes: _____ 53-58/9s

b. Part II crimes: _____ 59-64/9s

91. Total number of calls for service in calendar year 1974: 65-71/9s

92. What is the capacity of the jail (or other confinement facility) operated by your department? (If your department does not operate a jail, please enter "N/A.")

Capacity: _____ 72-77/9s

79-80/0s

93. What was the average daily population of your jail (or other confinement facility) during the last calendar year? (If your department does not operate a jail, please enter "N/A.")

BEGTN
CA. 10

Average daily population: _____

10-14/9s

94. Approximately how large is the current population of your county?

15-22/9s

95. Approximately how large is the population served by your sheriff's department?

23-30/9s

Expenditures

NOTE: IF PRECISE FIGURES ARE NOT AVAILABLE,
PLEASE GIVE YOUR BEST ESTIMATE.

96. Total annual department expenditures for the last complete fiscal year: \$ _____

31-38/9s

97. Annual payroll expenditures for the last complete fiscal year (salaries and fringe benefits): \$ _____

39-46/9s

98. Annual operating expenditures for training for the last complete fiscal year (excluding salary of trainees): . . . \$ _____

47-53/9s

79-80/10



NATIONAL MANPOWER SURVEY - CRIMINAL JUSTICE SYSTEM

BUREAU OF SOCIAL SCIENCE RESEARCH, INC.

**1990 M Street, N. W.
Washington, D. C. 20036**

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Dear Sheriff:

As Richard E. Velde, Administrator of the L.E.A.A., explained in his recent letter to you, we are seeking your professional judgment concerning law enforcement manpower, training, and education issues. The enclosed questionnaire has been designed as part of a nationwide survey of the criminal justice system, and will provide information required by the Congress under the Crime Control Act of 1973.

It is crucial to obtain your judgments concerning the personnel and training needs of your office. Your assessments will become important to the making of valid decisions about future allocations of assistance among the various sectors of the criminal justice system.

The major portion of the questionnaire deals with policy issues and assessments of manpower, training and education trends in your department. It is essential to the success of the study that you personally complete these questions. However, to save your time, you may wish to have another department official complete the final section, the "Departmental Fact Sheet," for you.

All but a few questions can be answered by circling or writing in a number. Your comments are most welcome and space has been provided for them at the end of the section you are being asked to complete personally. The results of this study will be presented only as statistical summaries and anonymous comments. No sheriff or department will ever be identified. The mailing label on the completed questionnaire is for record control purposes only and will be removed by my staff upon receipt. The numbers appearing in the right hand margins are simply keypunching instructions and should be ignored.

Please take the time to complete and return this questionnaire within the next five days. No postage or envelope is required. Simply fold over the back cover, moisten the gummed edge, seal and deposit it in the mail. If you have any questions about this questionnaire or about the study please contact Ms. Carol Kalish or me at (202) 223-4308.

Sincerely,

James M. Kretz
James M. Kretz
Director
Survey Operations Division

JMK:eml

OMB No.: 043-S75032
Approval Expires: July 31, 1976

LEAA No.: 3600-3

BSSR No.: 46713

1-5

6-9

Manpower Issues

1. How serious do you think each of the following manpower problems is in your department? Please rank them, using "1" for the most serious problem, "2" for the next most serious, and so on.

RANK

- | | |
|--|------|
| a. Inadequate number of authorized positions | 10/7 |
| b. Inability to achieve or maintain authorized strength. | 11/7 |
| c. High (excessive) turnover | 12/7 |
| d. Inadequate training of personnel. | 13/7 |
| e. Inadequate representation of minorities or women on force | 14/7 |
| f. Other (please specify:) | 15/7 |

2. What do you feel is the major factor contributing to the manpower problem you ranked "most serious" (i.e., ranked "1") in Q. 1?

- | | |
|---|---|
| General lack of qualified applicants. | 1 |
| Lack of qualified minority or female applicants | 2 |
| Inadequate levels of compensation | 3 |
| Insufficient funds for training | 4 |
| General budgetary problems. | 5 |
| Limited opportunities for advancement | 6 |
| Other (please specify:) | 7 |

16/8

3. Does your department have a critical manpower shortage in any of the following personnel categories? (Please circle all that apply.)
- | | | |
|---|---|------|
| a. Deputy sheriffs (basic sworn officers including deputies assigned to law enforcement, corrections activities and court services) | 1 | 17/2 |
| b. Supervisory deputy sheriffs (deputies above the basic sworn position, but below chief deputy or undersheriff) | 1 | 18/2 |
| c. Sheriff, undersheriff and chief deputies | 1 | 19/2 |
| d. Nonsworn personnel | 1 | 20/2 |
| e. NO CRITICAL SHORTAGES IN ANY OF THE ABOVE CATEGORIES | 1 | 21/2 |
4. During the three years before the current recession (i.e., the years 1971-74), how serious a problem were voluntary resignations among your deputy and supervisory deputy sheriffs?
- | | | |
|-----------------------------|---|------|
| Critical problem | 1 | |
| Serious problem | 2 | |
| Moderate problem | 3 | |
| Slight problem | 4 | |
| No problem at all | 5 | 22/6 |
5. During the three years before the current recession (i.e., the years 1971-74), did your department have an adequate supply of qualified applicants for the position of deputy sheriff?
- | | | |
|---------------|---|------|
| No | 1 | |
| Yes | 2 | 23/3 |
6. In your judgment, how many employees in each of the following categories would you need to fulfill effectively all the duties and responsibilities with which your department is charged?
- | | |
|---|---------|
| a. Total number of sworn personnel | 24-26/5 |
| b. Total number of nonsworn personnel | 27-29/5 |
7. What was this department's employment in each of the following categories on June 30, 1975?
- | | |
|---|---------|
| a. Number of sworn personnel | 30-32/5 |
| b. Number of nonsworn personnel | 33-35/ |

8. How many employees do you actually expect to have on the payroll by June 30, 1976?

a. Number of sworn personnel	36-38/9s
b. Number of nonsworn personnel	39-41/9s

Entry Level Standards

9. Based upon your experience as an administrator, what do you think is the minimum education a deputy sheriff should have prior to joining your department?

Less than high school diploma	1	
High school diploma	2	
1 year of college	3	
2 or 3 years of college	4	
Bachelor's degree	5	
Education requirement not relevant to the job	6	42/7

10. What is the minimum education now required of new deputy sheriffs by your department?

No minimum required	1	
Less than high school diploma	2	
High school diploma	3	
1 year of college	4	
2 or 3 years of college	5	
Bachelor's degree	6	
Other (please specify:)	7	43/8

11. What is the probability that a higher minimum education standard will be adopted at your department within the next two years?

Will almost certainly be adopted 1
Will probably be adopted 2
Will probably NOT be adopted 3
Will almost certainly NOT be adopted . . . 4

44/5

12. Physical entry standards have been challenged on the grounds that they discriminate against women and minority groups. Have you had to deal with this issue? If so, have the standards at your department been affected?

NO, the issue has not come up 1
YES, the issue has come up,
but it has not yet been resolved 2
and the physical entry standards have been revised . . 3
but the physical entry standards have NOT been revised 4
OTHER (please specify:) 5

45/6

Formal Entry Level Training

13. How many hours of formal (i.e., other than on-the-job) entry level training are currently provided to your new recruits? (If none, please enter "0.")

Number of hours: _____ 46-49/

IF YOU ENTERED "0" IN Q. 13, PLEASE ANSWER Q. 14.
OTHERWISE, PLEASE SKIP TO Q. 15.

14. Do you expect to begin providing any formal entry level training for your new deputy sheriffs within the next two years?

Yes, definitely 1
Yes, probably 2
Probably not 3
Definitely not 4
Don't know 5

50/6

IF YOU ANSWERED Q. 14, PLEASE
SKIP TO Q. 21.

15. Is formal entry level training provided to every new recruit?

Yes 1
No, not provided to recruits with prior law enforcement experience 2
No, other (please explain:) 3

51/4

16. Where do your new recruits take their formal entry level training? (Please circle all that apply.)

a. Within the department 1 52/2
b. At a local educational institution 1 53/2
c. At another law enforcement agency's academy . . . 1 54/2
d. At a regional training academy 1 55/2
e. At a state training academy 1 56/2
f. Other (please specify:) 1 57/2

17. Where will your new recruits probably take their formal entry level training two years from now? (Please circle all that apply.)

- | | | |
|--|---|------|
| a. Within the department | 1 | 58/2 |
| b. At a local educational institution | 1 | 59/2 |
| c. At another law enforcement agency's academy | 1 | 60/2 |
| d. At a regional training academy | 1 | 61/2 |
| e. At a state training academy | 1 | 62/2 |
| f. Other (please specify:) | 1 | 63/2 |

18. Has the length of formal entry level training provided to your new recruits changed in the past five years?

- | | | |
|---------------------------------|---|------|
| No, length unchanged | 1 | |
| Yes, length increased | 2 | |
| Yes, length decreased | 3 | 64/4 |

19. Do you expect that the length of formal entry level training provided to your new recruits will be changed during the next two years?

- | | | |
|--|---|------|
| No, no change expected | 1 | |
| Yes, length expected to increase | 2 | |
| Yes, length expected to decrease | 3 | |
| Don't know | 4 | 65/5 |

79-80/01

20. Which of the following areas are covered in the formal entry level training provided to your new recruits? (Please circle all that apply.)

- | | | |
|--|---|------|
| a. Departmental policies and procedures | 1 | 10/2 |
| b. Weapons policy | 1 | 11/2 |
| c. Weapons training | 1 | 12/2 |
| d. Criminal law and legal procedures | 1 | 13/2 |
| e. Criminal evidence and investigative procedures | 1 | 14/2 |
| f. Preventive patrol techniques | 1 | 15/2 |
| g. Traffic control | 1 | 16/2 |
| h. Accident investigation | 1 | 17/2 |
| i. First aid and emergency medical treatment | 1 | 18/2 |
| j. Report writing and preparation | 1 | 19/2 |
| k. Community and race relations | 1 | 20/2 |
| l. Crisis intervention and domestic dispute settlement | 1 | 21/2 |
| m. Physical training and self-defense | 1 | 22/2 |
| n. Juvenile policies and procedures | 1 | 23/2 |
| o. Other (please specify:) | 1 | 24/2 |

21. How much emphasis in formal entry level training do you think each of the following areas should receive?

	Strong Emphasis	Moderate Emphasis	Little Emphasis	
a. Departmental policies and procedures . .	1	2	3	25/4
b. Weapons policy	1	2	3	26/4
c. Weapons training	1	2	3	27/4
d. Criminal law and legal procedures . . .	1	2	3	28/4
e. Criminal evidence and investigative procedures	1	2	3	29/4
f. Preventive patrol techniques	1	2	3	30/4
g. Traffic control	1	2	3	31/4
h. Accident investigation	1	2	3	32/4
i. First aid and emergency medical treatment	1	2	3	33/4
j. Report writing and preparation	1	2	3	34/4
k. Community and race relations	1	2	3	35/4
l. Crisis intervention and domestic dispute settlement	1	2	3	36/4
m. Physical training and self-defense . . .	1	2	3	37/4
n. Juvenile policies and procedures	1	2	3	38/4
o. Other (please specify:)	1	2	3	39/4

In-Service Training

22. Does your department provide formal in-service training other than roll-call training to your experienced deputy sheriffs?

No 1
Yes 2 40/3

IF YOU ANSWERED "YES" TO Q. 22, PLEASE ANSWER
Q. 23-26. OTHERWISE, PLEASE SKIP TO Q. 27.

23. Approximately how many of your experienced deputy sheriffs attended formal in-service training during the last fiscal year?

Number: _____ 41-42/99

24. For those experienced deputy sheriffs who attended formal in-service training during the last fiscal year, approximately what was the average length of training in hours?

Average hours: _____ 43-46/99

25. Where do your experienced deputy sheriffs take their formal in-service training? (Please circle all that apply.)

a. Within the department 1 47/2
b. At a local educational
institution 1 48/2
c. At another law enforcement
agency's academy 1 49/2
d. At a regional training academy . . . 1 50/2
e. At a state training academy 1 51/2
f. Other (please specify:) 1 52/2

26. Which of the following areas are covered in the formal in-service training? (Please circle all that apply.)

- | | | |
|--|---|-----|
| a. Departmental policies and procedures | 1 | 53/ |
| b. Weapons policy | 1 | 54/ |
| c. Weapons training | 1 | 55/ |
| d. Criminal law and legal procedures | 1 | 56/ |
| e. Criminal evidence and investigative procedures | 1 | 57/ |
| f. Preventive patrol techniques | 1 | 58/ |
| g. Traffic control | 1 | 59/ |
| h. Accident investigation | 1 | 60/ |
| i. First aid and emergency medical treatment | 1 | 61/ |
| j. Report writing and preparation | 1 | 62/ |
| k. Community and race relations | 1 | 63/ |
| l. Crisis intervention and domestic dispute settlement | 1 | 64/ |
| m. Physical training and self-defense | 1 | 65/ |
| n. Juvenile policies and procedures | 1 | 66/ |
| o. Other (please specify:) | 1 | 67/ |

79-80/

27. How much emphasis in formal in-service training do you think each of the following areas should receive?

	Strong Emphasis	Moderate Emphasis	Little Emphasis	
a. Departmental policies and procedures . .	1	2	3	10/4
b. Weapons policy	1	2	3	11/4
c. Weapons training	1	2	3	12/4
d. Criminal law and legal procedures . . .	1	2	3	13/4
e. Criminal evidence and investigative procedures	1	2	3	14/4
f. Preventive patrol techniques	1	2	3	15/4
g. Traffic control	1	2	3	16/4
h. Accident investigation	1	2	3	17/4
i. First aid and emergency medical treatment	1	2	3	18/4
j. Report writing and preparation	1	2	3	19/4
k. Community and race relations	1	2	3	20/4
l. Crisis intervention and domestic dispute settlement	1	2	3	21/4
m. Physical training and self-defense . . .	1	2	3	22/4
n. Juvenile policies and procedures	1	2	3	23/4
o. Other (please specify:)	1	2	3	24/4

28. Within the next two years, do you expect a change in the formal in-service training provided for your deputy sheriffs?

- Will begin in-service training 1
- Will increase it 2
- Will leave it unchanged 3
- Will decrease it 4
- Will terminate in-service training 5
- In-service training is not now provided nor will it be begun 6

25/7

IF NEITHER FORMAL ENTRY LEVEL NOR FORMAL IN-SERVICE TRAINING IS PROVIDED TO YOUR DEPUTIES, PLEASE SKIP TO Q. 31. OTHERWISE, PLEASE CONTINUE.

29. In your opinion, to what extent is each of the following factors a limitation on the overall effectiveness of training in your department?

	Serious Limitation	Moderate Limitation	Not a Limitation	
a. Workload frequently prevents release of deputies for training	1	2	3	26/4
b. Workload frequently prevents release of senior staff to provide training	1	2	3	27/4
c. Inadequate training budget	1	2	3	28/4
d. Necessary training resources are not available locally	1	2	3	29/4
e. Other (please specify:)	1	2	3	30/4

30. On the whole, how satisfied are you with all aspects of training in your department?

- Extremely satisfied 1
- Very satisfied 2
- Satisfied 3
- Dissatisfied 4
- Very dissatisfied 5
- Extremely dissatisfied 6

31/7

Continuing Academic Education

31. In your judgment, should your department encourage deputy sheriffs to pursue a college degree program once they have begun their careers as peace officers?

- Should strongly encourage 1
- Should encourage 2
- Should discourage 3
- Is not a matter for the department to take a stand on 4

32/5

32. Please rank the following five policies in order of how effective you think they would be in encouraging deputy sheriffs to continue their academic education.

	RANK	
a. Adjusting schedules to facilitate class attendance	_____	33/6
b. Allowing time off to attend class	_____	34/6
c. Departmental subsidies for books and tuition	_____	35/6
d. Increased pay based upon accumulated college credits or academic degree(s)	_____	36/6
e. Using academic education as part of the basis for promotions	_____	37/6

33. Which, if any, of the following policies has your department ever adopted?

	Adopted and Continued	Adopted But Later Terminated	Never Adopted by the Department	
a. Adjusting schedules to facilitate class attendance	1	2	3	38/4
b. Allowing time off to attend class	1	2	3	39/4
c. Departmental subsidies for books and tuition	1	2	3	40/4
d. Increased pay based upon accumulated college credits or academic degree(s)	1	2	3	41/4
e. Using academic education as part of the basis for promotions	1	2	3	42/4

Promotion Policies

34. In your opinion, what is the minimum academic education that should be required of deputies prior to promotion to the first supervisory level?

No minimum requirement	1	
Some high school	2	
High school diploma	3	
1 year of college	4	
2 or 3 years of college	5	
Bachelor's degree	6	
Other (please specify:)	7	43/8

35. In your judgment, should deputies be required to take a special course in supervisory techniques either prior to being considered for their first promotion, or immediately following their first promotion to a supervisory level?

No, should not be required	1	
Yes, should be required prior to being considered for promotion	2	
Yes, should be required immediately following promotion	3	44/4

36. Do you currently require that a special course for supervisors be completed?

No	1	
Yes, prior to being considered for promotion	2	
Yes, immediately following promotion	3	45/4

Operations and Manpower Requirements

37. Sheriff's department operations vary from jurisdiction to jurisdiction. For each of the following activities, please indicate whether it is performed by your department, and how you expect it to change in terms of manpower requirements within the next two years. (For each activity, please circle the number which best indicates your expectations.)

		Activity Is Performed and Manpower Will:			Activity Is NOT Performed,		
		Increase	Stay about the Same	Decrease	and probably will NOT be added during the next 2 years	but probably WILL be added during the next 2 years	
a.	Patrol	1	2	3	4	5	
b.	Crime investigation, identification and fingerprinting	1	2	3	4	5	47/6
c.	Lockup and/or jail	1	2	3	4	5	48/6
d.	Communications and dispatching	1	2	3	4	5	49/6
e.	Traffic control	1	2	3	4	5	50/6
f.	Accident investigation	1	2	3	4	5	51/6
g.	Administrative activities, general management	1	2	3	4	5	52/6
h.	Animal/dog control	1	2	3	4	5	53/6
i.	Gun registration	1	2	3	4	5	54/6
j.	Court service	1	2	3	4	5	55/6
k.	Tax collection	1	2	3	4	5	56/6
l.	Responding to calls for service for noncriminal matters	1	2	3	4	5	57/6
m.	Other (please specify:)	1	2	3	4	5	58/6

38. Various studies have found that a large proportion of most peace officers' time is spent on noncriminal matters, such as intervening in family crises, settling disputes between neighbors, and the like. As far as your department is concerned, would you prefer that other agencies take over these noncriminal matters, or that the sheriff's department continue its current role?

Shift noncriminal matters to other agencies 1

Have sheriff's department continue current role 2

59/3

39. Does the handling of noncriminal matters require any specialized training in (for example) social work, crisis intervention, or conflict resolution techniques?

Yes, requires substantial specialized training 1

Yes, requires some specialized training 2

No, on-the-job experience is sufficient 3

No, subject is not suitable for training 4

60/5

Provision of Services

40. How large is the geographical area to which you are the principal provider of law enforcement services?

Square miles: _____ 61-65/9s

41. How many municipalities do you provide with law enforcement services as part of your basic responsibilities (i.e., not on a contract basis)?

66-67/99

42. Does your department provide any municipalities with law enforcement services on a contract basis?

No 1

Yes 2

68/3

IF YOU ANSWERED "YES" TO Q. 42, PLEASE ANSWER Q. 43. OTHERWISE, PLEASE SKIP TO Q. 44.

79-80/03

43. Please list the number of jurisdictions served by your office on a contract basis, both currently and two years ago, for each of the functions listed below. (Please enter "N/A" for those services NOT provided on a contract basis.)

	Number of Jurisdictions Served:		
	Currently	Two Years Ago	
a. Complete law enforcement services	_____	_____	10-11 12-13/99
Specific law enforcement services:			
b. Communications and dispatching	_____	_____	14-15 16-17/99
c. Crime laboratory services	_____	_____	18-19 20-21/99
d. Crime scene analysis	_____	_____	22-23 24-25/99
e. Lock-up facilities	_____	_____	26-27 28-29/99
f. Training	_____	_____	30-31 32-33/99
g. Other (please specify:)	_____	_____	34-35 36-37/99

44. Does your department operate a jail?

No 1
Yes 2 38/3

IF YOU ANSWERED "YES" TO Q. 44, PLEASE ANSWER Q. 45 AND 46.
IF YOU ANSWERED "NO," PLEASE SKIP TO Q. 47.

45. How many law enforcement agencies in your county use your jail as their principal detention facility? 39-40/99

46. How many law enforcement agencies outside your county use your jail as their principal detention facility? . . 41-42/99

47. Which, if any, of the following services are provided to your jurisdiction by another law enforcement agency? (Please circle all that apply.)

a. Communications and dispatching	1	43/2
b. Crime laboratory services	1	44/2
c. Crime scene analysis	1	45/2
d. Lock-up facilities	1	46/2
e. Training	1	47/2
f. Other (please specify:)	1	48/2
g. None	1	49/2

IF ANY OF THE ABOVE SERVICES ARE PROVIDED TO YOUR JURISDICTION BY ANOTHER LAW ENFORCEMENT AGENCY, PLEASE ANSWER Q. 48-50. OTHERWISE, PLEASE SKIP TO Q. 51.

48. Are any of these services provided on a contract basis?

No 1
Yes 2 50/3

49. Which of the following provide the services to your jurisdiction? (Please circle all that apply.)

a. Another sheriff's department.	1	51/2
b. County police	1	52/2
c. State police	1	53/2
d. Other local police department(s)	1	54/2
e. Other (please specify:)	1	55/2

50. Do you expect the services provided to your jurisdiction by other law enforcement agencies to expand, not change, or be reduced within the next two years?

	<u>Services Will Probably:</u>			
	<u>Expand</u>	<u>Not Change</u>	<u>Be Reduced</u>	
a. Communications and dispatching	1	2	3	56/4
b. Crime laboratory services	1	2	3	57/4
c. Crime scene analysis	1	2	3	58/4
d. Lock-up facilities	1	2	3	59/4
e. Training	1	2	3	60/4
f. Other service (please specify:)	1	2	3	61/4

79-80/04

51. Sheriff's Position

Every sheriff has particular duties and responsibilities which confront him with especially difficult decisions and problems. Based on your personal experience, please select the three areas in which such decisions and problems most often come up, and rank them, starting with "1" for the area in which they come up the most often.

	<u>Rank Three Choices Only:</u>	
a. Management of law enforcement operations (patrol, investigation, field supervision)	_____	10-11/13
b. Management of corrections operations (jail administration)	_____	12-13/13
c. Management of court services operations	_____	14-15/13
d. Budget and fiscal management (preparing budgets, estimating costs, day-to-day fiscal decisions, budget hearings and so on)	_____	16-17/13
e. Personnel management (discipline, employee and personnel matters, union bargaining)	_____	18-19/13
f. Planning and evaluation (setting goals and reviewing agency performance against objectives)	_____	20-21/13
g. Dealing with other criminal justice agencies (judges, prosecutors, defenders, police, correctional and probation officers, and so on)	_____	22-23/13
h. Dealing with the public (giving speeches to citizen's groups, citizen contact, and so on)	_____	24-25/13
i. Dealing with the news media (giving information, press conferences, and answering questions for newspapers, radio, and television)	_____	26-27/13
j. Dealing with local officials (correspondence and meetings with county executive, mayors, city managers, city councils, and so on)	_____	28-29/13
k. Dealing with state officials (correspondence and meetings with governor, state commissions, legislators, and so on)	_____	30-31/13
l. Other duties and responsibilities (please specify:)	_____	32-33/13

52. Based upon your experience, what kinds of special courses, workshops, training sessions or seminars would you recommend as especially useful for your successors to take? (Please circle all that apply.)

a. Law enforcement administration	1	34/2
b. Correctional administration	1	35/2
c. Personnel management	1	36/2
d. Law enforcement budgeting/planning and evaluation . . .	1	37/2
e. Criminal law/criminal procedures	1	38/2
f. Corrections law	1	39/2
g. Applied criminology	1	40/2
h. Criminalistics	1	41/2
i. Law enforcement intelligence	1	42/2
j. Crisis intervention	1	43/2
k. Drugs	1	44/2
l. Race/ethnic relations	1	45/2
m. Community relations	1	46/2
n. Other (please specify:)	1	47/2
<hr/>		
o. NONE	1	48/2

53. In which of the following areas have you had special courses, workshops, training sessions or seminars? (Please circle all that apply.)

a. Law enforcement administration	1	49/2
b. Correctional administration	1	50/2
c. Personnel management	1	51/2
d. Law enforcement budgeting/planning and evaluation . . .	1	52/2
e. Criminal law/criminal procedures	1	53/2
f. Corrections law	1	54/2
g. Applied criminology	1	55/2
h. Criminalistics	1	56/2
i. Law enforcement intelligence	1	57/2
j. Crisis intervention	1	58/2
k. Drugs	1	59/2
l. Race/ethnic relations	1	60/2
m. Community relations	1	61/2
n. Other (please specify:)	1	62/2
<hr/>		
o. NONE	1	63/2

54. How important do you think each of the following are as goals for your department? Please rank them, using "1" for the most important, "2" for the next most important, and so on.

	<u>RANK</u>	
a. Community satisfaction with sheriff's department . . .	_____	64/7
b. Low reported crime rate	_____	65/7
c. Low crime rate for major crimes committed on streets and highways	_____	66/7
d. Low response time to calls for service	_____	67/7
e. High clearance rate	_____	68/7
f. Other (please specify:)	_____	69/7

55. How much improvement in crime control and the administration of justice do you think could be achieved through changes in staffing, organization, and policies of law enforcement agencies in general (local, county, and state)?

A great deal of improvement . . .	1	
Some improvement	2	
Little or no improvement	3	70/4

56. What do you consider to be the major obstacle to the proper administration of justice in your jurisdiction?

71-72/99

79-80/05

Sheriff's Background

57. Please record your:

a. Age:	10-11/99
b. Sex: (please circle) . . . M F	12/3
c. Color or race:	
White	1
Black	2
Other (please specify:) . . .	13/4

58. How were you selected for your current position?

Election	1
Other (please specify:) . . .	14/3

59. Before you became Sheriff, were you employed by this department?

No	1
Yes	15/3

IF YOU ANSWERED "NO" TO Q. 59, PLEASE ANSWER
Q. 60. OTHERWISE, PLEASE SKIP TO Q. 61.

60. By what kind of organization were you employed?

City police department	1
State police department	2
Sheriff's department	3
Correctional agency	4
Military	5
FBI	6
Other (please specify:) . . .	16/8

61. In all, how many years have you worked in law enforcement? . . . 17-19
62. Have you ever served as Sheriff in another sheriff's department?
- No 1
- Yes 2 19/3
63. How many years have you worked in your present department?
(IF LESS THAN SIX MONTHS, PLEASE ENTER "0".) 20-21/99
64. How many years have you been Sheriff of your present department?
(IF LESS THAN SIX MONTHS, PLEASE ENTER "0".) 22-23/99
65. In which of the following types of agencies have you ever worked? (Please circle all that apply.)
- | | | |
|--------------------------------------|---|------|
| a. Police department | 1 | 24/2 |
| b. Prosecutor's office | 1 | 25/2 |
| c. Criminal defense office | 1 | 26/2 |
| d. Probation agency | 1 | 27/2 |
| e. Parole agency | 1 | 28/2 |
| f. Jail | 1 | 29/2 |
| g. Prison | 1 | 30/2 |
| h. Military police | 1 | 31/2 |
| i. NONE OF THE ABOVE | 1 | 32/2 |

66. Please circle the number indicating the extent of your academic education prior to starting your law enforcement career:

- | | | |
|--|----|----------|
| Less than high school diploma | 01 | |
| High school graduate | 02 | |
| 1 year of college | 03 | |
| 2 or 3 years of college | 04 | |
| Bachelor's degree | 05 | |
| Some graduate course work | 06 | |
| Master's degree | 07 | |
| Graduate work beyond Master's degree | 08 | |
| LL.B., J.D. or other law degree | 09 | |
| Ph.D. or other doctorate | 10 | 33-34/11 |

67. Please circle the number indicating your current level of academic education:

- | | | |
|--|----|----------|
| Less than high school diploma | 01 | |
| High school graduate | 02 | |
| 1 year of college | 03 | |
| 2 or 3 years college degree | 04 | |
| Bachelor's college degree | 05 | |
| Some graduate course work | 06 | |
| Master's degree | 07 | |
| Graduate work beyond Master's degree | 08 | |
| LL.B., J.D. or other law degree | 09 | |
| Ph.D. or other doctorate | 10 | 35-36/11 |

IF YOU HAVE EARNED AT LEAST ONE COLLEGE DEGREE, PLEASE ANSWER Q. 68. OTHERWISE, PLEASE SKIP TO Q. 69.

68. Please record your area of specialization for each college degree you have earned.

- | | |
|-----------------------------------|----------|
| a. A.A.: _____ | 37-38/99 |
| b. B.A. or
B.S.: _____ | 39-40/99 |
| c. M.A.: _____ | 41-42/99 |
| d. Ph.D., LL.B.
or J.D.: _____ | 43-44/99 |

69. Did you continue your academic education after beginning your law enforcement career?

No	1
Yes	2

45/3

IF YOU ANSWERED "YES" TO Q. 69, PLEASE ANSWER Q. 70.
OTHERWISE, PLEASE SKIP TO Q. 71.

70. Did you receive financial assistance to continue your schooling from any of the following sources? (Please circle all that apply.)

- | | | |
|---|---|------|
| a. Law Enforcement Education Program (L.E.E.P.) | 1 | 46/2 |
| b. G.I. Bill | 1 | 47/2 |
| c. Other federal programs | 1 | 48/2 |
| d. State programs | 1 | 49/2 |
| e. The law enforcement agency you were
employed by | 1 | 50/2 |
| f. Other financial aid | 1 | 51/2 |
| g. None | 1 | 52/2 |

71. Have you been graduated from the F.B.I. academy?

No	1
Yes	2

53/3

79-80/06

Thank you for your cooperation. Any comments you care to make concerning the topics covered in this questionnaire would be most appreciated.

SHERIFF'S DEPARTMENT FACT SHEET

Personnel Information

72. What was this department's employment in each of the following categories on June 30, 1975?

NOTE: COUNT EMPLOYEES WORKING 35 HOURS OR MORE PER WEEK AS FULL-TIME, AND EMPLOYEES WORKING LESS THAN 35 HOURS A WEEK AS PART-TIME.

	Full-Time	Part-Time	
a. TOTAL EMPLOYMENT	10-12	13-15/9s	
b. Deputy sheriffs (basic sworn position including deputies assigned to law enforcement, correctional activities, and court services)	16-18	19-21/9s	
c. Supervisors (sworn officers above the basic sworn position, but below chief deputy or undersheriff)	22-23	24-25/99	
d. Sheriff, undersheriff, chief deputy, and so on	26-27	28-29/99	
e. Nonsworn personnel	30-31	32-33/99	
73. How many deputy sheriffs voluntarily resigned from your department during the 12-month period from June 30, 1973 to June 30, 1974?	34-35/99		
74. How many deputy sheriffs did your department hire during the 12-month period from June 30, 1973 to June 30, 1974?	36-37/99		
75. How many deputy sheriffs were employed by your department on June 30, 1973?	38-40/9s		
76. How many deputy sheriffs were employed by your department on June 30, 1974?	41-43/9s		
77. Do you currently accept lateral entrants (i.e., experienced deputies from other departments) directly into supervisory ranks but below the level of Sheriff?			
Yes	1		
No, lateral entrants are accepted only for the basic deputy sheriff position	2		
No, lateral entrants are not accepted at all	3		44/4

78. Does your department participate in collective bargaining with a union which represents your deputies?

No 1
Yes 2 45/3

79. Are applicants for sworn positions required to take a written examination?

Yes, required by civil or merit service . . . 1
Yes, as a matter of departmental policy . . . 2
No 3 46/4

80. Does this department have written job descriptions for officers in the basic deputy sheriff position?

No 1
Yes 2 47/3

81. Is the position of deputy sheriff regulated by civil service?

No 1
Yes 2 48/3

82. What are the minimum and maximum annual salaries of the basic deputy sheriff position?

a. Minimum: \$ 49-53/9s
b. Maximum: \$ 54-58/9s

Workload and Office Information

83. Total number of crimes reported in calendar year 1974:

a. Part I. crimes: 59-63/9s
b. Part II. crimes: 64-68/9s

84. Total number of arrests in calendar year 1974:

a. Part I. crimes: 69-73/9s
b. Part II. crimes: 74-78/9s

85. Total number of calls for service in calendar year
1974: _____ 10-14/9s
86. What is the capacity of the jail (or other confinement
facility) operated by your department? (If your
department does not operate a jail, please enter "N/A.")
Capacity: _____ 15-19/9s
87. What was the average daily population of your jail
(or other confinement facility) during the last
calendar year? (If your department does not operate
a jail, please enter "N/A.")
Average daily population: _____ 20-24/9s
88. Approximately how large is the current population of
your county? _____ 25-31/9s
89. Approximately how large is the population served by
your sheriff's department? _____ 32-37/9s

Expenditures

NOTE: IF PRECISE FIGURES ARE NOT AVAILABLE,
PLEASE GIVE YOUR BEST ESTIMATE.

90. Total annual department expenditures for the last
complete fiscal year: \$ _____ 39-46/9s
91. Annual payroll expenditures for the last complete
fiscal year (salaries and fringe benefits): \$ _____ 47-54/9s
92. Annual operating expenditures for training for the last
complete fiscal year (excluding salary of trainees): . . . \$ _____ 55-62/9s



NATIONAL MANPOWER SURVEY - CRIMINAL JUSTICE SYSTEM

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Dear Chief Prosecutor:

As Richard E. Velde, Administrator of the L.E.A.A., explained in his recent letter to you, we are seeking your professional judgment concerning criminal justice manpower, training and education issues. The enclosed questionnaire has been designed as part of a nationwide survey of the criminal justice system, and will provide information required by the Congress under the Crime Control Act of 1973.

It is crucial to obtain your judgments concerning the personnel and training needs of your office. Your assessments will become important to the making of valid decisions about future allocations of assistance among the various sectors of the criminal justice system.

The major portion of the questionnaire deals with policy issues and assessments of manpower, training and education trends in your office. It is essential to the success of the study that you personally complete these questions. However, to save your time, you may wish to have a staff member complete the final section, the "Office Fact Sheet," for you.

All but a few questions can be answered by circling or writing in a number. Your comments are most welcome and space has been provided for them at the end of the section you are being asked to complete personally. The results of this study will be presented only as statistical summaries and anonymous comments. No prosecutor or office will ever be identified. The mailing label on the completed questionnaire is for record control purposes only and will be removed by my staff upon receipt. The numbers appearing in the right hand margins are simply keypunching instructions and should be ignored.

Please take the time to complete and return this questionnaire within the next five days. No postage or envelope is required. Simply fold over the back cover, moisten the gummed edge, seal and deposit it in the mail. If you have any questions about this questionnaire or about the study, please contact Ms. Carol Kalish or me at (202) 223-4308.

Sincerely,

James M. Kretz
James M. Kretz
Director
Survey Operations Division

JMK: eml

OMB NO.: 043-S75032
Approval Expires: July 31, 1976

LEAA No.: 3600-4

BSSR No.: 46714

1-5

6-9

Manpower Issues

1. How serious do you think each of the following manpower problems is in your office? Please rank them, using "1" for the most serious problem, "2" for the next most serious, and so on.

RANK

- | | |
|--|------|
| a. Inadequate number of authorized positions | 10/7 |
| b. Inability to achieve or maintain authorized strength. | 11/7 |
| c. High (excessive) turnover | 12/7 |
| d. Inadequate training of personnel. | 13/7 |
| e. Inadequate representation of minorities or women on staff | 14/7 |
| f. Other (please specify:) | 15/7 |

2. What do you feel is the major factor contributing to the manpower problem you ranked "most serious" (i.e., ranked "1") in Q. 1?

- | | |
|---|---|
| General lack of qualified applicants. | 1 |
| Lack of qualified minority or female applicants | 2 |
| Inadequate levels of compensation | 3 |
| Insufficient funds for training | 4 |
| General budgetary problems. | 5 |
| Limited opportunities for advancement | 6 |
| Other (please specify:) | 7 |

16/8

3. Does your prosecutor office currently have a critical manpower shortage in any of the following personnel categories? (Please circle all that apply.)

a. Assistant prosecutors	1	17/2
b. Investigators	1	18/2
c. Paralegals (excluding law students)	1	19/2
d. Secretaries/typists/stenographers	1	20/2
e. All other personnel (please specify:)	1	21/2
<hr/>		
f. NO CRITICAL SHORTAGES IN ANY OF THE ABOVE CATEGORIES.	1	22/2

4. What was this office's employment in each of the following categories on June 30, 1975?

a. Number of assistant prosecutors	23-25/9s
b. Number of investigators and paralegals (excluding law students).	26-28/9s
c. Number of secretaries/typists/stenographers	29-31/9s

5. In your judgment, how many employees in each of the following categories would you need to fulfill effectively all the duties and responsibilities with which your office is charged?

a. Total number of assistant prosecutors	32-35/9s
b. Total number of investigators	36-39/9s
c. Total number of paralegals (excluding law students)	40-43/9s
d. Total number of secretaries/typists/stenographers	44-47/9s
e. Total number of other personnel (please specify:)	48-51/9s

6. Given your current number of assistant prosecutors, and assuming that, for the present, no increase in that number is possible, how many additional staff in the following two groups could you effectively utilize in your current operations?

a. Number of additional investigators	52-54/9s
b. Number of additional paralegals (excluding law students)	55-57/9s

7. How many employees do you actually expect to have on the payroll by June 30, 1976?

a. Number of assistant prosecutors	58-60/9s
b. Number of investigators	61-63/9s
c. Number of paralegals (excluding law students)	64-66/9s
d. Number of secretaries/typists/stenographers	67-69/9s
e. Number of other personnel (please specify:)	70-72/9s

6. During the three years before the current recession (i.e., the years 1971-1974), did your office have an adequate supply of qualified applicants for the position of assistant prosecutor?

Not applicable (office employs no assistant prosecutors).	1
No	2
Yes.	3

73/4

9. During the three years before the current recession (i.e., 1971-1974), how serious a problem were voluntary resignations among assistant prosecutors?

Not applicable (office employs no assistant prosecutors).	1
Critical problem	2
Serious problem.	3
Moderate problem	4
Slight problem	5
No problem at all.	6

74/7

10. Please rank the following possible reasons for leaving the field of prosecution according to your judgment of the degree to which each contributes to the decision to resign. (Please use "1" for the most important reason, "2" for the next most important reason, and so on.)

	RANK	
a. Salaries inadequate	_____	10/7
b. Limited promotion opportunities	_____	11/7
c. Excessive work overload; pressure too heavy; job too demanding.	_____	12/7
d. Frustration, low status, inadequate public recognition and support, and so on.	_____	13/7
e. Desire for broader legal experience	_____	14/7
f. Other reason (please specify):	_____	15/7

Entry Level Standards and Training

IF YOUR OFFICE DOES NOT EMPLOY ASSISTANT PROSECUTORS, PLEASE SKIP TO Q. 19. IF IT DOES, PLEASE CONTINUE, WITH Q. 11.

11. Of all assistant prosecutors hired in the past two years, approximately what proportion had any prior trial experience? (Please give your answer in percentage form.) % 16-17/99

12. Do you give hiring preference to law school graduates with experience as legal interns (e.g., clinical law program graduates)?

No	1	
Yes, <u>any</u> clinical program.	2	
Yes, clinical program giving <u>any trial</u> experience.	3	
Yes, clinical program giving <u>criminal prosecution</u> experience	4	
Other (please specify):	5	18/6

13. Please estimate the amount of formal (i.e., other than on-the-job) entry level training your new assistant prosecutors receive during their first year of employment:

NONE.	1
One day or less (basic orientation only)	2
Two days to one week.	3
1 or 2 weeks.	4
3 or 4 weeks.	5
5 or 6 weeks.	6
More than 6 weeks	7

19/8

IF YOU ANSWERED "NONE" IN Q. 13, PLEASE SKIP TO Q. 16. OTHERWISE, PLEASE ANSWER Q. 14.

14. Does your office provide in-house formal (i.e., other than on-the-job) entry level training for new assistant prosecutors?

Yes	1
No, but there are plans to begin providing it within two years	2
No, and there are no plans to begin providing it within two years	3

20/4

IF YOU ANSWERED "YES" TO Q. 14, PLEASE ANSWER Q. 15. IF YOU ANSWERED "NO," PLEASE SKIP TO Q. 16.

15. Which of the following topics are usually covered in your in-house formal entry level training? (Please circle all that apply.)

- | | | |
|---|---|------|
| a. Constitutional law (arrest; search and seizure). | 1 | 21/2 |
| b. Law of evidence | 1 | 22/2 |
| c. Charging practices. | 1 | 23/2 |
| d. Screening policies and procedures | 1 | 24/2 |
| e. Case investigation and/or case preparation. . . | 1 | 25/2 |
| f. Pre-trial diversion/deferred prosecution procedures or programs. | 1 | 26/2 |
| g. Preliminary hearing procedures and tactics. . . | 1 | 27/2 |
| h. Jury selection. | 1 | 28/2 |
| i. Plea negotiation practices. | 1 | 29/2 |
| j. Criminal trial procedure. | 1 | 30/2 |
| k. Trial advocacy. | 1 | 31/2 |
| l. Appellate advocacy. | 1 | 32/2 |
| m. Juvenile/family laws and court procedure. . . . | 1 | 33/2 |
| n. Forensic science. | 1 | 34/2 |
| o. Polygraph use | 1 | 35/2 |
| p. Substantive criminal law developments | 1 | 36/2 |
| q. Scientific evidence identification. | 1 | 37/2 |
| r. Other (please specify:) | 1 | 38/2 |

Continuing Education

16. Does your office have a policy that requires experienced assistant prosecutors (e.g., persons who have completed at least one year as prosecutors) to participate in some type of job-related continuing education?

- | | | |
|------------|---|------|
| No | 1 | |
| Yes. . . . | 2 | 39/3 |

17. Does your office provide in-house formal training for experienced assistant prosecutors?

- | | | |
|--|---|------|
| Yes. | 1 | |
| No, but there are plans to begin providing it within two years. | 2 | |
| No, and there are no plans to begin providing it within two years. | 3 | 40/4 |

IF YOU ANSWERED "YES" TO Q. 17, PLEASE ANSWER Q. 18.
IF YOU ANSWERED "NO," PLEASE SKIP TO Q. 19.

18. Which of the following topics are covered in your in-house formal training provided for experienced assistant prosecutors? (Please circle all that apply.)

- | | | |
|---|---|------|
| a. Constitutional law (arrest; search and seizure). | 1 | 41/2 |
| b. Law of evidence | 1 | 42/2 |
| c. Charging practices. | 1 | 43/2 |
| d. Screening policies and procedures | 1 | 44/2 |
| e. Case investigation and/or case preparation. . . | 1 | 45/2 |
| f. Pre-trial diversion/deferred prosecution procedures or programs. | 1 | 46/2 |
| g. Preliminary hearing procedures and tactics. . . | 1 | 47/2 |
| h. Jury selection. | 1 | 48/2 |
| i. Plea negotiation practices. | 1 | 49/2 |
| j. Criminal trial procedure. | 1 | 50/2 |
| k. Trial advocacy. | 1 | 51/2 |
| l. Appellate advocacy. | 1 | 52/2 |
| m. Juvenile/family laws and court procedure. . . . | 1 | 53/2 |
| n. Forensic science | 1 | 54/2 |
| o. Polygraph use | 1 | 55/2 |
| p. Substantive criminal law developments | 1 | 56/2 |
| r. Other (please specify:) | 1 | 57/2 |

19. Does your office provide assistance (through administrative leave, tuition support, or other means) for external continuing education in the field of prosecution?

- YES, assistance is routinely provided. 1
- YES, assistance is provided as circumstances permit. 2
- NO, but there are plans to begin providing assistance within the next two years 3
- NO, and there are no plans to begin providing assistance within the next two years 4

58/5

IF YOU ANSWERED "YES" TO Q. 19, PLEASE ANSWER Q. 20.
IF YOU ANSWERED "NO," PLEASE SKIP TO Q. 21.

20. Which of the following does your office use as sources of external continuing education? (Please circle all that apply.)

- a. National District Attorney's Association (NDAA) . . . 1
- b. National College of District Attorneys. 1
- c. University-related centers for continuing education 1
- d. Other (please specify:) 1

59/1

60/2

61/2

62/2

21. Approximately how many experienced prosecutors from your office received any external continuing education in the field of prosecution during the last fiscal year?

Number: _____ 63-65/9s

IF NEITHER FORMAL ENTRY-LEVEL NOR FORMAL CONTINUING EDUCATION IS PROVIDED, PLEASE SKIP TO Q. 24. OTHERWISE, PLEASE CONTINUE.

22. In your opinion, to what extent is each of the following factors a limitation on the overall effectiveness of training in your office?

	Serious Limitation	Moderate Limitation	Not a Limitation	
a. Workload frequently prevents release of assistant prosecutors for training . . .	1	2	3	66/4
b. Workload frequently prevents release of senior staff to provide training . . .	1	2	3	67/4
c. Inadequate training budget.	1	2	3	68/4
d. Necessary training resources are not available locally	1	2	3	69/4
e. Other (please specify:)	1	2	3	70/4

23. On the whole, how satisfied are you with all aspects of training at your office?

Extremely satisfied	1	
Very satisfied.	2	
Satisfied	3	
Dissatisfied.	4	
Very dissatisfied	5	
Extremely dissatisfied.	6	71/7

Career Preparation

24. Please rate the following areas of legal training in terms of how well you think recent law school graduates are prepared for assuming prosecutorial duties. (For each area, please circle the number at the reply which best indicates your opinion.)

	Well Prepared	Adequately Prepared	Not Well Prepared	Don't Know	
a. Substantive criminal law (e.g., State Penal Code)	1	2	3	4	10/5
b. Constitutional law (e.g., search and seizure)	1	2	3	4	11/5
c. Law of evidence	1	2	3	4	12/5
d. Juvenile/family law and court procedure	1	2	3	4	13/5
e. Criminal trial procedure. . . .	1	2	3	4	14/5
f. Trial advocacy.	1	2	3	4	15/5
g. Appellate advocacy.	1	2	3	4	16/5
h. Sentencing standards.	1	2	3	4	17/5
i. Legal ethics.	1	2	3	4	18/5
j. Brief preparation	1	2	3	4	19/5

OPERATIONS AND POLICIES

A. Plea/Sentence Negotiation

25. In your personal opinion, which of the following should actively participate in the plea/sentence negotiation process? (Please circle all that apply.)

a. The prosecutor	1	20/2
b. Counsel for the defendant	1	21/2
c. The defendant	1	22/2
d. The Court	1	23/2
e. Probation officer	1	24/2
f. Other (please specify:)	1	25/2
g. No one; it should not be engaged in at all. . . .	1	26/2

26. Which of the following statements most closely describes your personal opinion about how plea/sentence negotiation proceedings should be recorded?

a. Negotiations should be conducted <u>only</u> on an informal, off-the-record, basis	1	
b. When a plea/sentence is negotiated, that fact should be entered on the court record	2	
c. Negotiations should be formally documented by entering the specific terms of the agreement on the court record	3	
d. Other view (please specify:)	4	
e. Plea/sentence negotiation should not be engaged in at all	5	27/6

27. Which of the following statements most closely describes your personal opinion about whether or not there should be written standards or regulations concerning plea/sentence negotiation?

- a. Plea/sentence negotiation should not be restricted by any written standards or regulations. 1
- b. Plea/sentence negotiation should be standardized by adopting written policies to regulate its application. 2
- c. Plea/sentence negotiation should not be engaged in at all 3
- d. Other view (please specify:). 4

28/5

28. Which of the following statements most closely describes your personal opinion about the future use of plea/sentence negotiation as an option to trial?

- a. Plea/sentence negotiation should not be phased out. 1
- b. Plea/sentence negotiation should be phased out. 2
- c. Other view (please specify:). 3

29/4

29. Which of the following usually actively participate in the plea/sentence negotiation process in your jurisdiction? (Please circle all that apply.)

- a. The prosecutor. 1
- b. Counsel for the defendant 1
- c. The defendant 1
- d. The Court 1
- e. Probation officer 1
- f. Other (please specify:). 1

30/2
31/2
32/2
33/2
34/2
35/2

- g. Plea/sentence negotiations are not conducted in this jurisdiction. 1

30. Which of the following statements most closely describes the current record-keeping practice with respect to plea/sentence negotiations in your jurisdiction?

- Negotiations are conducted only on an informal, off-the-record, basis 1
- When a plea/sentence is negotiated, that fact is entered on the court record. 2
- Negotiations are formally documented by means of entering the specific terms of the agreement on the court record 3
- Other procedures (please specify:). 4

- Negotiations are not conducted in this jurisdiction 5

37/6

31. Which of the following statements most closely describes the governing of plea/sentence negotiations in your jurisdiction?

- Plea/sentence negotiations are not governed by written standards or regulations. 1
- Plea/sentence negotiations are governed by at least some written standards or regulations 2
- Plea/sentence negotiations are not conducted in this jurisdiction. 3

38/4

32. Do you anticipate a change within the next two years in your jurisdiction's requirements concerning the recording of plea/sentence negotiation proceedings?

- No, no change anticipated 1
- Yes, there are plans to begin entering on the court record the fact that plea/sentence negotiations were involved in deciding upon the plea/sentence 2
- Yes, there are plans to begin documenting negotiations by entering the specific terms of the agreement on the court record. 3
- Other (please specify:). 4

39/5

33. Do you anticipate a change within the next two years in your jurisdiction's policies regarding the use or application of plea/sentence negotiation?

No, no change anticipated. 1

Yes (please specify:). 2

40/3

34. Even if you do not expect a policy change in your jurisdiction, do you anticipate a change within the next two years in the frequency with which your office utilizes the negotiated plea/sentence?

No change anticipated . . 1

Yes, increased use. . . . 2

Yes, decreased use. . . . 3

41/4

IF YOU ANSWERED "YES" TO Q. 34, PLEASE ANSWER Q. 35. OTHERWISE, PLEASE SKIP TO Q. 36.

35. Do you expect this change in the use of the negotiated plea/sentence to change your need for assistant prosecutors?

No change expected 1

Yes, will increase need for assistant prosecutors. . . 2

Yes, will decrease need for assistant prosecutors. . . 3

42/4

B. Effects of Arrest Policies

36. For each of the following offenses, please indicate if the number of arrests has changed significantly due to CHANGES in ARREST POLICIES in your jurisdiction (e.g., by local executive order; departmental policy; or prosecutorial, judicial, or legislative action) during the past 5 years.

	Arrest Policies Unchanged During Past 5 Years	Changes in Arrest Policies Have:				
		Decreased Arrests	Not Changed Arrests	Increased Arrests	Don't Know	
a. Public intoxication.	1	2	3	4	5	43/6
b. Possession of small amounts of marijuana	1	2	3	4	5	44/6
c. Prostitution	1	2	3	4	5	45/6
d. Homosexual acts between consenting adults.	1	2	3	4	5	46/6
e. Selling pornographic material	1	2	3	4	5	47/6
f. Gambling	1	2	3	4	5	48/6

IF ARRESTS HAVE CHANGED DUE TO CHANGED ARREST POLICIES FOR ANY OF THESE OFFENSES, PLEASE ANSWER Q. 37. OTHERWISE, PLEASE SKIP TO Q. 38.

37. For each offense for which you reported a change in arrests in Q. 36, how has the change affected your manpower requirements?

	Increased Manpower Requirements	Not Affected Manpower Requirements	Decreased Manpower Requirements	
a. Public intoxication.	1	2	3	49/4
b. Possession of small amounts of marijuana.	1	2	3	50/4
c. Prostitution.	1	2	3	51/4
d. Homosexual acts between consenting adults	1	2	3	52/4
e. Selling pornographic material.	1	2	3	53/4
f. Gambling	1	2	3	54/4

C. Formal Pre-Trial Diversion Programs

38. Are there any formal pre-trial diversion programs (e.g., deferred prosecution) operating in your jurisdiction?

Yes 1
No, but there are some
in the planning stage . . . 2
No. 3

55/4

IF YOU ANSWERED "YES" IN Q. 38, PLEASE ANSWER Q. 39 AND 40.
OTHERWISE, PLEASE SKIP TO Q. 43.

39. Which of the following types of formal pre-trial diversion programs are operating in your jurisdiction? (Please circle all that apply.)

a. Deferred prosecution without rehabilitative services
(i.e., adjournment in contemplation of dismissal). 1 56/2
b. Deferred prosecution with rehabilitative services for
defendants charged with drug law violations. 1 57/2
c. Deferred prosecution with rehabilitative services for
alcohol abuse defendants 1 58/2
d. Deferred prosecution with rehabilitative services for
mentally ill offenders 1 59/2
e. Informal probation for juveniles 1 60/2
f. Other pre-trial diversion program(s) (please specify:) . . . 1 61/2

40. Which, if any, of the following formal pre-trial diversion programs are administered by your office? (Please circle all that apply.)

a. Deferred prosecution without rehabilitative services
(i.e., adjournment in contemplation of dismissal). 1 62/2
b. Deferred prosecution with rehabilitative services for
defendants charged with drug law violations. 1 63/2
c. Deferred prosecution with rehabilitative services for
alcohol abuse defendants 1 64/2
d. Deferred prosecution with rehabilitative services for
mentally ill offenders 1 65/2
e. Informal probation for juveniles 1 66/2
f. Other pre-trial diversion program (please specify:). 1 67/2

g. NONE 1 68/2

IF YOUR OFFICE ADMINISTERS ANY FORMAL PRE-TRIAL DIVERSION
PROGRAM, PLEASE ANSWER Q. 41. OTHERWISE, PLEASE SKIP TO Q. 42.

41. Has the administration of formal pre-trial diversion program(s) significantly affected the size of your office workload?

No 1
Yes, workload has decreased substantially. . . 2
Yes, workload has decreased somewhat 3
Yes, workload has increased somewhat 4
Yes, workload has increased substantially. . . 5 69/6

42. Has the use of the available formal pre-trial diversion programs significantly affected the size of your office workload?

- No 1
- Yes, workload has decreased substantially. . 2
- Yes, workload has decreased somewhat 3
- Yes, workload has increased somewhat 4
- Yes, workload has increased substantially. . 5

70/6

43. In your professional judgment, will the degree to which your office makes use of formal pre-trial diversion programs change within the next two years?

- No 1
- Yes, will begin using such programs. 2
- Yes, will increase use 3
- Yes, will decrease use 4
- Yes, will discontinue use of such programs entirely. . 5
- Other (please specify) 6

71/7

79-80/03

44. Prosecutor office responsibilities vary from jurisdiction to jurisdiction. For each of the following activities, please indicate whether it is performed by your office, and how you expect it to change in terms of manpower requirements within the next two years. (For each activity, please circle the number at the reply which best indicates your expectations.)

	Activity Is Performed and Manpower Will:			Activity Is NOT Performed,		
	Increase	Stay about the Same	Decrease	and probably will NOT be added during the next 2 years	but probably WILL be added during the next 2 years	
a. Prosecution of felonies.	1	2	3	4	5	10/6
b. Prosecution of misdemeanors (excluding criminal ordinance violations).	1	2	3	4	5	11/6
c. Prosecution of criminal ordinance violations	1	2	3	4	5	12/6
d. Prosecution/adjudication of juveniles.	1	2	3	4	5	13/6
e. Prosecution of mental health commitment cases	1	2	3	4	5	14/6
f. Prosecution at probation/parole revocation hearings.	1	2	3	4	5	15/6
g. Post-conviction collateral proceedings (e.g., habeas corpus).	1	2	3	4	5	16/6
h. Appellate proceedings.	1	2	3	4	5	17/6
i. Civil law responsibilities	1	2	3	4	5	18/6
j. Other prosecution activities (please specify:).	1	2	3	4	5	19/6

Chief Prosecutor's Position

45. Every chief prosecutor has particular duties and responsibilities which confront him with especially difficult decisions and problems. Based on your personal experience, please select the three areas in which such decisions and problems most often come up, and rank them, starting with "1" for the area in which they come up the most often.

	<u>Rank Three</u> <u>Choices Only</u>	
a. Preparation, supervision, and review of legal cases	_____	20-21/11
b. General personnel management (e.g., recruitment, grievances, and so on)	_____	22-23/11
c. Workload management	_____	24-25/11
d. Dealing with defenders and defender offices	_____	26-27/11
e. Dealing with other criminal justice agencies or offices (excluding defender offices).	_____	28-29/11
f. Dealing with the public (giving speeches to citizens' groups, and so on).	_____	30-31/11
g. Dealing with the news media (giving information, press conferences, and so on)	_____	32-33/11
h. Dealing with local officials (correspondence and meetings with mayor, city council, county executive, and so on)	_____	34-35/11
i. Dealing with state officials (correspondence and meetings with governor, state commissions, legislators, and so on)	_____	36-37/11
j. Other duties and responsibilities (please specify:)	_____	38-39/11

46. Considering your experience and responsibilities as a chief prosecutor, in which areas would you recommend special or extended (post-law school) training as especially useful for your successors to take? (Please circle all that apply.)

a. Constitutional law (arrest; search and seizure) . . .	1	40/2
b. Law of evidence	1	41/2
c. Juvenile justice law.	1	42/2
d. Jury selection.	1	43/2
e. Plea negotiation practices.	1	44/2
f. Trial advocacy.	1	45/2
g. Appellate advocacy.	1	46/2
h. General management/administration	1	47/2
i. Program management (e.g., pre-trial diversion, deferred prosecution)	1	48/2
j. Substantive criminal law developments	1	49/2
k. Scientific evidence identification.	1	50/2
l. Polygraph use	1	51/2
m. Psychiatry and the law.	1	52/2
n. Forensic pathology.	1	53/2
o. Human relations	1	54/2
p. Community relations	1	55/2
q. Other (please specify:)	1	56/2
r. NONE.	1	57/2

47. Have you taken any (post-law school) comprehensive or "omnibus" prosecutor training course(s) which, for example, cover many prosecution-related topics at one time?

No . . . 1
Yes . . . 2

58/3

48. In which, if any, of the following areas have you taken individual, concentrated courses or specialty training? (Please circle all that apply.)

- | | | |
|---|---|------|
| a. Constitutional law (arrest; search and seizure) . . | 1 | 59/2 |
| b. Law of evidence | 1 | 60/2 |
| c. Juvenile justice law. | 1 | 61/2 |
| d. Jury selection. | 1 | 62/2 |
| e. Plea negotiation practices. | 1 | 63/2 |
| f. Trial advocacy. | 1 | 64/2 |
| g. Appellate advocacy. | 1 | 65/2 |
| h. General management/administration | 1 | 66/2 |
| i. Program management (e.g., pre-trial diversion, deferred prosecution) | 1 | 67/2 |
| j. Substantive criminal law developments | 1 | 68/2 |
| k. Scientific evidence identification. | 1 | 69/2 |
| l. Polygraph use | 1 | 70/2 |
| m. Psychiatry and the law. | 1 | 71/2 |
| n. Forensic pathology. | 1 | 72/2 |
| o. Human relations | 1 | 73/2 |
| p. Community relations | 1 | 74/2 |
| q. Other (please specify:) | 1 | 75/2 |
| <hr/> | | |
| r. NONE. | 1 | 76/2 |

49. How much improvement in the administration of justice do you think could be achieved through changes in staffing, organization, and policies of prosecutor offices in general (local, county, and state)?

A great deal of improvement. . . 1
Some improvement 2
Little or no improvement 3

77/4

50. What do you consider to be the major obstacle to the proper administration of justice in your jurisdiction?

79-80/04

BEGIN
CARD 05

10-11/99

Chief Prosecutor's Background

51. Please record your:

a. Age: 12-13/99
b. Sex: (Please circle) M F 14/3
c. Color or race:
White 1
Black 2
Other (please specify:) . 3 15/4

52. Are you employed (as chief prosecutor) on a full-time (35 hours/ week or more) or on a part-time basis?

Part-time . . . 1
Full-time . . . 2 16/3

53. Do you currently have an outside law practice?

Only civil 1
Only criminal 2
Both civil and criminal 3
No private practice maintained . . . 4 17/5

IF YOU ANSWERED "NO PRIVATE PRACTICE MAINTAINED" IN Q. 53,
PLEASE ANSWER Q. 54. OTHERWISE, PLEASE SKIP TO Q. 55.

54. Is an outside law practice permitted?

Only civil practice permitted 1
Only criminal practice permitted . . . 2
Both permitted 3
Neither permitted 4 18/5

55. What is your exact title? _____

19-20/99

56. How were you originally selected for this position?

Elected (partisan ballot) 1
Elected (nonpartisan ballot) 2
Appointed 3
Other (please specify) 4 21/5

57. How many years have you been chief prosecutor?
(IF LESS THAN SIX MONTHS, PLEASE ENTER "0.") 22-23/99

58. Please record the number of years you have worked in the following areas. (IF LESS THAN SIX MONTHS, PLEASE ENTER "0.")

a. Attorney in a corporation counsel's office 24-25/99
b. Attorney in a prosecutor office 26-27/99
c. Attorney in a criminal defense office 28-29/99
d. Attorney in a Legal Services office
(i.e., civil law) 30-31/99
e. Other criminal justice area (e.g., parole
agency, police, etc.) 32-33/99
f. Private law practice only 34-35/99
g. Other legal occupation (please specify) 36-37/99

79-80/05

Thank you for your cooperation. Any comments you care to make concerning the topics covered in this questionnaire would be most appreciated.

PROSECUTOR OFFICE FACT SHEET

Personnel Information

59. What was this office's employment in each of the following categories on June 30, 1975?

NOTE: COUNT EMPLOYEES WORKING 35 HOURS OR MORE PER WEEK AS FULL-TIME, AND EMPLOYEES WORKING LESS THAN 35 HOURS A WEEK AS PART-TIME.

	Full- Time	Part- Time	
a. TOTAL EMPLOYMENT.	_____	_____	10-12
b. Chief and assistant chief prosecutor(s)	_____	_____	13-15/9s
c. Assistant prosecutors	_____	_____	16-18
d. Investigators (on your payroll)	_____	_____	19-21/9s
e. Investigators (detailed to your office)	_____	_____	22-24
f. Paralegals (excluding law students)	_____	_____	25-27/9s
g. Secretaries/typists/stenographers	_____	_____	28-30
h. All other personnel (please specify:)	_____	_____	31-33/9s
			34-36/9s
			37-39/9s
			40-42
			43-45/9s
			46-48
			49-51/9s
			52-54
			55-57/9s

IF YOUR OFFICE EMPLOYS ASSISTANT PROSECUTORS, PLEASE ANSWER Q. 60-65. OTHERWISE, PLEASE SKIP TO Q. 66.

60. On the average, how many hours per week do your part-time assistant prosecutors work (as prosecutors)? (Please enter "0" if you have no part-time assistant prosecutors.)

Hours/week. . . _____ 58-59/99

61. How many assistant prosecutors voluntarily resigned from your office during the 12-month period from June 30, 1973 to June 30, 1974?

60-61/99

62. How many assistant prosecutors did you hire during the 12-month period from June 30, 1973 to June 30, 1974?

62-63/99

63. How many assistant prosecutors were employed by your office on June 30, 1973?

64-66/9s

64. How many assistant prosecutors were employed by your office on June 30, 1974?

67-69/9s

79-80/06

65. What are the minimum and maximum annual salaries for assistant prosecutors at your office?

BEGIN
CARD 07

a. Minimum. . . . \$ _____ 10-14/9s

b. Maximum. . . . \$ _____ 15-19/9s

66. Does your office utilize law students?

No . . . 1
Yes. . . 2

20/3

IF YOU ANSWERED "YES" TO Q. 66, PLEASE ANSWER Q. 67 AND 68.
OTHERWISE, PLEASE SKIP TO Q. 69.

67. How many law students usually work at your office?

a. Number of law students connected with clinical
law program (i.e., legal interns) 21-22/99
b. Number of law students NOT connected with
clinical law program. 23-24/99

68. Which of the following tasks are law students at your
office permitted to perform? (Please circle all that apply.)

a. Screening. 1 25/2
b. Suspect questioning. 1 27/2
c. Case investigation 1 27/2
d. Preparation of briefs. 1 28/2
e. Legal research, abstracting, and so on . . 1 29/2
f. Prosecution of misdemeanor suspects,
under supervision. 1 30/2
g. Prosecution of felony suspects, under
supervision. 1 31/2
h. Other (please specify:). 1 32/2

Caseload Information

69. Approximately what proportion of your felony defendants during
the last fiscal year were processed through plea/sentence
negotiation? (Please exclude defendants who pled guilty
without negotiations, and give your answer in percentage form.) . % 33-34/99

70. Approximately what proportion of your misdemeanor defendants
during the last fiscal year were processed through plea/
sentence negotiation? (Please exclude defendants who pled
guilty without negotiations, and give your answer in
percentage form.) . % 35-36/99

71. Approximately what number of cases in each of the following
categories were prosecuted or filed (via information or
indictment) by your office during the last complete fiscal
year?

a. TOTAL CASES 37-42/9s
b. Number of felony cases. 43-48/9s
c. Number of non-traffic misdemeanor cases . . 49-54/9s
d. Number of juvenile court cases. 55-60/9s

72. Approximately what number of cases prosecuted or filed by your
office during the last complete fiscal year resulted in each of
the following dispositions?

NUMBER OF CASES:

a. Diverted before trial (deferred
prosecution). 10-15/9s
b. Dismissed before trial. 16-21/9s
c. Negotiated guilty plea. 22-27/9s
d. Non-negotiated guilty plea. 28-33/9s
e. Bench trials or hearings. 34-39/9s
f. Jury trials 40-45/9s
g. Continued 46-51/9s
h. Referred to other prosecutor's office . . . 52-57/9s

79-80/07
BEGIN
CARD 08

73. Approximately what number of appellate cases did your office work on during the last complete fiscal year? 58-62/9s

Office Information

74. How many counties are served by your office?
Number of counties served: 63-64/99

75. Approximately how large is the total population served by your office? 65-72/9s
79-80/08

76. Please indicate which, if any, types of assistance your office receives from the following sources. (Please circle as many numbers as needed to describe each source's assistance to your office.)

Type of Assistance							
Administrative	Planning	Legal Research/ Legal Advice	Appeals	Training	Other	NONE	

a. National District Attorney's Association (NDAA)	1	2	3	4	5	6	7	10/8
b. State Prosecutor Office.	1	2	3	4	5	6	7	11/8
c. National College of District Attorneys.	1	2	3	4	5	6	7	12/8
d. State Attorney General	1	2	3	4	5	6	7	13/8
e. State Judicial Conference or Courts.	1	2	3	4	5	6	7	14/8
f. Accredited law schools	1	2	3	4	5	6	7	15/8
g. State Planning Agency.	1	2	3	4	5	6	7	16/8
h. State Court Administrator's Office	1	2	3	4	5	6	7	17/8
i. State Bar Association.	1	2	3	4	5	6	7	18/8
j. Other source (please specify:).	1	2	3	4	5	6	7	19/8

Expenditures

NOTE: IF PRECISE FIGURES ARE NOT AVAILABLE,
PLEASE GIVE YOUR BEST ESTIMATE.

77. Total annual office expenditures for the last complete
fiscal year \$ _____ 20-27/9s
78. Annual payroll expenditures for the last complete
fiscal year (salaries and fringe benefits). \$ _____ 28-35/9s
79. Annual operating expenditures for training for the last
complete fiscal year (excluding salary of trainees) \$ _____ 36-43/9s

79-80/09



NATIONAL MANPOWER SURVEY - CRIMINAL JUSTICE SYSTEM

BUREAU OF SOCIAL SCIENCE RESEARCH, INC.

1990 M Street, N. W.
Washington, D. C. 20036

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NATIONAL MANPOWER SURVEY - CRIMINAL JUSTICE SYSTEM
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Dear Chief Defender:

As Richard E. Velde, Administrator of the L.E.A.A., explained in his recent letter to you, we are seeking your professional judgment concerning criminal justice manpower, training, and education issues. The enclosed questionnaire has been designed as part of a nationwide survey of the criminal justice system, and will provide information required by the Congress under the Crime Control Act of 1973.

It is crucial to obtain your judgments concerning the personnel and training needs of your office. Your assessments will become important to the making of valid decisions about future allocations of assistance among the various sectors of the criminal justice system.

The major portion of the questionnaire deals with policy issues and assessments of manpower, training and education trends in your office. It is essential to the success of the study that you personally complete these questions. However, to save your time, you may wish to have a staff member complete the final section, the "Office Fact Sheet," for you.

All but a few questions can be answered by circling or writing in a number. Your comments are most welcome and space has been provided for them at the end of the section you are being asked to complete personally. The results of this study will be presented only as statistical summaries and anonymous comments. No defender or office will ever be identified. The mailing label on the completed questionnaire is for record control purposes only and will be removed by my staff upon receipt. The numbers appearing in the right hand margins are simply keypunching instructions and should be ignored.

Please take the time to complete and return this questionnaire within the next five days. No postage or envelope is required. Simply fold over the back cover, moisten the gummed edge, seal and deposit it in the mail. If you have any questions about this questionnaire or about the study, please contact Ms. Carol Kalish or me at (202) 223-4308.

Sincerely,
James M. Kretz
James M. Kretz
Director
Survey Operations Division

JMK: em1

OMB No.: 043-S75032
Approval Expires: July 31, 1976
LEAA No.: 3600-5
BSSR No.: 46715.

1-5
6-9

Manpower Issues

1. How serious do you think each of the following manpower problems is in your office? Please rank them, using "1" for the most serious problem, "2" for the next most serious, and so on.

RANK

- | | |
|---|------|
| a. Inadequate number of authorized positions. | 10/7 |
| b. Inability to achieve or maintain authorized strength | 11/7 |
| c. High (excessive) turnover. | 12/7 |
| d. Inadequate training of personnel | 13/7 |
| e. Inadequate representation of minorities or women on staff. . . | 14/7 |
| f. Other (please specify): | 15/7 |

2. What do you feel is the major factor contributing to the manpower problem you ranked "most serious" (i.e., ranked "1") in Q. 1?

- | | | |
|--|---|------|
| General lack of qualified applicants | 1 | 16/8 |
| Lack of qualified minority or female applicants. | 2 | |
| Inadequate levels of compensation. | 3 | |
| Insufficient funds for training. | 4 | |
| General budgetary problems | 5 | |
| Limited opportunities for advancement. | 6 | |
| Other (please specify): | 7 | |

3. Does your defender office currently have a critical manpower shortage in any of the following personnel categories? (Please circle all that apply.)

a. Assistant defenders	1	17/2
b. Investigators	1	18/2
c. Paralegals (excluding law students)	1	19/2
d. Secretaries/typists/stenographers	1	20/2
e. All other personnel (please specify:)	1	21/2
<hr/>		
f. NO CRITICAL SHORTAGES IN ANY OF THE ABOVE CATEGORIES. . .	1	22/2

4. What was this office's employment in each of the following categories on June 30, 1975?

a. Number of assistant defenders.	23-25/9s
b. Number of investigators and paralegals . (excluding law students)	26-28/9s
c. Number of secretaries/typists/stenographers. .	29-30/99

5. Given your current staff, how well do you feel that your defender office is able to comply with Supreme Court decisions which require defense counsel for cases in which the offender may receive a jail sentence on conviction (Argersinger v. Hamlin, 407 U.S. 25, 1972; Tate v. Short, 401 U.S. 395, 1971; Williams v. Illinois, 399 U.S. 235, 1970)?

Extremely well; full compliance	1
Reasonably well; adequate compliance.	2
Acceptably minimum compliance.	3
Unacceptably; unable to achieve minimum compliance. .	4

31/5

IF YOU ANSWERED "REASONABLY WELL," "ACCEPTABLY," OR "UNACCEPTABLY" IN Q. 5, PLEASE ANSWER Q. 6. OTHERWISE, PLEASE SKIP TO Q. 7.

6. In your judgment, how many employees in each of the following categories would your office need to achieve full compliance with the present Supreme Court mandate for defense?

a. Total number of assistant defenders	32-34/9s
b. Total number of investigators	35-37/9s
c. Total number of paralegals (excluding law students) .	38-40/9s
d. Total number of secretaries/typists/stenographers . .	41-43/9s
e. Total number of other personnel (please specify). . .	44-46/9s

7. Given your current number of assistant defenders, and assuming that, for the present, no increase in that number is possible, how many additional staff in the following two groups could you effectively utilize in your current operations?

a. Number of additional investigators .	47-49/9s
b. Number of additional paralegals (excluding law students).	50-52/9s

8. How many employees do you actually expect to have on the payroll by June 30, 1976?

a. Number of assistant defenders	53-55/9s
b. Number of investigators	56-58/9s
c. Number of paralegals (excluding law students) .	59-61/9s
d. Number of secretaries/typists/stenographers . .	62-64/9s
e. Number of other personnel (please specify:) . .	65-67/9s

9. During the three years before the current recession (i.e., the years 1971-1974), did your office have an adequate supply of qualified applicants for the position of assistant defender?

Not applicable (office employs
no assistant defenders) 1
No. 2
Yes 3 68/4

10. During the three years before the current recession (i.e., the years 1971-1974), how serious a problem were voluntary resignations among your assistant defenders?

Not applicable (office employs
no assistant defenders) 1
Critical problem. 2
Serious problem 3
Moderate problem. 4
Slight problem. 5
No problem at all 6 69/7

11. Please rank the following possible reasons for leaving the practice of indigent defense according to your judgment of the degree to which each contributes to the decision to resign. (Please use "1" for the most important reason, "2" for the next most important reason, and so on.)

	<u>RANK</u>
a. Salaries inadequate	70/7
b. Limited promotion opportunities	71/7
c. Excessive work overload; pressure too heavy; job too demanding	72/7
d. Frustration, low status, inadequate public recognition and support, and so on.	73/7
e. Desire for broader legal experience	74/7
f. Other reason (please specify):	7

Entry Level Standards and Training

IF YOUR OFFICE DOES NOT EMPLOY ASSISTANT DEFENDERS, PLEASE SKIP TO Q. 20. IF IT DOES, PLEASE CONTINUE, WITH Q.12.

12. Of all assistant defenders hired in the past two years, approximately what proportion had any prior trial experience? (Please give your answer in percentage form.) % 10-11/99

13. Do you give hiring preference to law school graduates with experience as legal interns (e.g., clinical law program graduates)?

No. 1
Yes, any clinical program 2
Yes, clinical program giving any
trial experience. 3
Yes, clinical program giving criminal
defense experience. 4
Other (please specify:) 5 12/6

14. Please estimate the amount of formal (i.e., other than on-the-job) entry level training your new assistant defenders receive during their first year of employment:

NONE. 1
One day or less (basic orientation only). . . 2
Two days to one week. 3
1 or 2 weeks. 4
3 or 4 weeks. 5
5 or 6 weeks. 6
More than 6 weeks 7 13/8

IF YOU ANSWERED "NONE" IN Q. 14, PLEASE SKIP TO Q. 17. OTHERWISE, PLEASE ANSWER Q. 15.

15. Does your office provide in-house formal (i.e., other than on-the-job) entry level training for new assistant defenders?

Yes. 1
 No, but there are plans to begin providing it within two years. 2
 No, and there are no plans to begin providing it within two years. 3 14/4

IF YOU ANSWERED "YES" TO Q. 15, PLEASE ANSWER Q. 16.
 IF YOU ANSWERED "NO," PLEASE SKIP TO Q. 17.

16. Which of the following topics are usually covered in your in-house formal entry level training? (Please circle all that apply.)

a. Constitutional law (arrest; search and seizure) . . .	1	15/2
b. Law of evidence	1	16/2
c. Charging practices.	1	17/2
d. Screening policies and procedures	1	18/2
e. Case investigation and/or case preparation.	1	19/2
f. Pre-trial diversion/deferred prosecution procedures or programs.	1	20/2
g. Preliminary hearing procedures and tactics.	1	21/2
h. Jury selection.	1	22/2
i. Plea negotiation practices.	1	23/2
j. Criminal trial procedure.	1	24/2
k. Trial advocacy.	1	25/2
l. Appellate advocacy.	1	26/2
m. Juvenile/family law and court procedure	1	27/2
n. Forensic science.	1	28/2
o. Polygraph use	1	29/2
p. Substantive criminal law developments	1	30/2
q. Scientific evidence identification.	1	31/2
r. Other (please specify:)	1	32/2

Continuing Education

17. Does your office have a policy that requires experienced assistant defenders (e.g., persons who have completed at least one year as defenders) to participate in some type of job-related continuing education?

No 1
 Yes. . . . 2 33/3

18. Does your office provide in-house formal training for experienced assistant defenders?

YES 1
 NO, but there are plans to begin providing it within two years 2
 NO, and there are no plans to begin providing it within two years 3 34/4

IF YOU ANSWERED "YES" TO Q. 18, PLEASE ANSWER Q. 19.
 OTHERWISE, PLEASE SKIP TO Q. 20.

19. Which of the following topics are covered in your in-house formal training provided for experienced assistant defenders? (Please circle all that apply.)

- | | | |
|---|---|------|
| a. Constitutional law (arrest; search and seizure) | 1 | 35/2 |
| b. Law of evidence | 1 | 36/2 |
| c. Charging practices. | 1 | 37/2 |
| d. Screening policies and procedures | 1 | 38/2 |
| e. Case investigation and/or case preparation. | 1 | 39/2 |
| f. Pre-trial diversion/deferred prosecution procedures or programs. | 1 | 40/2 |
| g. Preliminary hearing procedures and tactics. | 1 | 41/2 |
| h. Jury selection. | 1 | 42/2 |
| i. Plea negotiation practices. | 1 | 43/2 |
| j. Criminal trial procedure. | 1 | 44/2 |
| k. Trial advocacy. | 1 | 45/2 |
| l. Appellate advocacy. | 1 | 46/2 |
| m. Juvenile/family law and court procedure | 1 | 47/2 |
| n. Forensic science. | 1 | 48/2 |
| o. Polygraph use | 1 | 49/2 |
| p. Substantive criminal law developments | 1 | 50/2 |
| q. Scientific evidence identification. | 1 | 51/2 |
| r. Other (please specify:) | 1 | 52/2 |

20. Does your office provide assistance (through administrative leave, tuition support, or other means) for external continuing education in the field of criminal defense?

- | | |
|--|---|
| YES, assistance is routinely provided. | 1 |
| YES, assistance is provided as circumstances permit. . . . | 2 |
| NO, but there are plans to begin providing assistance within the next two years | 3 |
| NO, and there are no plans to begin providing assistance within the next two years | 4 |

53/5

IF YOU ANSWERED "YES" IN Q. 20, PLEASE ANSWER Q. 21.
IF YOU ANSWERED "NO," PLEASE SKIP TO Q. 22.

21. Which of the following does your office use as sources of external continuing education? (Please circle all that apply.)

- | | | |
|---|---|------|
| a. National College of Criminal Defense Lawyers and Public Defenders. | 1 | 54/2 |
| b. National Legal Aid and Defenders Association (NLADA) | 1 | 55/2 |
| c. University-related centers for continuing education | 1 | 56/2 |
| d. Other (please specify:) | 1 | 57/2 |

22. Approximately how many experienced defenders from your office received any external continuing education in the field of criminal defense during the last fiscal year?

Number: _____ 58-60/9s

IF NEITHER FORMAL ENTRY-LEVEL TRAINING NOR FORMAL CONTINUING EDUCATION IS PROVIDED, PLEASE SKIP TO Q. 25. OTHERWISE, PLEASE CONTINUE.

23. In your opinion, to what extent is each of the following factors a limitation on the overall effectiveness of training in your office?

	Serious Limitation	Moderate Limitation	Not a Limitation	
a. Workload frequently prevents release of assistant defenders for training . . .	1	2	3	61/4
b. Workload frequently prevents release of senior staff to provide training . . .	1	2	3	62/4
c. Inadequate training budget.	1	2	3	63/4
d. Necessary training resources are not available locally	1	2	3	64/4
e. Other (please specify:)	1	2	3	65/4

24. On the whole, how satisfied are you with all aspects of training at your office?

Highly satisfied.	1	
Very satisfied.	2	
Satisfied	3	
Dissatisfied.	4	
Very dissatisfied	5	
Extremely dissatisfied. . .	6	66/7

Career Preparation

25. Please rate the following areas of legal training in terms of how well you think recent law school graduates are prepared for assuming defender duties. (For each area, please circle the number at the reply which best indicates your opinion.)

	Well Prepared	Adequately Prepared	Not Well Prepared	Don't Know	
a. Substantive criminal law (e.g., State Penal Code). . . .	1	2	3	4	67/5
b. Constitutional law (e.g., search and seizure)	1	2	3	4	68/5
c. Law of evidence	1	2	3	4	69/5
d. Juvenile/family law and court procedure	1	2	3	4	70/5
e. Criminal trial procedure. . . .	1	2	3	4	71/5
f. Trial advocacy.	1	2	3	4	72/5
g. Appellate advocacy.	1	2	3	4	73/5
h. Sentencing standards.	1	2	3	4	74/5
i. Legal ethics.	1	2	3	4	75/5
j. Brief preparation	1	2	3	4	76/5

OPERATIONS AND POLICIES

A. Plea/Sentence Negotiation

26. In your personal opinion, which of the following should actively participate in the plea/sentence negotiation process? (Please circle all that apply.)

- | | | |
|--|---|------|
| a. The prosecutor. | 1 | 10/2 |
| b. Counsel for the defendant | 1 | 11/2 |
| c. The defendant | 1 | 12/2 |
| d. The Court | 1 | 13/2 |
| e. Probation officer | 1 | 14/2 |
| f. Other (please specify:). | 1 | 15/2 |
| <hr/> | | |
| g. No one; it should not be engaged in at all. | 1 | 16/2 |

27. Which of the following statements most closely describes your personal opinion about how plea/sentence negotiation proceedings should be recorded?

- | | |
|---|---|
| a. Negotiations should be conducted <u>only</u> on an informal, off-the-record, basis | 1 |
| b. When a plea/sentence is negotiated, that fact should be entered on the court record | 2 |
| c. Negotiations should be formally documented by entering the specific terms of the agreement on the court record | 3 |
| d. Other view (please specify:). | 4 |
| <hr/> | |
| e. Plea/sentence negotiation should not be engaged in at all | 5 |

28. Which of the following statements most closely describes your personal opinion about whether or not there should be written standards or regulations concerning plea/sentence negotiation?

- | | |
|---|---|
| a. Plea/sentence negotiation should <u>not</u> be restricted by any written standards or regulations. | 1 |
| b. Plea/sentence negotiation <u>should</u> be standardized by adopting written policies to regulate its application | 2 |
| c. Plea/sentence negotiation should not be engaged in at all | 3 |
| d. Other view (please specify:). | 4 |

29. Which of the following statements most closely describes your personal opinion about the future use of plea/sentence negotiation as an option to trial?

- | | |
|---|---|
| a. Plea/sentence negotiation should <u>not</u> be phased out. | 1 |
| b. Plea/sentence negotiation <u>should</u> be phased out. | 2 |
| c. Other view (please specify:). | 3 |

30. Which of the following usually actively participate in the plea/ sentence negotiation process in your jurisdiction? (Please circle all that apply.)

- a. The prosecutor. 1 20/2
- b. Counsel for the defendant 1 21/2
- c. The defendant 1 22/2
- d. The Court 1 23/2
- e. Probation officer 1 24/2
- f. Other (please specify:) 1 25/2

g. Plea/sentence negotiations are not conducted in this jurisdiction. 1 26/2

31. Which of the following statements most closely describes the current record-keeping practice with respect to plea/sentence negotiations in your jurisdiction?

- a. Negotiations are conducted only on an informal, off-the-record, basis 1
- b. When a plea/sentence is negotiated, that fact is entered on the court record 2
- c. Negotiations are formally documented by means of entering the specific terms of the agreement on the court record. 3
- d. Other procedures (please specify:). 4

e. Negotiations are not conducted in this jurisdiction 5 27/6

32. Which of the following statements most closely describes the governing of plea/sentence negotiations in your jurisdiction?

- a. Plea/sentence negotiations are not governed by written standards or regulations. 1
- b. Plea/sentence negotiations are governed by at least some written standards or regulations 2
- c. Plea/sentence negotiations are not conducted in this jurisdiction. 3 28/4

33. Do you anticipate a change within the next two years in your jurisdiction's requirements concerning the recording of plea/sentence negotiation proceedings?

- a. No, no change anticipated 1
- b. Yes, there are plans to begin entering on the court record the fact that plea/sentence negotiations were involved in deciding upon the plea/sentence 2
- c. Yes, there are plans to begin documenting negotiations by entering the specific terms of the agreement on the court record. 3
- d. Other (please specify:) 4 29/5

34. Do you anticipate a change within the next two years in your jurisdiction's policies regarding the use or application of plea/sentence negotiation?

No, no change anticipated 1
Yes (please specify:) 2

30/3

35. Even if you do not expect a policy change in your jurisdiction, do you anticipate a change within the next two years in the frequency with which your office utilizes the negotiated plea/sentence?

No change anticipated. . . 1
Yes, increased use . . . 2
Yes, decreased use . . . 3

31/4

IF YOU ANSWERED "YES" TO Q. 35, PLEASE ANSWER Q. 36.
OTHERWISE, PLEASE SKIP TO Q. 37.

36. Do you expect this change in the use of the negotiated plea/sentence to change your need for assistant defenders?

No change expected 1
Yes, will increase need for assistant defenders. . . 2
Yes, will decrease need for assistant defenders. . . 3

32/4

B. Effects of Arrest Policies

37. For each of the following offenses, please indicate if the number of arrests has changed significantly due to CHANGES in ARREST POLICIES in your jurisdiction (e.g., by local executive order; departmental policy; or prosecutorial, judicial, or legislative action) during the past 5 years.

	Arrest Policies Unchanged During Past 5 Years	Changes in Arrest Policies Have:				
		Decreased Arrests	Not Changed Arrests	Increased Arrests	Don't Know	
a. Public intoxication.	1	2	3	4	5	33/6
b. Possession of small amounts of marijuana	1	2	3	4	5	34/6
c. Prostitution	1	2	3	4	5	35/6
d. Homosexual acts between consenting adults.	1	2	3	4	5	36/6
e. Selling pornographic material	1	2	3	4	5	37/6
f. Gambling	1	2	3	4	5	38/6

IF ARRESTS HAVE CHANGED DUE TO CHANGED ARREST POLICIES FOR ANY OF THESE OFFENSES, PLEASE ANSWER Q. 38. OTHERWISE, PLEASE SKIP TO Q. 39.

38. For each offense for which you reported a change in arrests in Q. 37, how has the change affected your manpower requirements?

	Increased Manpower Requirements	Not Affected Manpower Requirements	Decreased Manpower Requirements	
a. Public intoxication	1	2	3	39/4
b. Possession of small amounts of marijuana.	1	2	3	40/4
c. Prostitution.	1	2	3	41/4
d. Homosexual acts between consenting adults	1	2	3	42/4
e. Selling pornographic material . .	1	2	3	43/4
f. Gambling.	1	2	3	44/4

C. Formal Pre-Trial Diversion Programs

39. Are there any formal pre-trial diversion programs (e.g., deferred prosecution) operating in your jurisdiction?

Yes 1
No, but there are some
in the planning stage . . . 2
No. 3 45/4

IF YOU ANSWERED "YES" IN Q. 39, PLEASE ANSWER Q. 40 AND 41.
OTHERWISE, PLEASE SKIP TO Q. 44.

40. Which of the following types of formal pre-trial diversion programs are operating in your jurisdiction? (Please circle all that apply.)

a. Deferred prosecution without rehabilitative services
(i.e., adjournment in contemplation of dismissal). 1 46/2
b. Deferred prosecution with rehabilitative services for
defendants charged with drug violations. 1 47/2
c. Deferred prosecution with rehabilitative services for
alcohol abuse defendants 1 48/2
d. Deferred prosecution with rehabilitative services for
mentally ill offenders 1 49/2
e. Informal probation for juveniles 1 50/2
f. Other pre-trial diversion program (please specify:). . . . 1 51/2

41. Which, if any, of the following formal pre-trial diversion programs are administered by your office? (Please circle all that apply.)

a. Deferred prosecution without rehabilitative services
(i.e., adjournment in contemplation of dismissal). 1 52/2
b. Deferred prosecution with rehabilitative services for
defendants charged with drug violations. 1 53/2
c. Deferred prosecution with rehabilitative services for
alcohol abuse defendants 1 54/2
d. Deferred prosecution with rehabilitative services for
mentally ill offenders 1 55/2
e. Informal probation for juveniles 1 56/2
f. Other pre-trial diversion program (please specify:). . . . 1 57/2

g. NONE 1 58/2

IF YOUR OFFICE ADMINISTERS ANY FORMAL PRE-TRIAL DIVERSION PROGRAM,
PLEASE ANSWER Q. 42. OTHERWISE, PLEASE SKIP TO Q. 43.

42. Has the administration of formal pre-trial diversion program(s) significantly affected the size of your office workload?

No 1
Yes, workload has decreased substantially. . . 2
Yes, workload has decreased somewhat 3
Yes, workload has increased somewhat 4
Yes, workload has increased substantially. . . 5 59/6

43. Has the use of the available formal pre-trial diversion programs significantly affected the size of your office workload?

- No 1
- Yes, workload has decreased substantially. 2
- Yes, workload has decreased somewhat 3
- Yes, workload has increased somewhat 4
- Yes, workload has increased substantially. 5

60/6

44. In your professional judgment, will the degree to which your office makes use of formal pre-trial diversion programs change within the next two years?

- No 1
- Yes, will begin using such programs. 2
- Yes, will increase use 3
- Yes, will decrease use 4
- Yes, will discontinue use of such programs entirely. 5
- Other (please specify:). 6

61/7

45. Defender office responsibilities vary from jurisdiction to jurisdiction. For each of the following activities, please indicate whether it is performed by your office, and how you expect it to change in terms of manpower requirements within the next two years. (For each activity, please circle the number at the reply which best indicates your expectations.)

	Activity Is Performed and Manpower Will:			Activity Is NOT Performed,		
	Increase	Stay about the Same	Decrease	and probably will NOT be added during the next 2 years	but probably WILL be added during the next 2 years	
a. Representation at bail/ROR hearings.	1	2	3	4	5	62/6
b. Representation at preliminary hearings	1	2	3	4	5	63/6
c. Representation at probation/parole revocation hearings.	1	2	3	4	5	64/6
d. Representation at mental health commitment hearings.	1	2	3	4	5	65/6
e. Representation of prisoner rights cases.	1	2	3	4	5	66/6
f. Defense of felonies.	1	2	3	4	5	67/6
g. Defense of misdemeanors (excluding criminal ordinance violations)	1	2	3	4	5	68/6
h. Defense of criminal ordinance violations	1	2	3	4	5	69/6
i. Defense of juveniles	1	2	3	4	5	70/6
j. Representation for appeals cases	1	2	3	4	5	71/6
k. Representation for post-conviction collateral proceedings (e.g., habeas corpus).	1	2	3	4	5	72/6
l. Other representation or defense (please specify:).	1	2	3	4	5	73/6

Chief Defender's Position

46. Every chief defender has particular duties and responsibilities which confront him with especially difficult decisions and problems. Based on your personal experience, please select the three areas in which such decisions and problems most often come up, and rank them, starting with "1" for the area in which they come up the most often.

Rank Three
Choices Only

- | | |
|--|----------|
| a. Preparation, supervision, and review of legal cases | 10-11/11 |
| b. General personnel management (e.g., recruitment, grievances, and so on). | 12-13/11 |
| c. Workload management | 14-15/11 |
| d. Dealing with prosecutors and prosecutor offices | 16-17/11 |
| e. Dealing with other criminal justice agencies or offices (excluding prosecutor offices). | 18-19/11 |
| f. Dealing with the public (giving speeches to citizen's groups, and so on). | 20-21/11 |
| g. Dealing with the news media (giving information, press conferences, and so on) | 22-23/11 |
| h. Dealing with local officials (correspondence and meetings with mayor, city council, county executive, and so on) | 24-25/11 |
| i. Dealing with state officials (correspondence and meetings with governor, state commissions, legislators, and so on) | 26-27/11 |
| j. Other duties and responsibilities (please specify:) | 28-29/11 |

47. Considering your experience and responsibilities as a chief defender, in which areas would you recommend special or extended (post-law school) training as especially useful for your successors to take? (Please circle all that apply.)

- | | | |
|---|---|------|
| a. Constitutional law (arrest; search and seizure). | 1 | 30/2 |
| b. Law of evidence. | 1 | 31/2 |
| c. Juvenile justice law | 1 | 32/2 |
| d. Jury selection | 1 | 33/2 |
| e. Plea negotiation practices | 1 | 34/2 |
| f. Trial advocacy | 1 | 35/2 |
| g. Appellate advocacy | 1 | 36/2 |
| h. General management/administration. | 1 | 37/2 |
| i. Program management (e.g., pre-trial diversion, deferred prosecution) | 1 | 38/2 |
| j. Substantive criminal law developments. | 1 | 39/2 |
| k. Scientific evidence identification | 1 | 40/2 |
| l. Polygraph use. | 1 | 41/2 |
| m. Psychiatry and the law | 1 | 42/2 |
| n. Forensic pathology | 1 | 43/2 |
| o. Human relations. | 1 | 44/2 |
| p. Community relations. | 1 | 45/2 |
| q. Other (please specify:). | 1 | 46/2 |
| r. NONE | 1 | 47/2 |

48. Have you taken any (post-law school) comprehensive or "omnibus" defender training course(s) which, for example, cover many defense-related topics at one time?

No . . . 1
Yes. . . 2 48/3

49. In which, if any, of the following areas have you taken individual, concentrated courses or specialty training? (Please circle all that apply.)

a. Constitutional law (arrest; search and seizure)	1	49/2
b. Law of evidence	1	50/2
c. Juvenile justice law	1	51/2
d. Jury selection	1	52/2
e. Plea negotiation practices	1	53/2
f. Trial advocacy	1	54/2
g. Appellate advocacy	1	55/2
h. General management/administration	1	56/2
i. Program management (e.g., pre-trial diversion, deferred prosecution)	1	57/2
j. Substantive criminal law developments	1	58/2
k. Scientific evidence identification	1	59/2
l. Polygraph use	1	60/2
m. Psychiatry and the law	1	61/2
n. Forensic pathology	1	62/2
o. Human relations	1	63/2
p. Community relations	1	64/2
q. Other (please specify:).	1	65/2

r. NONE	1	66/2

50. How much improvement in the administration of justice do you think could be achieved by changes in staffing, organization, and policies of defender offices in general?

A great deal of improvement . . . 1
Some improvement 2
Little or no improvement 3 67/4

51. What do you consider to be the major obstacle to the proper administration of justice in your jurisdiction?

☐ 68-69/99

Chief Defender's Background

52. Please record the following:

a. Age: 70-71/99
b. Sex: (Please circle) M F 72/3
c. Color or race:
White 1
Black 2
Other (please specify:). . . 3 73/4

53. Are you employed (as chief defender) on a full-time (35 hours/ week or more) or on a part-time basis?

Part-time. . . 1
Full-time. . . 2 74/3

54. Do you currently have an outside law practice?

Only civil. 1
Only criminal 2
Both civil and criminal 3
No private practice maintained. . . 4 75/5

IF YOU ANSWERED "NO PRIVATE PRACTICE MAINTAINED" IN Q. 54,
PLEASE ANSWER Q. 55. OTHERWISE, PLEASE SKIP TO Q. 56.

55. Is an outside law practice permitted?

Only civil practice permitted . . . 1
Only criminal practice permitted. . 2
Both permitted. 3
Neither permitted 4 76/5

56. What is your exact title? _____

57. How were you originally selected for this position?

Appointed by governor 1
Appointed by judiciary alone. 2
Appointed by judiciary, with
approval of county board. 3
Appointed by state defender office. . . 4
Appointed by county board 5
Appointed to unexpired portion of
term of an elective office. 6
Elected (partisan ballot) 7
Elected (nonpartisan ballot). 8
Other (please specify:) 9 77-78/10

58. How many years have you been chief defender?
(IF LESS THAN SIX MONTHS, PLEASE ENTER "0.") 10-11/99
59. Please record the number of years you have worked in the
following areas. (IF LESS THAN SIX MONTHS, PLEASE ENTER "0.")
- a. Attorney in a corporation counsel's office. 12-13/99
 - b. Attorney in a prosecutor office 14-15/99
 - c. Attorney in a criminal defense office 16-17/99
 - d. Attorney in a Legal Services office
(i.e., civil law) 18-19/99
 - e. Other criminal justice area (e.g.,
parole agency, police, etc.). 20-21/99
 - f. Private law practice only 22-23/99
 - g. Other legal occupation (please specify). 24-25/99

Thank you for your cooperation. Any comments you care to make
concerning the topics covered in this questionnaire would be most
appreciated.

DEFENDER OFFICE FACT SHEET

Personnel Information

60. What was this office's employment in each of the following
categories on June 30, 1975?

NOTE: COUNT EMPLOYEES WORKING 35 HOURS OR MORE PER WEEK AS FULL-
TIME, AND EMPLOYEES WORKING LESS THAN 35 HOURS A WEEK AS PART-TIME.

	Full- Time	Part- Time	
a. TOTAL EMPLOYMENT.			26-28 29-31/9s 32-34
b. Chief and assistant chief defender(s)			35-37/9s
c. Assistant defenders			38-40 41-43/9s 44-46
d. Investigators (on your payroll)			47-49/9s 50-52
e. Investigators (detailed to your office)			53-55/9s 56-57
f. Paralegals (excluding law students)			58-59/99
g. Rehabilitative services staff (excluding secretarial personnel).			60-61 62-63/99 64-65
h. Secretaries/typists/stenographers			66-67/99 68-69
i. All other personnel (please specify:)			70-71/99

IF YOUR OFFICE EMPLOYS ASSISTANT DEFENDERS, PLEASE ANSWER
Q. 61-66. OTHERWISE, PLEASE SKIP TO Q. 67.

61. On the average, how many hours per week do your part-time
assistant defenders work (as defenders)? Please enter
"0" if you have no part-time assistant defenders.)

Hours/week. 10-11/99

62. How many assistant defenders voluntarily resigned from your
office during the 12-month period from June 30, 1973 to
June 30, 1974?

12-13/99

63. How many assistant defenders did you hire during the
12-month period from June 30, 1973 to June 30, 1974?

14-15/99

64. How many assistant defenders were employed by your
office on June 30, 1973?

16-17/99

65. How many assistant defenders were employed by your
office on June 30, 1974?

18-19/99

66. What are the minimum and maximum annual salaries for
assistant defenders at your office?

a. Minimum. . . . \$ 20-24/9s

b. Maximum. . . . \$ 25-29/9s

67. Does your office utilize law students?

No 1

Yes. . . . 2

30/3

IF YOU ANSWERED "YES" TO Q. 67, PLEASE ANSWER Q. 68 AND 69.
OTHERWISE, PLEASE SKIP TO Q. 70.

68. How many law students usually work at your office?

a. Number of law students connected with clinical
law program (i.e., legal interns)

31-32/99

b. Number of law students NOT connected with
clinical law program.

33-34/99

69. Which of the following tasks are law students at your
office permitted to perform? (Please circle all that
apply.)

a. Screening 1 35/2

b. Client interviewing 1 36/2

c. Case investigation. 1 37/2

d. Preparation of briefs 1 38/2

e. Legal research, abstracting, and so on. 1 39/2

f. Representation of misdemeanor clients,
under supervision 1 40/2

g. Representation of felony clients, under
supervision 1 41/2

h. Other (please specify:) 1 42/2

Caseload Information

70. Approximately what proportion of your felony defendants during the last fiscal year were processed through plea/sentence negotiation? (Please exclude defendants who pled guilty without negotiations, and give your answer in percentage form.) % 43-44/99
71. Approximately what proportion of your misdemeanor defendants during the last fiscal year were processed through plea/sentence negotiation? (Please exclude defendants who pled guilty without negotiations, and give your answer in percentage form.) % 45-46/99
72. Approximately what proportion of all indigent cases in your jurisdiction were represented by your office (rather than by assigned counsel) during the last complete fiscal year? (Please give your answer in percentage form.) % 47-48/99
73. Approximately what proportion of your office caseload during the last complete fiscal year was contracted to a specialist private attorney (excluding assigned counsel)? (Please give your answer in percentage form.) % 49-50/99
74. Approximately what number of cases in each of the following categories were defended by your office during the last complete fiscal year?
- a. TOTAL CASES. 51-56/9s
 - b. Number of felony cases 57-62/9s
 - c. Number of non-traffic misdemeanor cases. 63-68/9s
 - d. Number of juvenile ~~court~~ cases 69-74/9s

79-80/06

75. Approximately what number of cases defended by your office during the last complete fiscal year resulted in each of the following dispositions?

NUMBER OF CASES:

- a. Diverted before trial (deferred prosecution) 10-14/9s
- b. Dismissed before trial 15-19/9s
- c. Negotiated guilty plea 20-24/9s
- d. Non-negotiated guilty plea 25-29/9s
- e. Bench trials or hearings 30-34/9s
- f. Jury trials. 35-39/9s
- g. Continued. 40-44/9s
- h. Other (please specify:). 45-49/9s

76. Approximately what number of appellate cases did your office work on during the last complete fiscal year? 50-54/9s

Office Information

77. Please indicate which description best fits your office:

- Office is part of a state public defender system. 1
- Office is local or county-based 2
- Attorney(s) under government contract to provide defense for indigents 3
- Private attorney(s) affiliated with a law school program 4
- Legal Aid Society (Criminal Division) 5
- Other (please specify:) 6

55/7

78. In what year was your particular defender office established? . . 19__

56-57/99

79. Please list the counties served by your office:

58-59/99

79-80/07

80. Please indicate which, if any, types of assistance your office receives from the following sources. (Please circle as many numbers as needed to describe each source's assistance to your office.)

BEGIN
CARD 08

Type of Assistance						
Administrative	Planning	Legal Research/ Legal Advice	Appeals	Training	Other	NONE

- | | | | | | | | | |
|--|---|---|---|---|---|---|---|------|
| a. National Legal Aid and Defenders Association (NLADA) | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 10/8 |
| b. State Defender Office. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 11/8 |
| c. National Legal Research Centers (e.g., OEO back-up centers) | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 12/8 |
| d. National College of Criminal Defense Lawyers and Public Defenders | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 13/8 |
| e. State Bar Association. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 14/8 |
| f. State Judicial Conference or Courts. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 15/8 |
| g. Accredited law schools | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 16/8 |
| h. State Planning Agency. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 17/8 |
| i. State Court Administrator's Office | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 18/8 |
| j. State Attorney General | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 19/8 |
| k. Other source (please specify:) | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 20/8 |

Expenditures

NOTE: IF PRECISE FIGURES ARE NOT AVAILABLE,
PLEASE GIVE YOUR BEST ESTIMATE.

81. Total annual office expenditures for the last complete
fiscal year \$ _____ 21-28/9s
82. Annual payroll expenditures for the last complete
fiscal year (salaries and fringe benefits) \$ _____ 29-36/9s
83. Annual operating expenditures for training for the
last complete fiscal year (excluding salary of trainees) . . \$ _____ 37-42/9s
- 79-80/08



NATIONAL MANPOWER SURVEY - CRIMINAL JUSTICE SYSTEM

BUREAU OF SOCIAL SCIENCE RESEARCH, INC.

**1990 M Street, N. W.
Washington, D. C. 20036**

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FILE



NATIONAL MANPOWER SURVEY - CRIMINAL JUSTICE SYSTEM
BUREAU OF SOCIAL SCIENCE RESEARCH, INC. • 1990 M STREET, N. W. • WASHINGTON, D. C. 20036

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Dear Warden or Superintendent:

As Richard E. Velde, Administrator of the L.E.A.A., explained in his recent letter to you, we are seeking your professional judgment concerning correctional manpower, training, and education issues. The enclosed questionnaire has been designed as part of a nationwide survey of the criminal justice system, and will provide information required by the Congress under the Crime Control Act of 1973.

It is crucial to obtain your judgments concerning the personnel and training needs of your office. Your assessments will become important to the making of valid decisions about future allocations of assistance among the various sectors of the criminal justice system.

The major portion of the questionnaire deals with policy issues and assessments of manpower, training and education trends in your facility. It is essential to the success of the study that you personally complete these questions. However, to save your time, you may wish to have another department official complete the final section, the "Facility Fact Sheet," for you.

All but a few questions can be answered by circling or writing in a number. Your comments are most welcome and space has been provided for them at the end of the section you are being asked to complete personally. The results of this study will be presented only as statistical summaries and anonymous comments. No warden or facility will ever be identified. The mailing label on the completed questionnaire is for record control purposes only and will be removed by my staff upon receipt. The numbers appearing in the right hand margins are simply keypunching instructions and should be ignored.

Please take the time to complete and return this questionnaire within the next five days. No postage or envelope is required. Simply fold over the back cover, moisten the gummed edge, seal and deposit it in the mail. If you have any questions about this questionnaire or about the study, please contact Ms. Carol Kalish or me at (202) 223-4308.

Sincerely,

James M. Kretz
James M. Kretz
Director
Survey Operations Division

JMK:eml

OMB No.: 043-S75032
Approval Expires: July 31, 1976

LEAA No.: 3600-7

BSSR No.: 46716

1-5

6-9

NOTE: Throughout this questionnaire, the term "correctional officer" has been used to designate both custody and security personnel.

Manpower Issues

1. How serious do you think each of the following manpower problems is in your institution or facility? Please rank them, using "1" for the most serious problem, "2" for the next most serious, and so on.

RANK

- | | |
|--|------|
| a. Inadequate number of authorized positions | 10/7 |
| b. Inability to achieve or maintain authorized strength. | 11/7 |
| c. High (excessive) turnover | 12/7 |
| d. Inadequate training of personnel. | 13/7 |
| e. Inadequate representation of minorities or women on force | 14/7 |
| f. Other (please specify:) | 15/7 |

2. What do you feel is the major factor contributing to the manpower problem you ranked "most serious" (i.e., ranked "1") in Q. 1?

- | | | |
|---|---|------|
| General lack of qualified applicants. | 1 | 16/8 |
| Lack of qualified minority or female applicants | 2 | |
| Inadequate levels of compensation | 3 | |
| Insufficient funds for training | 4 | |
| General budgetary problems. | 5 | |
| Limited opportunities for advancement | 6 | |
| Other (please specify:) | 7 | |

3. Does your facility currently have a critical manpower shortage in any of the following personnel categories? (Please circle all that apply.)

a. Basic correctional officers (guards and other first-line custody or security personnel)	1	17/2
b. Supervisory correctional officers (first-line supervisors of guard, other custody, or security force)	1	18/2
c. Middle management (correctional or guard force members above first-line supervisors, but below assistant or deputy administrator)	1	19/2
d. Correctional administrator and deputy or assistant administrator(s)	1	20/2
e. Psychiatrists	1	21/2
f. Medical doctors	1	22/2
g. Nurses	1	23/2
h. Psychologists	1	24/2
i. Social workers	1	25/2
j. Other counselors	1	26
k. Case aides	1	27/2
l. Vocational teachers	1	28/2
m. Academic teachers	1	29/2
n. Physical facilities maintenance personnel	1	30/2
o. Food service personnel	1	31/2
p. Secretaries/typists/stenographers	1	32/2
q. Other (please specify:)	1	33/2
r. NO CRITICAL SHORTAGES IN ANY OF THE ABOVE CATEGORIES	1	34/2

4. During the three years before the current recession (i.e., the years 1971-1974), how serious a problem were voluntary resignations among the following categories of personnel?

	Critical Problem	Serious Problem	Moderate Problem	Slight Problem	No Problem at All	Does Not Apply	
a. Correctional officers (basic and supervisory)	1	2	3	4	5	6	35/7
b. Educational personnel	1	2	3	4	5	6	36/7
c. Treatment personnel	1	2	3	4	5	6	37/7
d. Medical personnel	1	2	3	4	5	6	38/7

5. During the three years before the current recession (i.e., the years 1971-1974), did your institution have an adequate supply of qualified applicants in the following personnel categories?

	No	Yes	Does Not Apply	
a. Correctional officers (basic position only)	1	2	3	39/4
b. Educational personnel	1	2	3	40/4
c. Treatment personnel	1	2	3	41/4
d. Medical personnel	1	2	3	42/4

6. What was this facility's employment in each of the following categories on June 30, 1975?

a. Number of correctional officers (basic and supervisory)	43-46/9
b. Number of treatment personnel (psychiatrists, social workers, counselors)	47-49/9
c. Number of educational personnel (vocational, academic)	50-52/9
d. Number of medical personnel (doctors and nurses)	53-55/9
e. All other personnel (including clerical, food service, maintenance personnel, and so on)	56-58/9

7. In your judgment, how many employees in each of the following categories would you need to fulfill effectively all the duties and responsibilities with which you are charged in administering your facility?

- | | | |
|--|-------|--------------|
| a. Total number of correctional officers (basic and supervisory) | _____ | 59-62/9s |
| b. Total number of treatment personnel (psychiatrists, social workers, counselors) | _____ | 63-65/9s |
| c. Total number of educational personnel (vocational, academic) | _____ | 66-68/9s |
| d. Total number of medical personnel (doctors and nurses) | _____ | 69-71/9s |
| e. Total number of other personnel (including clerical, food service, maintenance personnel and so on) | _____ | 72-74/9s |
| | | 79-80/01 |
| | | BEGIN CARD 2 |
| 8. How many employees do you actually expect to have on the payroll by June 30, 1976? | | |
| a. Number of correctional personnel (basic and supervisory) | _____ | 10-13/9s |
| b. Number of treatment personnel (psychiatrists, social workers, counselors) | _____ | 14-16/9s |
| c. Number of educational personnel (vocational, academic) | _____ | 17-19/9s |
| d. Number of medical personnel (doctors and nurses) | _____ | 20-22/9s |
| e. All other personnel (including clerical, food service, maintenance personnel and so on) | _____ | 23-25/9s |

Entry Level Standards

IF YOUR FACILITY IS A NON-SECURED FACILITY, PLEASE SKIP TO Q. 13.
IF YOUR FACILITY IS A SECURED FACILITY, PLEASE CONTINUE.

9. Based upon your experience as an administrator, what do you think is the minimum education a correctional officer should have prior to joining your correctional force?

- | | | |
|---|---|------|
| Less than high school diploma | 1 | 26/7 |
| High school diploma | 2 | |
| 1 year of college | 3 | |
| 2 or 3 years of college | 4 | |
| Bachelor's degree | 5 | |
| Education requirement not relevant to the job | 6 | |

10. What is the minimum education now required of new correctional officers at your facility?

- | | | |
|---|---|------|
| No minimum required | 1 | 27/8 |
| Less than high school diploma | 2 | |
| High school diploma | 3 | |
| 1 year of college | 4 | |
| 2 or 3 years of college | 5 | |
| Bachelor's degree | 6 | |
| Other (please specify:) | 7 | |

11. What is the probability that a higher minimum education standard will be adopted at your facility within the next two years?

- | | | |
|---|---|------|
| Will almost certainly be adopted | 1 | 28/5 |
| Will probably be adopted | 2 | |
| Will probably <u>NOT</u> be adopted | 3 | |
| Will almost certainly <u>NOT</u> be adopted | 4 | |

12. Physical entry standards have been challenged on the grounds that they discriminate against women and minority groups. Have you had to deal with this issue? If so, have the standards at your facility been affected?

NO, the issue has not come up 1

29/6

YES, the issue has come up,

but it has not yet been resolved 2

and the physical entry standards have been revised 3

but the physical entry standards have NOT been revised 4

OTHER (Please specify:) 5

Formal Entry Level Training

13. How many hours of formal (i.e., other than on-the-job) basic orientation/training are usually provided to new treatment and educational employees? (IF YOU HAVE NO FORMAL ORIENTATION COURSE, PLEASE ENTER "0.")

Hours: _____ 30-33/9s

IF YOUR FACILITY IS A NON-SECURED FACILITY, PLEASE SKIP TO Q. 42.
IF YOUR FACILITY IS A SECURED FACILITY, PLEASE CONTINUE.

14. How many hours of formal (i.e., other than on-the-job) entry level training do you provide for your new correctional officers? (IF YOU HAVE NO FORMAL TRAINING FOR CORRECTIONAL OFFICERS, PLEASE ENTER "0.")

Hours: _____ 34-37/9s

IF YOU ENTERED "0" IN Q. 14, PLEASE ANSWER Q. 15. OTHERWISE, PLEASE SKIP TO Q. 16.

15. Do you expect to begin providing any formal entry level training for your new correctional officers within the next two years?

Yes, definitely 1

Yes, probably 2

Probably not 3

Definitely not 4

Don't know 5

38/6

IF YOU ANSWERED Q. 15,
PLEASE SKIP TO Q. 22.

16. Is formal entry level training provided to every new correctional officer?

Yes 1

No, not provided to new correctional officers with prior corrections experience 2

No, other (please explain:) 3

39/

17. Where do your new correctional officers take their formal entry level training? (Please circle all that apply.)

a. Within the facility 1 40/

b. At another correctional facility 1 41/

c. At a local educational institution 1 42/

d. At a regional training facility 1 43/

e. At a state training facility 1 44/

f. Other (please specify:) 1 45/

18. Where will your new correctional officers probably take their formal entry level training two years from now? (Please circle all that apply.)

- | | | |
|---|---|------|
| a. Within the facility | 1 | 46/2 |
| b. At another correctional facility | 1 | 47/2 |
| c. At a local educational institution | 1 | 48/2 |
| d. At a regional training facility | 1 | 49/2 |
| e. At a state training facility | 1 | 50/2 |
| f. Other (please specify:) | 1 | 51/2 |

19. Has the length of formal entry level training provided for your new correctional officers changed in the past five years?

- | | | |
|---------------------------------|---|------|
| No, length unchanged | 1 | |
| Yes, length increased | 2 | |
| Yes, length decreased | 3 | 52/4 |

20. Do you expect that the length of formal entry level training provided for your new correctional officers will be changed during the next two years?

- | | | |
|--|---|------|
| No, no change expected | 1 | |
| Yes, length expected to increase | 2 | |
| Yes, length expected to decrease | 3 | |
| Don't know | 4 | 53/5 |

21. Which of the following areas are covered in the formal entry level training provided to your new correctional officers? (Please circle all that apply.)

- | | | |
|---|---|------|
| a. Departmental policies and procedures | 1 | 54/2 |
| b. Report writing and preparation | 1 | 55/2 |
| c. Correctional law | 1 | 56/2 |
| d. Principles of corrections | 1 | 57/2 |
| e. Security and weapons training | 1 | 58/2 |
| f. Supervision of prisoners | 1 | 59/2 |
| g. Control and prevention of escapes and disturbances | 1 | 60/2 |
| h. Physical training and self defense | 1 | 61/2 |
| i. First aid and emergency medical treatment | 1 | 62/2 |
| j. Counseling techniques | 1 | 63/2 |
| k. Vocational counseling | 1 | 64/2 |
| l. Race relations | 1 | 65/2 |
| m. Alcohol or drug treatment programs | 1 | 66/2 |
| n. Other (please specify:) | 1 | 67/2 |

22. How much emphasis in formal entry level training do you think each of the following areas should receive?

	Strong Emphasis	Moderate Emphasis	Little Emphasis	
a. Departmental policies and procedures	1	2	3	10/4
b. Report writing and preparation	1	2	3	11/4
c. Correctional law	1	2	3	12/4
d. Principles of corrections	1	2	3	13/4
e. Security and weapons training	1	2	3	14/4
f. Supervision of prisoners	1	2	3	15/4
g. Control and prevention of escapes and disturbances	1	2	3	16/4
h. Physical training and self defense	1	2	3	17/4
i. First aid and emergency medical treatment	1	2	3	18/4
j. Counseling techniques	1	2	3	19/4
k. Vocational counseling	1	2	3	20/4
l. Race relations	1	2	3	21/4
m. Alcohol or drug treatment programs	1	2	3	22/4
n. Other (please specify:)	1	2	3	23/4

Formal In-Service Training

23. Is formal in-service training other than roll-call training provided to your experienced correctional officers?

No 1
Yes 2 24/3

IF YOU ANSWERED "YES" TO Q. 23, PLEASE ANSWER Q. 24-27. OTHERWISE, PLEASE SKIP TO Q. 28.

24. Approximately how many of your experienced correctional officers attended formal in-service training during the last fiscal year?

Number: _____ 25-28/9

25. For those experienced correctional officers who attended formal in-service training during the last fiscal year, approximately what was the average length of training in hours?

Average hours: _____ 29-32/9

26. Where do your experienced correctional officers take their formal in-service training? (Please circle all that apply.)

a. Within the facility	1	33/2
b. At another correctional facility	1	34/2
c. At a local educational institution	1	35/2
d. At a regional training facility	1	36/2
e. At a state training facility	1	37/2
f. Other (please specify:)	1	38/2

27. Which of the following areas are covered in formal in-service training? (Please circle all that apply.)

a. Departmental policies and procedures	1	39/2
b. Report writing and preparation	1	40/2
c. Correctional law	1	41/2
d. Principles of corrections	1	42/2
e. Security and weapons training	1	43/2
f. Supervision of prisoners	1	44/2
g. Control and prevention of disturbances and escapes	1	45/2
h. Physical training and self defense	1	46/2
i. First aid and emergency medical treatment	1	47/2
j. Counseling techniques	1	48/2
k. Vocational counseling	1	49/2
l. Race relations	1	50/2
m. Alcohol or drug treatment programs	1	51/2
n. Other (please specify:)	1	52/2

28. How much emphasis in formal in-service training do you think each of the following areas should receive?

	Strong Emphasis	Moderate Emphasis	Little Emphasis	
a. Departmental policies and procedures	1	2	3	53/4
b. Report writing and preparation	1	2	3	54/4
c. Correctional law	1	2	3	55/4
d. Principles of corrections	1	2	3	56/4
e. Security and weapons training	1	2	3	57/4
f. Supervision of prisoners	1	2	3	58/4
g. Control and prevention of escapes and disturbances.	1	2	3	59/4
h. Physical training and self defense	1	2	3	60/4
i. First aid and emergency medical treatment	1	2	3	61/4
j. Counseling techniques	1	2	3	62/4
k. Vocational counseling	1	2	3	63/4
l. Race relations	1	2	3	64/4
m. Alcohol or drug treatment programs	1	2	3	65/4
n. Other (please specify:)	1	2	3	66/4

29. Within the next two years, do you expect a change in the formal in-service training provided for your experienced correctional officers?

Will begin in-service training	1	
Will increase it	2	
Will leave it unchanged	3	
Will decrease it	4	
Will terminate in-service training	5	
In-service training is not now provided nor will it be begun	6	
Other (please specify:)	7	67/8

IF NEITHER FORMAL ENTRY LEVEL NOR FORMAL IN-SERVICE TRAINING IS PROVIDED TO YOUR CORRECTIONAL OFFICERS, PLEASE SKIP TO Q. 32. OTHERWISE, PLEASE CONTINUE.

30. In your opinion, to what extent is each of the following factors a limitation on the overall effectiveness of training for your facility?

	Serious Limitation	Moderate Limitation	Not a Limitation	
a. Workload frequently prevents release of correctional officers for training	1	2	3	68/4
b. Workload frequently prevents release of senior staff to provide training	1	2	3	69/4
c. Inadequate training budget	1	2	3	70/4
d. Necessary training resources are not available locally	1	2	3	71/4
e. Other (please specify:)	1	2	3	72/4

31. On the whole, how satisfied are you with all aspects of training for your facility?

Extremely satisfied	1	
Very satisfied	2	
Satisfied	3	
Dissatisfied	4	
Very dissatisfied	5	
Extremely dissatisfied	6	73/7

Continuing Academic Education

32. In your judgment, should your institution encourage correctional officers to pursue a college degree program once they have begun their correctional careers?

Should <u>strongly</u> encourage	1	
Should encourage	2	
Should discourage	3	
Is not a matter for the institution to take a stand on	4	74/5

CONTINUED

3 OF 5

33. Please rank the following five policies in order of how effective you think they would be in encouraging correctional officers to continue their academic education.

	<u>RANK</u>	
a. Adjusting schedules to facilitate class attendance	_____	10/6
b. Allowing time off to attend class	_____	11/6
c. Subsidies for books and tuition	_____	12/6
d. Increased pay based upon accumulated college credits or academic degree(s)	_____	13/6
e. Using academic education as part of the basis for promotions	_____	14/6

34. Which, if any, of the following policies has your institution or facility ever adopted?

	<u>Adopted and Continued</u>	<u>Adopted But Later Terminated</u>	<u>Never Adopted</u>	
a. Adjusting schedules to facilitate class attendance	1	2	3	15/4
b. Allowing time off to attend class	1	2	3	16/4
c. Subsidies for books and tuition	1	2	3	17/4
d. Increased pay based upon accumulated college credits or academic degree(s)	1	2	3	18/4
e. Using academic education as part of the basis for promotions	1	2	3	19/4

Promotion Policies

35. In your opinion, what is the minimum academic education that should be required of correctional officers prior to promotion to the first supervisory level?

No minimum requirement	1	
Some high school	2	
High school diploma	3	
1 year of college	4	
2 or 3 years of college	5	
Bachelor's degree	6	
Other (please specify:)	7	20/8

36. In your judgment, should correctional officers be required to take a special course in supervisory techniques either prior to being considered for their first promotion or immediately following their first promotion to a supervisory level?

No, should not be required	1	
Yes, should be required prior to being considered for promotion	2	
Yes, should be required immediately following promotion	3	21/

37. Do you currently require that a special course for supervisors be completed?

No	1	
Yes, prior to being considered for promotion	2	
Yes, immediately following promotion	3	22/

Operations and Manpower Requirements

38. Based upon your experience in corrections, would you support or oppose the training of correctional officers for inmate counseling?

Would strongly support	1	
Would support	2	
Would neither support nor oppose	3	
Would oppose	4	
Would strongly oppose	5	23/

39. Do you currently assign major counseling responsibilities to correctional officers?

Yes, most correctional officers	1	
Yes, to selected correctional officers	2	
No, to none	3	24/

IF YOU ASSIGN MAJOR COUNSELING RESPONSIBILITIES TO ANY CORRECTIONAL OFFICERS, PLEASE ANSWER Q. 40. OTHERWISE, PLEASE SKIP TO Q. 42.

40. Do your correctional officers receive training for their counseling duties? (Please circle all that apply.)

- | | | |
|--|---|------|
| a. No, no specialized training is required for correctional officers serving as counselors | 1 | 25/2 |
| b. Yes, part of basic entry level training | 1 | 26/2 |
| c. Yes, special in-service training course | 1 | 27/2 |
| d. Yes, officers are encouraged to enroll in college programs | 1 | 28/2 |
| e. Yes, special course at a regional or state training facility | 1 | 29/2 |
| f. Other (please specify:) | 1 | 30/2 |

IF YOU ANSWERED "YES" TO Q. 40, PLEASE ANSWER Q. 41. OTHERWISE, PLEASE SKIP TO Q. 42.

41. Approximately what percentage of your total number of correctional officers have received specialized training in counseling techniques? % 31-32/99

42. Which of the following do you utilize as counselors? (Please circle all that apply.)

- | | | |
|---|---|------|
| a. Psychiatrists | 1 | 33/2 |
| b. Psychologists | 1 | 34/2 |
| c. Social workers | 1 | 35/2 |
| d. Case aides or lay counselors | 1 | 36/2 |
| e. Vocational teachers | 1 | 37/2 |
| f. Academic teachers | 1 | 38/2 |
| g. Ex-offenders | 1 | 39/2 |
| h. Volunteers | 1 | 40/2 |
| i. Others (please specify:) | 1 | 41/2 |

43. Correctional facilities' functions vary from jurisdiction to jurisdiction. For each of the following activities, please indicate whether it is performed at your facility, and how you expect it to change in terms of manpower requirements within the next two years. (For each activity, please circle the number which best indicates your expectations.)

	Activity Is Performed and Manpower Will:			Activity Is NOT Performed,		
	Increase	Stay about the same	Decrease	and probably will NOT be added during the next 2 years	but probably WILL be added during the next 2 years	
a. Inmate custody	1	2	3	4	5	42/
b. Inmate classification and evaluation	1	2	3	4	5	43/
c. Medical services	1	2	3	4	5	44/
d. Institutional industries programs	1	2	3	4	5	45/
e. Vocational education	1	2	3	4	5	46/
f. Academic teaching programs	1	2	3	4	5	47/
g. Recreational programs	1	2	3	4	5	48/
h. Alcohol or drug treatment programs	1	2	3	4	5	49/
i. Psychological counseling	1	2	3	4	5	50/
j. Pre-release counseling	1	2	3	4	5	51/
k. Family counseling	1	2	3	4	5	52/
l. Job counseling and job placement	1	2	3	4	5	53/
m. Work release programs	1	2	3	4	5	54/
n. Study release programs	1	2	3	4	5	55/
o. Administration of community-based facilities or halfway houses	1	2	3	4	5	56/
p. Administrative services	1	2	3	4	5	57/
q. Other (please specify:)	1	2	3	4	5	58/

44. Do you employ ex-offenders at your facility?

- Yes 1
- No, due to legal constraints 2
- No, due to departmental policy 3
- No, for other reasons (please specify:) 4

59/5

IF YOU ANSWERED "YES" TO Q. 44, PLEASE ANSWER Q. 45. OTHERWISE, PLEASE SKIP TO Q. 46.

45. How many ex-offenders do you currently employ?

Number: _____ 60-63/9s

46. Within the next two years, do you expect to change your employment practices regarding ex-offenders?

- No, no change expected 1
- Yes, will begin hiring ex-offenders 2
- Yes, will increase hiring of ex-offenders . . . 3
- Yes, will decrease hiring of ex-offenders . . . 4

64/5

Work and Study Release Programs

47. During the past five years has any type of work release program been started at your facility?

(The term "work release" refers to any program in which offenders are permitted to leave the correctional facility to work at some form of gainful employment, and return to the facility after work.)

YES, a work release program:

- Was started as a pilot project, but was subsequently terminated 1
- Was started as a pilot project and is still in operation . . . 2
- Was started as a regular program, but was subsequently terminated 3
- Was started as a regular program and is still in operation . . 4

NO, a work release program:

- Has NOT been adopted, but we plan to start one within the next two years 5
- Has NOT been adopted, but we plan to start a pilot project, within the next two years 6
- Has NOT been adopted, and we are NOT planning to start any within the next two years 7

65/8

IF YOU CURRENTLY RUN A WORK RELEASE PROGRAM, PLEASE ANSWER Q. 48. OTHERWISE, PLEASE SKIP TO Q. 49.

48. Has the adoption of a work release program changed your manpower requirements, either in number of personnel or in types of skills required?

YES, manpower requirements changed:

- More personnel were required, with different types of skills 1
- More personnel were required, but with the same types of skills 2
- Only a change in the types of skills was required 3
- Fewer personnel were required 4

NO, neither numbers of personnel nor the types of skills required were changed 5

66/6

49. During the past five years, has any type of study release program been started at your facility?

(The term "study release" refers to any program in which offenders are permitted to leave the correctional facility during the day to attend school, and return to the facility after school.)

YES, a study release program:

- Was started as a pilot project, but was subsequently terminated 1
- Was started as a pilot project, and is still in operation . . 2
- Was started as a regular program, but was subsequently terminated 3
- Was started as a regular program, and is still in operation. . 4

NO, a study release program:

- Has NOT been adopted, but we plan to start one within the next two years 5
- Has NOT been adopted, but we plan to start a pilot project within the next two years 6
- Has NOT been adopted, and we are NOT planning to start any within the next two years 7

IF YOU CURRENTLY RUN A STUDY RELEASE PROGRAM, PLEASE ANSWER Q. 50. OTHERWISE, PLEASE SKIP TO Q. 51.

50. Has the adoption of a study release program changed your manpower requirements, either in number of personnel or in types of skills required?

YES, manpower requirements changed:

- More personnel were required, with different types of skills 1
- More personnel were required, but with the same types of skills 2
- Only a change in the types of skills was required 3
- Fewer personnel were required 4

NO, neither numbers of personnel nor the types of skills required were changed 5

67/8

68/6

79-80/04

Warden or Superintendent's Position and Background

51. Every warden or superintendent has particular duties and responsibilities which confront him with especially difficult decisions and problems. Based on your personal experience, please select the three areas in which such decisions and problems most often come up, and rank them, starting with "1" for the area in which they come up most often.

Rank Three
Choices Only

- a. Managing the day-to-day operations of the facility, such as custody and treatment activities 10-11/12
- b. Budget and fiscal management (preparing budgets, estimating costs, day-to-day fiscal decisions, budget hearings and so on) 12-13/12
- c. Personnel management (discipline, employee and personnel matters, union bargaining) 14-15/12
- d. Planning and evaluation (setting goals and reviewing agency performance against objectives) 16-17/12
- e. Dealing with other criminal justice agencies (judges, prosecutors, defenders, sheriffs, probation and parole officers, police, and so on) 18-19/12
- f. Dealing with inmate organizations (inmate councils, associations, and internal activist groups) 20-21/12
- g. Dealing with inmates' families 22-23/12
- h. Dealing with the news media (giving information, press conferences, and answering questions for newspapers, radio, and television) 24-25/12
- i. Dealing with senior officials at the state and local level 26-27/12
- j. Dealing with outside activist groups 28-29/12
- k. Other duties and responsibilities (please specify): . . 30/9

52. Based upon your experience, what kinds of special courses, workshops, training sessions, or seminars would you recommend as especially useful for your successors to take? (Please circle all that apply.)

a. Correctional administration	1	31/2
b. Facility management	1	32/2
c. Classification/reclassification policies	1	33/2
d. Personnel management	1	34/2
e. Labor relations and collective bargaining	1	35/2
f. Budget management/planning and evaluation	1	36/2
g. Vocational education program management	1	37/2
h. Drug abuse/alcohol abuse program management	1	38/2
i. Juvenile services	1	39/2
j. Criminal law/correctional law	1	40/2
k. Applied criminology and criminalistics	1	41/2
l. Personal/family counseling	1	42/2
m. Prevention and control of escapes and disturbances	1	43/2
n. Hostage negotiation	1	44/2
o. Community resource development	1	45/2
p. Race/ethnic relations	1	46/2
q. The use of women in security and custody positions	1	47/2
r. Other (please specify:)	1	48/2
<hr/>		
s. NONE	1	49/2

53. In which of the following areas have you had special courses, workshops, training sessions or seminars? (Please circle all that apply.)

a. Correctional administration	1	50/2
b. Facility management	1	51/2
c. Classification/reclassification policies	1	52/2
d. Personnel management	1	53/2
e. Labor relations and collective bargaining	1	54/2
f. Budget management/planning and evaluation	1	55/2
g. Vocational education program management	1	56/2
h. Drug abuse/alcohol abuse program management	1	57/2
i. Juvenile services	1	58/2
j. Criminal law/correctional law	1	59/2
k. Applied criminology and criminalistics	1	60/2
l. Personal/family counseling	1	61/2
m. Prevention and control of escapes and disturbances	1	62/2
n. Hostage negotiation	1	63/2
o. Community resource development	1	64/2
p. Race/ethnic relations	1	65/2
q. The use of women in security and custody positions	1	66/2
r. Other (please specify:)	1	67/2
<hr/>		
s. NONE	1	68/2

54. How important do you think each of the following are as goals for your institution or facility? Please rank them, using "1" for the most important, "2" for the next most important, and so on.

	RANK	
a. Vocational training	_____	69/8
b. Rehabilitation of offenders	_____	70/8
c. Inmate maintenance (adequate housing, food, medical care)	_____	71/8
d. A low level of conflict in the facility	_____	72/8
e. Job placement of released offenders	_____	73/8
f. Effective counseling of inmates	_____	74/8
g. Other (please specify:)	_____	75/8

55. How much improvement in crime control and the administration of justice do you think could be achieved through changes in staffing, organization, and policies of correctional facilities/institutions in general (local, county, and state)?

A great deal of improvement	1	
Some improvement	2	
Little or no improvement	3	76/4

56. What do you consider to be the major obstacle to the proper administration of justice in your jurisdiction?

☐ ☐ 77-78/99

79-80/99

Background

57. Please record your:

a. Age:	_____	10-11/99
b. Sex: (please circle)	M F	12/3
c. Color or race:		
White	1	
Black	2	
Other (please specify:)	3	13/4

58. How were you selected for your current position? (Please circle all that apply to you.)

a. Competitive examination	1	14/2
b. Exempt or political appointment	1	15/2
c. Other (please specify:)	1	16/2

59. Did you advance to your current position from within your state correctional system, or were you recruited from outside?

Promoted from within	1	
Recruited from outside	2	17/3

IF YOU WERE RECRUITED FOR YOUR CURRENT POSITION FROM OUTSIDE, PLEASE ANSWER Q. 60. OTHERWISE, PLEASE SKIP TO Q. 61.

60. What kind of organization did you leave to accept your current position?

Adult facility	1	
Juvenile facility	2	
Law enforcement agency	3	
Probation/parole agency	4	
Other (please specify:)	5	18/6

61. In which of the following areas have you ever worked? (Please circle all that apply.)

- | | | |
|--|---|------|
| a. Prosecutor's office | 1 | 19/2 |
| b. Criminal defense office | 1 | 20/2 |
| c. Probation agency | 1 | 21/2 |
| d. Parole agency | 1 | 22/2 |
| e. Community-based correctional facility | 1 | 23/2 |
| f. Law enforcement agency | 1 | 24/2 |
| g. Military police | 1 | 25/2 |
| h. NONE OF THE ABOVE | 1 | 26/2 |

62. Which of the following positions have you ever held? (Please circle all that apply.)

- | | | |
|--|---|------|
| a. Correctional officer | 1 | 27/2 |
| b. Correctional facility treatment or educational worker | 1 | 28/2 |
| c. Assistant or deputy correctional administrator for custody | 1 | 29/2 |
| d. Assistant or deputy correctional administrator for treatment | 1 | 30/2 |
| e. Correctional warden, supervisor, or administrator at another facility | 1 | 31/2 |
| f. None of the above | 1 | 32/2 |

63. In all, how many years have you worked in corrections? 33-34/99

64. How many years have you worked at your present facility? (IF LESS THAN SIX MONTHS, PLEASE ENTER "0.") 35-36/99

65. How many years have you been head of your present facility? (IF LESS THAN SIX MONTHS, PLEASE ENTER "0.") 37-38/99

66. Did you continue your academic schooling after beginning your corrections career?

No	1	
Yes	2	39/3

IF YOU ANSWERED "YES" IN Q. 66, PLEASE ANSWER Q. 67. OTHERWISE, PLEASE SKIP TO Q. 68.

67. Did you receive financial assistance to continue your schooling from any of the following sources? (Please circle all that apply.)

- | | | |
|---|---|------|
| a. Law Enforcement Education Program (L.E.E.P.) | 1 | 40/2 |
| b. G.I. Bill | 1 | 41/2 |
| c. Other federal programs | 1 | 42/2 |
| d. State programs | 1 | 43/2 |
| e. The agency or institution you were employed by | 1 | 44/2 |
| f. Other financial aid | 1 | 45/2 |
| g. NONE | 1 | 46/2 |

68. Please circle the number indicating your current level of academic education.

- | | | |
|--|----|----------|
| Less than high school diploma | 01 | |
| High school graduate | 02 | |
| 1 year of college | 03 | |
| 2 or 3 years of college | 04 | |
| Bachelor's degree | 05 | |
| Some graduate course work | 06 | |
| Master's degree | 07 | |
| Graduate work beyond the Master's degree | 08 | |
| LL.B., J.D. or other law degree | 09 | |
| Ph.D. or other doctorate | 10 | 47-48/11 |

IF YOU HAVE EARNED AT LEAST ONE COLLEGE DEGREE, PLEASE ANSWER Q. 69. OTHERWISE, PLEASE SKIP TO Q. 70.

69. Please record your area of specialization for each college degree you have earned.

- a. A.A.: _____ 49-50/99
- b. B.A. or B.S.: _____ 51-52/99
- c. M.A.: _____ 53-54/99
- d. Ph.D. or Law degree: _____ 55-56/99

70. Please circle the number indicating the extent of your academic education prior to starting your corrections career.

- Less than high school diploma 01
- High school graduate 02
- 1 year of college 03
- 2 or 3 years of college 04
- Bachelor's degree 05
- Some graduate course work 06
- Master's degree 07
- Graduate work beyond the Master's degree . . . 08
- LL.B., J.D. or other law degree 09
- Ph.D. or other doctorate 10

57-58/11

Thank you for your cooperation. Any comments you care to make concerning the topics covered in this questionnaire would be most appreciated.

79-80/06

INSTITUTION/FACILITY FACT SHEET

BEGIN
CARD 7

Personnel Information

71. What was this facility's employment in each of the following categories on June 30, 1975?

NOTE: COUNT EMPLOYEES WORKING 35 HOURS OR MORE PER WEEK AS FULL-TIME, AND EMPLOYEES WORKING LESS THAN 35 HOURS A WEEK AS PART-TIME.

	Full- Time	Part- Time	
a. TOTAL EMPLOYMENT	_____	_____	10-14 15-19/9s
b. Basic correctional officer (guards and other first-line custody or security personnel)	_____	_____	20-24 25-29/9s
c. Supervisory correctional officers (first-line supervisors of guard, other custody, or security force)	_____	_____	30-34 35-39/9s
d. Middle management (correctional or guard force members above first-line supervisors, but below assistant or deputy administrators)	_____	_____	40-42 43-45/9s
e. Correctional administrator and deputy or assistant administrator(s)	_____	_____	46-48 49-51/9s
f. Psychiatrists	_____	_____	52-53 54-55/99
g. Medical doctors	_____	_____	56-58 59-61/9s
h. Nurses	_____	_____	62-64 65-67/9s
i. Psychologists	_____	_____	68-70 71-73/9s
			79-80/07
j. Social workers	_____	_____	10-12 13-15/9s
k. Other counselors	_____	_____	16-18 19-21/9s
l. Case aides	_____	_____	22-24 25-27/9s
m. Vocational teachers	_____	_____	28-30 31-33/9s
n. Academic teachers	_____	_____	34-36 37-39/9s
o. Physical facilities maintenance personnel	_____	_____	40-42 43-45/9s
p. Food service personnel	_____	_____	46-49 50-53/9s
q. Secretaries/typists/stenographers	_____	_____	54-56 57-59/9s
r. All other (please specify:)	_____	_____	60-64 65-69/9s

79-80/08

IF THIS IS A NON-SECURED FACILITY, PLEASE SKIP TO Q. 83.
IF THIS IS A SECURED FACILITY, PLEASE CONTINUE.

72. How many correctional officers voluntarily resigned from your facility during the 12-month period from June 30, 1973 to June 30, 1974? 10-12/9s
73. How many correctional officers did your facility hire during the 12-month period from June 30, 1973 to June 30, 1974? 13-15/9s
74. How many correctional officers were employed at your facility on June 30, 1973? 16-19/9s
75. How many correctional officers were employed at your facility on June 30, 1974? 20-23/9s
76. Do you currently accept lateral entrants (i.e., experienced correctional officers from other correctional systems) directly into supervisory ranks, but below the level of warden or superintendent?
- Yes 1
- No, lateral entrants from other correctional systems are accepted only for the basic line position 2
- No, lateral entrants from other correctional systems are not accepted at all 3 24/4
77. Does this institution/facility participate in collective bargaining with a union which represents your correctional officers?
- No 1
- Yes 2 25/3
78. Are applicants for correctional officer positions required to take a written examination?
- No 1
- Yes, solely as a matter of departmental policy 2
- Yes, required by civil or merit service 3 26/4

79. Does this institution have written job descriptions for basic correctional officers?
- No 1
- Yes 2 27/3
80. Is the position of correctional officer regulated by civil service?
- No 1
- Yes 2 28/3
81. What are the minimum and maximum salaries of the basic correctional officer position?
- a. Minimum: \$ 29-33/9s
- b. Maximum: \$ 34-38/9s
82. How is the length of formal entry level training for correctional officers at your facility determined?
- Determined by State correctional department 1
- Determined by administrator of facility 2
- Other (please specify:) 3 39/4

Workload and Facilities

83. How many inmates or residents was this facility designed to accommodate? 40-43/9s
84. What was the average daily population of this facility during the last fiscal year? 44-48/9s
85. How many inmates or residents were accommodated in this facility on June 30, 1975?
- a. Number of adult inmates 49-53/9s
- b. Number of juvenile residents (IF NONE, PLEASE ENTER "0.") 54-58/9s

86. How many inmates or residents were newly admitted to your facility during the last fiscal year?

Number: 59-63/9s

87. How many inmates or residents were discharged from your facility during the last fiscal year?

Number: 64-68/9s

88. When was your present physical facility built or converted to use as a correctional institution? (WHEN DATES ARE DIFFERENT, PLEASE RECORD BOTH.)

a. Year built: 69-72/9s

b. Year converted: 73-76/9s

89. Sex of inmates/residents:

Male only 1

Female only 2

Both sexes 3

90. Which of the following best describes the extent of security in your facility?

Non-secured 1

Minimum security 2

Medium security 3

Maximum security 4

Other security (please specify:) 5

78/6

79-80/09

91. Which of the following best describes the orientation of your facility?

Reception, classification, diagnostic, hospital, or psychiatric center 1

Conventional prison facility 2

Farm 3

Road camp 4

Forestry camp 5

Community correctional center (i.e., a facility which does not regularly hold inmates 24 hours a day, and inmates are allowed to be in contact with the general public) 6

Other type of facility (please specify:) 7

10/8

Expenditures

NOTE: IF PRECISE FIGURES ARE NOT AVAILABLE, PLEASE GIVE YOUR BEST ESTIMATE.

92. Total annual facility expenditures for the last complete fiscal year \$ 11-18/9s

93. Annual payroll expenditures for the last complete fiscal year (salaries and fringe benefits) \$ 19-26/9s

94. Annual operating expenditures for training for the last complete fiscal year (excluding salary of trainees) . . . \$ 27-34/9s

79-80/10



NATIONAL MANPOWER SURVEY - CRIMINAL JUSTICE SYSTEM

BUREAU OF SOCIAL SCIENCE RESEARCH, INC.

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46717



NATIONAL MANPOWER SURVEY - CRIMINAL JUSTICE SYSTEM
BUREAU OF SOCIAL SCIENCE RESEARCH, INC. • 1990 M STREET, N. W. • WASHINGTON, D. C. 20036

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Dear Sir or Madam:

As Richard E. Velde, Administrator of the L.E.A.A., explained in his recent letter to you, we are seeking your professional judgment concerning juvenile correctional manpower, training, and education issues. The enclosed questionnaire has been designed as part of a nationwide survey of the criminal justice system, and will provide information required by the Congress under the Crime Control Act of 1973.

It is crucial to obtain your judgments concerning the personnel and training needs of your office. Your assessments will become important to the making of valid decisions about future allocations of assistance among the various sectors of the criminal justice system.

The major portion of the questionnaire deals with policy issues and assessments of manpower, training and education trends in your institution or facility. It is essential to the success of the study that you personally complete these questions. However, to save your time, you may wish to have another departmental official complete the final section, the "Institution/Facility Fact Sheet," for you.

All but a few questions can be answered by circling or writing in a number. Your comments are most welcome and space has been provided for them at the end of the section you are being asked to complete personally. The results of this study will be presented only as statistical summaries and anonymous comments. No administrator, institution or facility will ever be identified. The mailing label on the completed questionnaire is for record control purposes only and will be removed by my staff upon receipt. The numbers appearing in the right hand margins are simply keypunching instructions and should be ignored.

Please take the time to complete and return this questionnaire within the next five days. No postage or envelope is required. Simply fold over the back cover, moisten the gummed edge, seal and deposit it in the mail. If you have any questions about this questionnaire or about the study, please contact Ms. Carol Kalish or me at (202) 223-4308.

Sincerely,

James M. Kretz
James M. Kretz
Director
Survey Operations Division

JMK: em1

OMB No.: 043-S75072
Approval Expires: July 31, 1976
LEAA No.: 3600-7a
BSSR No.: 46717

1-5

6-9

NOTE: Because this questionnaire is being sent to directors of both detention and correctional facilities for juveniles throughout the country, the terminology used may not fully agree with that employed in your institution. In particular, institutions vary in the designations given to personnel with direct responsibility for the custody of juvenile residents. Such personnel--"house parents," "group supervisors," "matrons," and so on--have been collectively represented throughout this questionnaire by the single term, "child care worker."

Manpower Issues

1. How serious do you think each of the following manpower problems is in your institution or facility? Please rank them, using "1" for the most serious problem, "2" for the next most serious, and so on.

RANK

- | | |
|--|------|
| a. Inadequate number of authorized positions | 10/7 |
| b. Inability to achieve or maintain authorized strength. | 11/7 |
| c. High (excessive) turnover | 12/7 |
| d. Inadequate training of personnel. | 13/7 |
| e. Inadequate representation of minorities or women on staff | 14/7 |
| f. Other (please specify:) | 15/7 |

2. What do you feel is the major factor contributing to the manpower problem you ranked "most serious" (i.e., ranked "1") in Q. 1?

- | | |
|---|---|
| General lack of qualified applicants. | 1 |
| Lack of qualified minority or female applicants | 2 |
| Inadequate levels of compensation | 3 |
| Insufficient funds for training | 4 |
| General budgetary problems. | 5 |
| Limited opportunities for advancement | 6 |
| Other (please specify:) | 7 |

16/8

3. Does your facility currently have a critical manpower shortage in any of the following personnel categories? (Please circle all that apply.)

a. Child care worker (including other child care staff such as houseparents, group supervisors, matrons and other first line custodial staff)	1	17/2
b. Staff supervisors (first-line supervisors of child care workers)	1	18/2
c. Director, assistant directors, assistant superintendents, and so on.	1	19/2
d. Psychiatrists	1	20/2
e. Medical doctors	1	21/2
f. Nurses	1	22/2
g. Psychologists	1	23/2
h. Social workers	1	24/2
i. Other counselors	1	25/2
j. Case aides	1	26/2
k. Vocational teachers	1	27/2
l. Academic teachers	1	28/2
m. Physical facilities maintenance personnel	1	29/2
n. Food service personnel	1	30/2
o. Secretaries/typists/stenographers	1	31/2
p. Other (please specify:)	1	32/2
<hr/>		
q. NO CRITICAL SHORTAGES IN ANY OF THE ABOVE CATEGORIES.	1	33/2

4. During the three years before the current recession (i.e., the years 1971-1974), how serious a problem were voluntary resignations among the following categories of personnel?

	Critical Problem	Serious Problem	Moderate Problem	Slight Problem	No Problem at All	Does Not Apply	
a. Child care workers and staff supervisors	1	2	3	4	5	6	34/7
b. Educational personnel	1	2	3	4	5	6	35/7
c. Treatment personnel	1	2	3	4	5	6	36/7
d. Medical personnel	1	2	3	4	5	6	37/7

5. During the three years before the current recession (i.e., the years 1971-1974), did your institution have an adequate supply of qualified applicants in the following personnel categories?

	No	Yes	Does Not Apply	
a. Child care workers and staff supervisors	1	2	3	38/4
b. Educational personnel	1	2	3	39/4
c. Treatment personnel	1	2	3	40/4
d. Medical personnel	1	2	3	41/4

6. What was this facility's employment in each of the following categories on June 30, 1975?

a. Number of child care workers (house parents, group supervisors, matrons, etc.) and staff supervisors	_____	42-44/9s
b. Number of treatment personnel (psychiatrists, social workers, counselors)	_____	45-47/9s
c. Number of educational personnel (vocational, academic)	_____	48-50/9s
d. Number of medical personnel (doctors and nurses)	_____	51-53/9s
e. Number of other personnel (including clerical, food service, maintenance personnel, and so on)	_____	54-56/9s

7. In your judgment, how many employees in each of the following categories would you need to fulfill effectively all the duties and responsibilities with which you are charged in administering your facility?

- a. Total number of child care workers (house parents, group supervisors, matrons, etc.) and staff supervisors 57-59,
- b. Total number of treatment personnel (psychiatrists, social workers, counselors) 60-62,
- c. Total number of educational personnel (vocational, academic) 63-65,
- d. Total number of medical personnel (doctors and nurses). . . 66-68
- e. Total number of other personnel (including clerical, food service, maintenance personnel, and so on) 69-71

8. How many employees do you actually expect to have on the payroll by June 30, 1976?

- a. Number of child care workers (house parents, group supervisors, matrons, etc.) and staff supervisors 79-80
- b. Number of treatment personnel (psychiatrists, social workers, counselors) BEGI
- c. Number of educational personnel (vocational, academic) CARD
- d. Number of medical personnel (doctors and nurses). 10-12
- e. Number of other personnel (including clerical, food service, maintenance personnel, and so on) 13-15

Entry Level Standards

9. Based upon your experience as an administrator, what do you think is the minimum education a child care worker should have prior to joining your staff?

- Less than high school diploma. 1
- High school diploma. 2
- 1 year of college. 3
- 2 or 3 years of college. 4
- Bachelor's degree. 5
- Education requirement not relevant to the job. 6

25/7

10. What is the minimum education now required of new child care workers at your facility?

- No minimum required. 1
- Less than high school diploma. 2
- High school diploma. 3
- 1 year of college. 4
- 2 or 3 years of college. 5
- Bachelor's degree. 6
- Other (please specify:) 7

26/8

11. What is the probability that a higher minimum education standard will be adopted at your facility within the next two years?

- Will almost certainly be adopted. 1
- Will probably be adopted. 2
- Will probably NOT be adopted. 3
- Will almost certainly NOT be adopted. 4

27/5

Formal Entry Level Training

12. How many hours of formal (i.e., other than on-the-job) basic orientation/training are usually provided to your new treatment and educational employees? (IF YOU HAVE NO FORMAL ORIENTATION COURSE, PLEASE ENTER "0.")

Hours: _____ 28-30

13. How many hours of formal (i.e., other than on-the-job) entry level training do you provide for your new child care workers? (IF YOU HAVE NO FORMAL ENTRY-LEVEL TRAINING FOR CHILD CARE WORKERS, PLEASE ENTER "0.")

Hours: _____ 31-33

IF YOUR ENTERED "0" IN Q. 13, PLEASE ANSWER Q. 14.
OTHERWISE, PLEASE SKIP TO Q. 15.

14. Do you expect to begin providing any formal entry level training for your new child care workers within the next two years?

Yes, definitely. . . . 1
Yes, probably. . . . 2
Probably not 3
Definitely not 4
Don't know 5

34/1

IF YOU ANSWERED Q. 14,
PLEASE SKIP TO Q. 21.

15. Is formal entry level training provided to every new child care worker?

Yes 1
No, not provided to new child care workers
with prior juvenile corrections experience. . . 2
No, other (please explain:) 3

35/4

16. Where do your new child care workers take their formal entry level training? (Please circle all that apply.)

a. Within the facility. 1 36/2
b. At another correctional facility 1 37/2
c. At a local educational institution . . . 1 38/2
d. At a regional training facility. . . . 1 39/2
e. At a state training facility 1 40/2
f. Other (please specify:). 1 41/2

17. Where will your new child care workers probably take their formal entry level training two years from now? (Please circle all that apply.)

a. Within the facility. 1 42/2
b. At another correctional facility 1 43/2
c. At a local educational institution . . . 1 44/2
d. At a regional training facility. . . . 1 45/2
e. At a state training facility 1 46/2
f. Other (please specify:). 1 47/2

18. Has the length of formal entry level training provided for your new child care workers changed in the past five years?

No, length unchanged 1
Yes, length increased. . . . 2
Yes, length decreased. . . . 3 48/4

19. Do you expect that the length of formal entry level training provided to your new child care workers will be changed during the next two years?

No, no change expected.	1	
Yes, length expected to increase. . .	2	
Yes, length expected to decrease. . .	3	
Don't know.	4	49/

20. Which of the following areas are covered in the formal entry level training provided to your new child care workers? (Please circle all that apply.)

a. Departmental policies and procedures	1	50/
b. Report writing and preparation	1	51/
c. Juvenile and family law.	1	52/
d. Child and adolescent psychology.	1	53/
e. Supervision of juveniles	1	54/
f. Maintenance of discipline.	1	55/
g. Management of disruptive behavior.	1	56/
h. Methods of sex education	1	57/
i. First aid and emergency medical treatment. . .	1	58/
j. Counseling techniques.	1	59/
k. Vocational counseling.	1	60/
l. Race relations	1	61/
m. Alcohol or drug treatment programs	1	62/
n. Other (please specify:)	1	63/

21. How much emphasis in formal entry level training do you think each of the following areas should receive?

	Strong Emphasis	Moderate Emphasis	Little Emphasis	
a. Departmental policies and procedures.	1	2	3	64/4
b. Report writing and preparation.	1	2	3	65/4
c. Juvenile and family law	1	2	3	66/4
d. Child and adolescent psychology	1	2	3	67/4
e. Supervision of juveniles.	1	2	3	68/4
f. Maintenance of discipline	1	2	3	69/4
g. Management of disruptive behavior	1	2	3	70/4
h. Methods of sex education.	1	2	3	71/4
i. First aid and emergency medical treatment . .	1	2	3	72/4
j. Counseling techniques	1	2	3	73/4
k. Vocational counseling	1	2	3	74/4
l. Race relations.	1	2	3	75/4
m. Alcohol or drug treatment programs.	1	2	3	76/4
n. Other (please specify:) :	1	2	3	77/4

Formal In-Service Training

22. Is formal in-service training provided to your experienced child care workers?

No . . . 1

Yes. . . 2

10/3

IF YOU ANSWERED "YES" TO Q. 22, PLEASE ANSWER Q. 23-26.
OTHERWISE, PLEASE SKIP TO Q. 27.

23. Approximately how many of your experienced child care workers attended formal in-service training during the last fiscal year?

Number: _____

11-13/9

24. For those experienced child care workers who attended formal in-service training during the last fiscal year, approximately what was the average length of training in hours?

Average hours: _____

14-16/9

25. Where do your experienced child care workers take their formal in-service training? (Please circle all that apply.)

a. Within the facility 1

17/2

b. At another correctional facility. 1

18/2

c. At a local educational institution. 1

19/2

d. At a regional training facility 1

20/2

e. At a state training facility. 1

21/2

f. Other (please specify:) 1

22/2

26. Which of the following areas are covered in formal in-service training? (Please circle all that apply.)

- | | | |
|---|---|------|
| a. Departmental policies and procedures | 1 | 23/2 |
| b. Report writing and preparation | 1 | 24/2 |
| c. Juvenile and family law. | 1 | 25/2 |
| d. Child and adolescent psychology. | 1 | 26/2 |
| e. Supervision of juveniles | 1 | 27/2 |
| f. Maintenance of discipline. | 1 | 28/2 |
| g. Management of disruptive behavior. | 1 | 29/2 |
| h. Methods of sex education | 1 | 30/2 |
| i. First aid and emergency medical treatment. | 1 | 31/2 |
| j. Counseling techniques. | 1 | 32/2 |
| k. Vocational counseling. | 1 | 33/2 |
| l. Race relations | 1 | 34/2 |
| m. Alcohol or drug treatment programs | 1 | 35/2 |
| n. Other (please specify:). | 1 | 36/2 |

27. How much emphasis in formal in-service training do you think each of the following areas should receive?

	Strong Emphasis	Moderate Emphasis	Little Emphasis	
a. Departmental policies and procedures.	1	2	0	37/
b. Report writing and preparation.	1	2	3	38/
c. Juvenile and family law	1	2	3	39/
d. Child and adolescent psychology	1	2	3	40/
e. Supervision of juveniles.	1	2	3	41/
f. Maintenance of discipline	1	2	3	42/
g. Management of disruptive behavior	1	2	3	43/
h. Methods of sex education.	1	2	3	44/
i. First aid and emergency medical treatment	1	2	3	45/
j. Counseling techniques	1	2	3	46/
k. Vocational counseling	1	2	3	47/
l. Race relations.	1	2	3	48/
m. Alcohol or drug treatment programs.	1	2	3	49/
n. Other (please specify:)	1	2	3	50/

28. Within the next two years, do you expect a change in the formal in-service training provided for your experienced child care workers?

Will begin in-service training.	1	
Will increase it.	2	
Will leave it unchanged	3	
Will decrease it.	4	
Will terminate in-service training.	5	
In-service training is not now provided nor will it be begun	6	
Other (please specify:)	7	51/8

IF NEITHER FORMAL ENTRY-LEVEL NOR FORMAL IN-SERVICE TRAINING IS PROVIDED TO YOUR CHILD CARE WORKERS, PLEASE SKIP TO Q. 31. OTHERWISE, PLEASE CONTINUE.

29. In your opinion, to what extent is each of the following factors a limitation on the overall effectiveness of training for your facility?

	Serious Limitation	Moderate Limitation	Not a Limitation	
a. Workload frequently prevents release of child care workers for training.	1	2	3	52/4
b. Workload frequently prevents release of senior staff to provide training	1	2	3	53/4
c. Inadequate training budget.	1	2	3	54/4
d. Necessary training resources are not available locally	1	2	3	55/4
e. Other (please specify:)	1	2	3	56/4

30. On the whole, how satisfied are you with all aspects of training for your facility?

Extremely satisfied 1
 Very satisfied 2
 Satisfied 3
 Dissatisfied 4
 Very dissatisfied 5
 Extremely dissatisfied . . . 6

57/7

Continuing Academic Education

31. In your judgment, should your institution encourage child care workers to pursue a college degree program once they have begun their juvenile correctional careers?

Should strongly encourage 1
 Should encourage 2
 Should discourage 3
 Is not a matter for the institution
 to take a stand on 4

58/5

32. Please rank the following five policies in order of how effective you think they would be in encouraging child care workers to continue their academic education.

RANK

a. Adjusting schedules to facilitate class attendance . . . 59/6
 b. Allowing time off to attend class 60/6
 c. Subsidies for books and tuition 61/6
 d. Increased pay based upon accumulated college
 credits or academic degree(s) 62/6
 e. Using academic education as part of the basis
 for promotions 63/6

33. Which, if any, of the following policies has your institution or facility ever adopted?

	Adopted And Continued	Adopted But Later Terminated	Never Adopted	
a. Adjusting schedules to facilitate class attendance	1	2	3	64/4
b. Allowing time off to attend class	1	2	3	65/4
c. Subsidies for books and tuition	1	2	3	66/4
d. Increased pay based upon accumulated college credits or academic degree(s)	1	2	3	67/4
e. Using academic education as part of the basis for promotions	1	2	3	68/4

Promotion Policies

34. In your opinion, what is the minimum academic education that should be required of child care workers prior to promotion to the first supervisory level?

No minimum requirement 1
 Some high school 2
 High school diploma 3
 1 year of college 4
 2 or 3 years of college 5
 Bachelor's degree 6
 Other (please specify:) 7 69/8

35. In your judgment, should child care workers be required to take a special course in supervisory techniques either prior to being considered for their first promotion or immediately following their first promotion to a supervisory level?

- No, should not be required. 1
- Yes, should be required prior to being considered for promotion . 2
- Yes, should be required immediately following promotion 3

70/4

36. Do you currently require that a special course for supervisors be completed?

- No 1
- Yes, prior to being considered for promotion . . 2
- Yes immediately following promotion. 3

71/4

79-80/0

Operations and Manpower Requirements

37. Juvenile correctional facilities' functions vary from jurisdiction to jurisdiction. For each of the following activities, please indicate whether it is performed at your facility, and how you expect it to change in terms of manpower requirements within the next two years. (For each activity, please circle the number which best indicates your expectations.)

	Activity Is Performed and Manpower Will:			Activity Is NOT Performed,		
	Increase	Stay about the Same	Decrease	and probably will NOT be added during the next 2 years	but probably WILL be added during the next 2 years	
a. Juvenile custody.	1	2	3	4	5	10/6
b. Classification and evaluation of juveniles	1	2	3	4	5	11/6
c. Medical services.	1	2	3	4	5	12/6
d. Vocational education.	1	2	3	4	5	13/6
e. Academic teaching programs.	1	2	3	4	5	14/6
f. Recreational programs	1	2	3	4	5	15/6
g. Alcohol or drug treatment programs. . . .	1	2	3	4	5	16/6
h. Psychological counseling.	1	2	3	4	5	17/6
i. Pre-release counseling.	1	2	3	4	5	18/6
j. Family counseling	1	2	3	4	5	19/6
k. Job counseling and job placement.	1	2	3	4	5	20/6
l. Work release programs	1	2	3	4	5	21/6
m. Study release programs.	1	2	3	4	5	22/6
n. Administration of community-based facilities or halfway houses.	1	2	3	4	5	23/6
o. Administrative services	1	2	3	4	5	24/6
p. Other (please specify:)	1	2	3	4	5	25/6

38. Do you currently assign major counseling responsibilities to child care workers?

- Yes, to most child care workers. 1
 Yes, to selected child care workers. 2
 No, to none. 3

26/4

IF YOU ASSIGN MAJOR COUNSELING RESPONSIBILITIES TO ANY CHILD CARE WORKERS, PLEASE ANSWER Q. 39. OTHERWISE, PLEASE SKIP TO Q. 41.

39. Do your child care workers receive training for their counseling duties? (Please circle all that apply.)

- a. No, no specialized training is required for child care workers serving as counselors. 1 27/2
 b. Yes, part of basic entry level training. 1 28/2
 c. Yes, special in-service training course. 1 29/2
 d. Yes, child care workers are encouraged to enroll in college programs 1 30/2
 e. Yes, special course at a state training facility 1 31/2
 f. Other (please specify:) 1 32/2

IF YOU ANSWERED "NO" TO Q. 39, PLEASE SKIP TO Q. 41. OTHERWISE, PLEASE ANSWER Q. 40.

40. Approximately what percentage of your total number of child care workers have received specialized training in counseling techniques? % 33-34/9

41. Which of the following do you utilize as counselors? (Please circle all that apply.)

- a. Psychiatrists. 1 35/2
 b. Psychologists. 1 36/2
 c. Social workers 1 37/2
 d. Case aides or lay counselors 1 38/2
 e. Vocational teachers. 1 39/2
 f. Academic teachers. 1 40/2
 g. Volunteers 1 41/2
 h. Other (please specify:) 1 42/2

Work and Study Release Programs

42. During the past five years has any type of work release program been started at your facility?

(The term "work release" refers to any program in which a juvenile is permitted to leave the facility to work at some form of gainful employment, and return to the facility after work.)

YES, a work release program:

- Was started as a pilot project, but was subsequently terminated. 1
 Was started as a pilot project and is still in operation. 2
 Was started as a regular program, but was subsequently terminated. 3
 Was started as a regular program and is still in operation. 4

NO, a work release program:

- Has NOT been adopted, but we plan to start one within the next two years. 5
 Has NOT been adopted, but we plan to start a pilot project within the next two years 6
 Has NOT been adopted, and we are NOT planning to start any within the next two years 7

43/8

IF YOU CURRENTLY RUN A WORK RELEASE PROGRAM, PLEASE ANSWER Q. 43. OTHERWISE, PLEASE SKIP TO Q. 44.

43. Has the adoption of a work release program changed your manpower requirements, either in number of personnel or in types of skills required?

YES, manpower requirements changed:

- More personnel were required, with different types of skills. 1
 More personnel were required, but with the same types of skills. 2
 Only a change in the types of skills was required. 3
 Fewer personnel were required. 4

NO, neither numbers of personnel nor the types of skills required was changed 5

44/6

44. During the past five years, has any type of study release program been started at your facility?

(The term "study release" refers to any program in which juveniles are permitted to leave the correctional facility during the day to attend school, and return to the facility after school).

YES, a study release program:

- Was started as a pilot project, but was subsequently terminated. 1
- Was started as a pilot project, and is still in operation . . . 2
- Was started as a regular program, but was subsequently terminated. 3
- Was started as a regular program, and is still in operation . . 4

NO, a study release program:

- Has NOT been adopted, but we plan to start one within the next two years. 5
- Has NOT been adopted, but we plan to start a pilot project within the next two years 6
- Has NOT been adopted, and we are NOT planning to start any within the next two years 7

IF YOU CURRENTLY RUN A STUDY RELEASE PROGRAM, PLEASE ANSWER Q. 45. OTHERWISE, PLEASE SKIP TO Q. 46.

45. Has the adoption of a study release program changed your manpower requirements, either in number of personnel or in types of skills?

YES, manpower requirements changed:

- More personnel were required, with different types of skills. 1
- More personnel were required, but with the same types of skills. 2
- Only a change in the types of skills was required. 3
- Fewer personnel were required. 4

NO, neither numbers of personnel nor the types of skills required was changed 5

Superintendent's Position and Background

46. Every superintendent or director has particular duties and responsibilities which confront him with especially difficult decisions and problems. Based on your personal experience, please select the three areas in which such decisions and problems most often come up, and rank them, starting with "1" for the area in which they come up most often.

Rank Three
Choices Only

- a. Managing the day-to-day operations of the facility, such as custody and treatment activities. 47/9
- b. Budget and fiscal management (preparing budgets, estimating costs, day-to-day fiscal decisions, budget hearings and so on). 48/9
- c. Personnel management (discipline, employee and personnel matters, union bargaining). 49/9
- d. Planning and evaluation (setting goals and reviewing agency performance against objectives). 50/9
- e. Dealing with other criminal justice agencies (judges, prosecutors, defenders, sheriffs, probation and parole officers, police, and so on) 51/9
- f. Dealing with senior officials at the state and local level 52/9
- g. Dealing with juveniles' families. 53/9
- h. Other duties and responsibilities (please specify:) . . 54/9

47. Based upon your experience, what kinds of special courses, workshops, training sessions, or seminars would you recommend as especially useful for your successors to take? (Please circle all that apply.)

a. Correctional administration.	1	55/2
b. Facility management.	1	56/2
c. Classification/reclassification policies	1	57/2
d. Personnel management	1	58/2
e. Labor relations and collective bargaining. . . .	1	59/2
f. Budget management/planning and evaluation. . . .	1	60/2
g. Vocational education program management.	1	61/2
h. Drug abuse/alcohol abuse program management. . .	1	62/2
i. Juvenile services.	1	63/2
j. Juvenile and family law.	1	64/2
k. Child and adolescent psychology.	1	65/2
l. Personal/family counseling	1	66/2
m. Prevention of disturbances and maintenance of discipline.	1	67/2
n. Crisis intervention.	1	68/2
o. Community resource development	1	69/2
p. Race/ethnic relations.	1	70/2
q. Other (please specify:)	1	71/2
r. NONE	1	72/2

48. In which of the following areas have you had special courses, workshops, training sessions or seminars? (Please circle all that apply.)

a. Correctional administration.	1	10/2
b. Facility management.	1	11/2
c. Classification/reclassification policies	1	12/2
d. Personnel management	1	13/2
e. Labor relations and collective bargaining. . . .	1	14/2
f. Budget management/planning and evaluation. . . .	1	15/2
g. Vocational education program management.	1	16/2
h. Drug abuse/alcohol abuse program management. . .	1	17/2
i. Juvenile services.	1	18/2
j. Juvenile and family law.	1	19/2
k. Child and adolescent psychology.	1	20/2
l. Personal/family counseling	1	21/2
m. Prevention of disturbances and maintenance of discipline.	1	22/2
n. Crisis intervention.	1	23/2
o. Community resource development	1	24/2
p. Race/ethnic relations.	1	25/2
q. Other (please specify:)	1	26/2
r. NONE	1	27/2

49. How important do you think each of the following are as goals for your institution or facility? Please rank them, using "1" for the most important, "2" for the next most important, and so on.

	<u>RANK</u>	
238 a. Rehabilitation of juvenile offenders	28/9	
239 b. Vocational training.	29/9	
239 c. Academic education	30/9	
240 d. Maintenance of juvenile residents (adequate housing, food, medical care)	31/9	
241 e. Maintenance of discipline in the facility.	32/9	
242 f. Job placement of released juveniles.	33/9	
243 g. Effective counseling of juveniles.	34/9	
h. Other (please specify:).	35/9	

50. How much improvement in crime control and the administration of justice do you think could be achieved through changes in staffing, organization, and policies of juvenile correctional facilities/institutions in general (local, county, and state)?

A great deal of improvement.	1	
Some improvement	2	
Little or no improvement	3	36/4

51. What do you consider to be the major obstacle to the proper administration of juvenile justice in your jurisdiction?

Background

52. Please record your:

a. Age:	39-40/99
b. Sex: (please circle) M F	41/3
c. Color or race:	
White	1
Black	2
Other (please specify:).	3 42/4

53. How were you selected for your current position? (Please circle all that apply.)

a. Competitive examination.	1	43/2
b. Exempt or political appointment.	1	44/2
c. Other (please specify:).	1	45/2

54. Did you advance to your current position from within your state juvenile correctional system, or were you recruited from outside?

From within	1	
From outside	2	46/3

IF YOU WERE RECRUITED FOR YOUR CURRENT POSITION FROM OUTSIDE, PLEASE ANSWER Q. 55. OTHERWISE, PLEASE SKIP TO Q. 56.

55. What kind of organization did you leave to accept your current position?

Adult facility.	1	
Juvenile facility	2	
Law enforcement agency.	3	
Probation/parole agency	4	
Other (please specify:).	5	47/6

56. In which of the following types of agencies have you ever worked?
(Please circle all that apply.)

- | | | |
|---|---|------|
| a. Prosecutor's office. | 1 | 48/2 |
| b. Criminal defense office. | 1 | 49/2 |
| c. Probation agency | 1 | 50/2 |
| d. Parole agency. | 1 | 51/2 |
| e. Community correctional facility or
local corrections agency | 1 | 52/2 |
| f. Law enforcement agency | 1 | 53/2 |
| g. Adult correctional facility. | 1 | 54/2 |
| h. NONE OF THE ABOVE. | 1 | 55/2 |

57. Which of the following positions have you ever held? (Please circle
all that apply.)

- | | | |
|---|---|------|
| a. Child care worker | 1 | 56/2 |
| b. Juvenile facility treatment or educational worker . . | 1 | 57/2 |
| c. Assistant or deputy superintendent or director at
another juvenile facility | 1 | 58/2 |
| d. Superintendent or director at another juvenile
facility. | 1 | 59/2 |
| e. None of the above | 1 | 60/2 |

58. In all, how many years have you worked in juvenile corrections? 61-62/99

59. How many years have you worked at your present facility? (IF
LESS THAN SIX MONTHS, PLEASE ENTER "0.") 63-64/99

60. How many years have you been head of your present facility?
(IF LESS THAN SIX MONTHS, PLEASE ENTER "0.") 65-66/99

61. Did you continue your academic schooling after beginning your
corrections career?

No . . .	1	
Yes. . .	2	67/3

IF YOU ANSWERED "YES" IN Q. 61, PLEASE ANSWER Q. 62. OTHERWISE,
PLEASE SKIP TO Q. 63.

62. Did you receive financial assistance to continue your
schooling from any of the following sources? (Please
circle all that apply.)

- | | | |
|--|---|------|
| a. L.E.E.P. (Law Enforcement Education Program). . . | 1 | 68/2 |
| b. G.I. Bill | 1 | 69/2 |
| c. Other federal programs. | 1 | 70/2 |
| d. State programs. | 1 | 71/2 |
| e. The agency or institution you were employed by. . | 1 | 72/2 |
| f. Other financial aid | 1 | 73/2 |
| g. NONE. | 1 | 74/2 |

63. Please circle the number indicating your current level of academic education.

- Less than high school diploma 01
- High school graduate. 02
- 1 year of college 03
- 2 or 3 years of college 04
- Bachelor's degree 05
- Some graduate course work 06
- Master's degree 07
- Graduate work beyond the Master's degree. . 08
- LL.B., J.D., or other law degree. 09
- Ph.D. or other doctorate. 10

10-11/11

IF YOU HAVE EARNED AT LEAST ONE COLLEGE DEGREE, PLEASE ANSWER
Q. 64. OTHERWISE, PLEASE SKIP TO Q. 65.

64. Please record your area of specialization for each college degree you have earned.

- a. A.A.: _____
- b. B.A. or
B.S.: _____
- c. M.A.: _____
- d. Ph.D. or
Law Degree: _____

12-13/99

14-15/99

16-17/99

18-19/99

65. Please circle the number indicating the extent of your academic education prior to starting your corrections career.

- Less than high school diploma 01
- High school graduate. 02
- 1 year of college 03
- 2 or 3 years of college 04
- Bachelor's degree 05
- Some graduate course work 06
- Master's degree 07
- Graduate work beyond the Master's degree. . 08
- LL.B., J.D., or other law degree. 09
- Ph.D. or other doctorate. 10

20-21/11

Thank you for your cooperation. Any comments you care to make concerning the topics covered in this questionnaire would be most appreciated.

INSTITUTION/FACILITY FACT SHEET

Personnel Information

66. What was this facility's employment in each of the following categories on June 30, 1975?

NOTE: COUNT EMPLOYEES WORKING 35 HOURS OR MORE PER WEEK AS FULL-TIME, AND EMPLOYEES WORKING LESS THAN 35 HOURS A WEEK AS PART-TIME.

	Full- Time	Part- Time	
a. TOTAL EMPLOYMENT	_____	_____	22-24 25-27/9s
b. Child care workers (including other child care staff such as houseparents, group supervisors, matrons and other first line custodial staff).	_____	_____	28-30 31-33/9s
c. Staff supervisors (first-line supervisors of child care staff, etc.)	_____	_____	34-36 37-39/9s
d. Director or superintendent, assistant directors, assistant superintendents, and so on	_____	_____	40-42 43-45/9s
e. Psychiatrists.	_____	_____	46-48 49-51/9s
f. Medical doctors.	_____	_____	52-54 55-57/9s
g. Nurses	_____	_____	58-60 61-63/9s
h. Psychologists.	_____	_____	64-66 67-69/9s
i. Social workers	_____	_____	70-72 73-75/9s
			79-80/06
			BEGIN CARD 07
j. Other counselors	_____	_____	10-12 13-15/9s
k. Case aides	_____	_____	16-18 19-21/9s
l. Vocational teachers.	_____	_____	22-24 25-27/9s
m. Academic teachers:	_____	_____	28-30 31-33/9s
n. Physical facilities maintenance personnel.	_____	_____	34-36 37-39/9s

	Full- Time	Part- Time	
o. Food service personnel	_____	_____	40-42 43-45/9s
p. Secretaries/typists/stenographers.	_____	_____	46-48 49-51/9s
q. All other (please specify:)	_____	_____	52-54 55-57/9s
67. How many child care workers <u>voluntarily resigned</u> from your facility during the 12-month period from June 30, 1973 to June 30, 1974?	_____	_____	58-60/9s
68. How many child care workers did your facility <u>hire</u> during the 12-month period from June 30, 1973 to June 30, 1974?	_____	_____	61-63/9s
69. How many child care workers were employed at your facility on June 30, 1973?	_____	_____	64-66/9s
70. How many child care workers were employed at your facility on June 30, 1974?	_____	_____	67-69/9s
71. Are applicants for child care worker positions required to take a written examination?			
No		1	
Yes, solely as a matter of departmental policy		2	
Yes, required by civil or merit service.		3	70/4
72. Does this institution or facility have written job descriptions for the basic position of child care worker?			
No		1	
Yes.		2	71/3

73. Is the position of child care worker regulated by civil service?

No . . . 1
Yes . . . 2

72/3

74. Does this institution/facility participate in collective bargaining with a union which represents your child care workers?

No . . . 1
Yes . . . 2

73/3

75. What are the minimum and maximum salaries for basic child care worker positions?

a. Minimum: \$ _____
b. Maximum: \$ _____

79-80/07

BEGIN
CARD 08

10-14/9s

15-19/9s

76. How is the length of formal entry level training for child care workers at your facility determined?

Determined by State correctional department . . . 1
Determined by administrator of facility 2
Other (please specify:) 3

20/4

Workload and Facilities

77. How many residents was this facility designed to accommodate? . . .

21-24/9s

78. When was your present physical facility built or converted to use as a correctional institution? (WHEN DATES ARE DIFFERENT, PLEASE RECORD BOTH.)

a. Year built:
b. Year converted.

25-28/9s

29-32/9s

79. What was the average daily population of this facility during the last fiscal year?

33-36/9s

80. How many residents were accommodated in this facility as of June 30, 1975?

a. Number of juvenile residents. 37-41/9s

b. Number of adult inmates
(IF NONE, PLEASE ENTER "0.") 42-46/9s

81. How many residents were newly admitted to your facility during the last fiscal year?

Number: _____ 47-50/9s

82. How many residents were discharged from your facility during the last fiscal year?

Number: _____ 51-54/9s

83. Age of the youngest and the oldest juvenile resident:

a. Youngest: _____ 55-56/9s

b. Oldest: _____ 57-58/9s

84. Sex of residents:

Male only. . . . 1

Female only. . . 2

Both sexes . . . 3 59/4

85. Which of the following best describes the extent of security in your facility?

Non-secured 1

Minimum security. 2

Medium security 3

Maximum security. 4

Other security (please specify:). . . 5 60/6

86. Which of the following best describes your facility?

- | | | |
|---|---|------|
| Detention facility. | 1 | |
| Shelter | 2 | |
| Reception and diagnostic center | 3 | |
| Training school | 4 | |
| Ranch, forestry camp farm | 5 | |
| Halfway house, group home | 6 | |
| Nonresidential community program. | 7 | |
| Other type of facility (please specify:). . | 8 | 61/9 |

Expenditures

NOTE: IF PRECISE FIGURES ARE NOT AVAILABLE,
PLEASE GIVE YOUR BEST ESTIMATE.

- | | | |
|--|----------|----------|
| 87. Total annual facility expenditures for the last complete
fiscal year | \$ _____ | 62-66/9s |
| 88. Annual payroll expenditures for the last complete fiscal
year (salaries and fringe benefits) | \$ _____ | 67-71/9s |
| 89. Annual operating expenditures for training for the last
complete fiscal year (excluding salary of trainees) | \$ _____ | 72-77/9s |

79-80/08



NATIONAL MANPOWER SURVEY - CRIMINAL JUSTICE SYSTEM

BUREAU OF SOCIAL SCIENCE RESEARCH, INC.

1990 M Street, N. W.
Washington, D. C. 20036

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Dear Chief Probation or Parole Officer:

As Richard E. Velde, Administrator of the L.E.A.A., explained in his recent letter to you, we are seeking your professional judgment concerning correctional manpower, training, and education issues. The enclosed questionnaire has been designed as part of a nationwide survey of the criminal justice system, and will provide information required by the Congress under the Crime Control Act of 1973.

It is crucial to obtain your judgments concerning the personnel and training needs of your office. Your assessments will become important to the making of valid decisions about future allocations of assistance among the various sectors of the criminal justice system.

The major portion of the questionnaire deals with policy issues and assessments of manpower, training and education trends in your office. It is essential to the success of the study that you personally complete these questions. However, to save your time, you may wish to have a staff member complete the final section, the "Office Fact Sheet," for you.

All but a few questions can be answered by circling or writing in a number. Your comments are most welcome and space has been provided for them at the end of the section you are being asked to complete personally. The results of this study will be presented only as statistical summaries and anonymous comments. No chief or department will ever be identified. The mailing label on the completed questionnaire is for record control purposes only and will be removed by my staff upon receipt. The numbers appearing in the right hand margins are simply keypunching instructions and should be ignored.

Please take the time to complete and return this questionnaire within the next five days. No postage or envelope is required. Simply fold over the back cover, moisten the gummed edge, seal and deposit it in the mail. If you have any questions about this questionnaire or about the study, please contact Ms. Carol Kalish or me at (202) 223-4308.

Sincerely,

James M. Kretz
James M. Kretz
Director

Survey Operations Division

JMK:em1

OMB No.: 043-S75032
Approval Expires: July 31, 1976

LEAA No.: 3600-6

BSSR No.: 46718

1-5

6-9

NOTE: This questionnaire is being sent to office executives throughout the entire probation and parole community. Therefore, terminology was selected to accommodate variations in the organization of state, county, and local probation and parole offices. For example, the term "probation/parole" refers to offices with either function, as well as to offices with both functions. Similarly, where juvenile offices are concerned, the term "probation/parole officer" should be taken to mean "probation/aftercare counselor."

Manpower Issues

1. How serious do you think each of the following manpower problems is in your office? Please rank them, using "1" for the most serious problem, "2" for the next most serious, and so on.

	RANK
a. Inadequate number of authorized positions	10/7
b. Inability to achieve or maintain authorized strength	11/7
c. High (excessive) turnover	12/7
d. Inadequate training of personnel	13/7
e. Inadequate representation of minorities or women on staff	14/7
f. Other (please specify:)	15/7

2. What do you feel is the major factor contributing to the manpower problem you ranked "most serious" (i.e., ranked "1") in Q. 1?

General lack of qualified applicants	1
Lack of qualified minority or female applicants	2
Inadequate levels of compensation	3
Insufficient funds for training	4
General budgetary problems	5
Limited opportunities for advancement	6
Other (please specify:)	7

16/8

3. Does your office have a critical manpower shortage in any of the following personnel categories? (Please circle all that apply.)

- | | | |
|---|---|-----|
| a. Probation/parole officers | 1 | 17/ |
| b. Probation/parole supervisory officers (first-line supervisors of probation/parole officers) | 1 | 18/ |
| c. Probation/parole administrators (probation/parole executives, assistant or deputy directors, and so on) | 1 | 19/ |
| d. Paraprofessionals (persons without academic credentials who work as case aides directly involved in servicing offenders) | 1 | 20/ |
| e. Secretaries/typists/stenographers | 1 | 21/ |
| f. Other (please specify:) | 1 | 22/ |
| <hr/> | | |
| g. NO CRITICAL SHORTAGES IN ANY OF THE ABOVE CATEGORIES | 1 | 23/ |

4. During the three years before the current recession (i.e., the years 1971-1974), how serious a problem were voluntary resignations among your probation/parole officers and supervisors?

- | | | |
|-----------------------------|---|-----|
| Critical problem | 1 | |
| Serious problem | 2 | |
| Moderate problem | 3 | |
| Slight problem | 4 | |
| No problem at all | 5 | 24/ |

5. During the three years before the current recession (i.e., the years 1971-1974), did your office have an adequate supply of qualified applicants for the position of probation/parole officer?

- | | | |
|---------------|---|-----|
| No | 1 | |
| Yes | 2 | 25/ |

6. What was this office's employment in each of the following categories on June 30, 1975?

- | | |
|---|----------|
| a. Number of probation/parole officers | 26-29/9s |
| b. Number of probation/parole supervisory officers and office management (including all supervisory and management personnel) | 30-32/9s |
| c. Number of paraprofessionals (persons without academic credentials who work as case aides directly involved in servicing offenders) | 33-35/9s |
| d. All other personnel (including clerical personnel) | 36-38/9s |

7. In your judgment, how many employees in each of the following categories would you need to fulfill effectively all the duties and responsibilities with which your office is charged?

- | | |
|---|----------|
| a. Total number of probation/parole officers | 39-42/9s |
| b. Total number of probation/parole supervisory officers and office management (including all supervisory and management personnel) | 43-45/9s |
| c. Total number of paraprofessionals (persons without academic credentials who work as case aides directly involved in servicing offenders) | 46-48/9s |
| d. Total number of other personnel (including clerical personnel) | 49-51/9s |

8. How many employees do you actually expect to have on the payroll by June 30, 1976?

- | | |
|---|----------|
| a. Number of probation/parole officers | 52-55/9s |
| b. Number of probation/parole supervisory officers and office management (including all supervisory and management personnel) | 56-58/9s |
| c. Number of paraprofessionals (persons without academic credentials who work as case aides directly involved in servicing offenders) | 59-61/9s |
| d. All other personnel (including clerical personnel) | 62-64/9s |

Entry Level Standards

9. Based upon your experience as an administrator, what do you think is the minimum education a probation/parole officer should have prior to joining your office?

High school diploma 1
One year of college 2
2 or 3 years of college 3
Bachelor's degree with social science concentration . . 4
Bachelor's degree in any field 5
M.S.W. 6
Master's degree in any field 7
Other (please specify:) 8

65/9

10. What is the minimum education now required of new probation/parole officers by your office?

High school diploma 1
One year of college 2
2 or 3 years of college 3
Bachelor's degree with social science concentration . . 4
Bachelor's degree in any field 5
M.S.W. 6
Master's degree in any field 7
Other (please specify:) 8

66/9

11. What is the probability that a higher minimum education standard will be adopted by your office within the next two years?

Will almost certainly be adopted 1
Will probably be adopted 2
Will probably NOT be adopted 3
Will almost certainly NOT be adopted . . . 4

67/5

Formal Entry Level Training

12. How many hours of formal (i.e., other than on-the-job) entry level training are currently provided to new paraprofessionals? (IF NONE, PLEASE ENTER "0.")

Number of hours: _____ 68-70/9s

13. How many hours of formal (i.e., other than on-the-job) entry level training are currently provided to your new probation/parole officers? (IF NONE, PLEASE ENTER "0.")

35 Number of hours: _____ 71-73/9s

IF YOU ENTERED "0" IN Q. 13, PLEASE ANSWER Q. 14.
OTHERWISE, PLEASE SKIP TO Q. 15.

14. Do you expect to begin providing any formal entry level training for your new probation/parole officers within the next two years?

Yes, definitely 1
Yes, probably 2
Probably not 3
Definitely not 4
Don't know 5

74/6

IF YOU ANSWERED Q. 14,
PLEASE SKIP TO Q. 21.

15. Is formal entry level training provided to every new probation/parole officer?

Yes 1
No, not provided to new probation/parole officers with prior experience 2
No, other (please explain:) 3

75/4

16. Where do your new probation/parole officers take their formal entry level training? (Please circle all that apply.)

- | | | | |
|----|---|---|------|
| 36 | a. Within the local office or agency | 1 | 10/2 |
| 37 | b. At a local educational institution | 1 | 11/2 |
| 43 | c. At the state probation/parole office . . . | 1 | 12/2 |
| 21 | d. Provided by local court(s) | 1 | 13/2 |
| 37 | e. Other (please specify:) | 1 | 14/2 |

17. Where will your new probation/parole officers probably take their formal entry level training two years from now? (Please circle all that apply.)

- | | | | |
|----|---|---|------|
| 43 | a. Within the local office or agency | 1 | 15/2 |
| 21 | b. At a local educational institution | 1 | 16/2 |
| 25 | c. At the state probation/parole office . . . | 1 | 17/2 |
| 43 | d. Provided by local court(s) | 1 | 18/2 |
| 47 | e. Other (please specify:) | 1 | 19/2 |

18. Has the length of formal entry level training provided to your new probation/parole officers changed in the past five years?

- | | | | |
|----|-------------------------------|---|----|
| | No, length unchanged | 1 | |
| | Yes, length increased | 2 | |
| 48 | Yes, length decreased | 3 | 20 |

19. Do you expect that the length of formal entry level training provided to new probation/parole officers will be changed during the next two years?

- | | | | |
|----|--|---|----|
| | No, no change expected. | 1 | |
| | Yes, length expected to increase | 2 | |
| | Yes, length expected to decrease | 3 | |
| 49 | Don't know | 4 | 21 |

20. Which of the following areas are covered in the formal entry level training provided to your new probation/parole officers? (Please circle all that apply.)

- | | | | |
|----|--|---|------|
| 50 | a. Office policies and procedures | 1 | 22/2 |
| 51 | b. Case report writing | 1 | 23/2 |
| 52 | c. Investigation techniques (i.e., pre-trial and pre-sentence) | 1 | 24/2 |
| 53 | d. Case supervision | 1 | 25/2 |
| 54 | e. Counseling techniques | 1 | 26/2 |
| 55 | f. Pre-release planning and counseling | 1 | 27/2 |
| 56 | g. Vocational counseling | 1 | 28/2 |
| 57 | h. Race relations | 1 | 29/2 |
| 58 | i. Crisis intervention | 1 | 30/2 |
| 59 | j. Criminal law | 1 | 31/2 |
| 60 | k. Juvenile and family law | 1 | 32/2 |
| 61 | l. Juvenile intake policies and procedures | 1 | 33/2 |
| 62 | m. Juvenile aftercare | 1 | 34/2 |
| 63 | n. Alcohol and drug programs | 1 | 35/2 |
| 64 | o. Community resource utilization | 1 | 36/2 |
| 65 | p. Other (please specify:) | 1 | 37/2 |

21. How much emphasis in formal entry level training do you think each of the following areas should receive?

	Strong Emphasis	Moderate Emphasis	Little Emphasis	
a. Office policies and procedures	1	2	3	38/4
b. Case report writing	1	2	3	39/4
c. Investigation techniques (i.e., pre-trial and pre-sentence)	1	2	3	40/4
d. Case supervision	1	2	3	41/4
e. Counseling techniques	1	2	3	42/4
f. Pre-release planning and counseling	1	2	3	43/4
g. Vocational counseling	1	2	3	44/4
h. Race relations	1	2	3	45/4
i. Crisis intervention	1	2	3	46/4
j. Criminal law	1	2	3	47/4
k. Juvenile and family law	1	2	3	48/4
l. Juvenile intake policies and procedures	1	2	3	49/4
m. Juvenile aftercare	1	2	3	50/4
n. Alcohol and drug programs	1	2	3	51/4
o. Community resource utilization	1	2	3	52/4
p. Other (please specify:)	1	2	3	53/4

In-Service Training

22. Does your office provide formal in-service training to experienced probation/parole officers?

No 1
Yes 2 54/3

IF YOU ANSWERED "YES" TO Q. 22, PLEASE ANSWER Q. 23-26.
IF YOU ANSWERED "NO," PLEASE SKIP TO Q. 27.

23. Approximately how many of your experienced probation/parole officers attended formal in-service training during the last fiscal year?

Number: _____ 55-57/9s

24. For those experienced probation/parole officers who attended formal in-service training during the last fiscal year, approximately what was the average length of training in hours?

Average hours: _____ 58-60/9s

25. Where do your experienced probation/parole officers take their formal in-service training? (Please circle all that apply.)

- a. Within the local office or agency 1 61/2
- b. At a local educational institution 1 62/2
- c. At the state probation/parole office 1 63/2
- d. Provided by local court(s) 1 64/2
- e. Other (please specify:) 1 65/2

79-80/02

BEGIN
CARD 3

26. Which of the following areas are covered in the formal in-service training provided to your experienced probation/parole officers? (Please circle all that apply.)

- a. Office policies and procedures 1 10/2
- b. Case report writing 1 11/2
- c. Investigation techniques (i.e., pre-trial and pre-sentence) 1 12/2
- d. Case supervision 1 13/2
- e. Counseling techniques 1 14/2
- f. Pre-release planning and counseling 1 15/2
- g. Vocational counseling 1 16/2
- h. Race relations 1 17/2
- i. Crisis intervention 1 18/2
- j. Criminal law 1 19/2
- k. Juvenile and family law 1 20/2
- l. Juvenile intake policies and procedures 1 21/2
- m. Juvenile aftercare 1 22/2
- n. Alcohol and drug programs 1 23/2
- o. Community resource utilization 1 24/2
- p. Other (please specify:) 1 25/2

27. How much emphasis in formal in-service training do you think each of the following areas should receive?

	Strong Emphasis	Moderate Emphasis	Little Emphasis	
a. Office policies and procedures	1	2	3	26/4
b. Case report writing	1	2	3	27/4
c. Investigation techniques (i.e., pre-trial and pre-sentence)	1	2	3	28/4
d. Case supervision	1	2	3	29/4
e. Counseling techniques	1	2	3	30/4
f. Pre-release planning and counseling	1	2	3	31/4
g. Vocational counseling	1	2	3	32/4
h. Race relations	1	2	3	33/4
i. Crisis intervention	1	2	3	34/4
j. Criminal law	1	2	3	35/4
k. Juvenile and family law	1	2	3	36/4
l. Juvenile intake policies and procedures	1	2	3	37/4
m. Juvenile aftercare	1	2	3	38/4
n. Alcohol and drug programs	1	2	3	39/4
o. Community resource utilization	1	2	3	40/4
p. Other (please specify:)	1	2	3	41/4

28. Within the next two years, do you expect a change in the formal in-service training provided for your experienced probation/parole officers?

Will begin in-service training	1	
Will increase it	2	
Will leave it unchanged	3	
Will decrease it	4	
Will terminate in-service training	5	
In-service training is NOT now provided nor will it be begun	6	
Other (please specify:)	7	42/8

IF NEITHER FORMAL ENTRY LEVEL NOR FORMAL IN-SERVICE TRAINING IS PROVIDED XXXXXXXXXX, PLEASE SKIP TO Q. 31. OTHERWISE, PLEASE CONTINUE.

29. In your opinion, to what extent is each of the following factors a limitation on the overall effectiveness of training in your office:

	Serious Limitation	Moderate Limitation	Not a Limitation	
a. Workload frequently prevents release of probation/parole officers for training	1	2	3	43/4
b. Workload frequently prevents release of senior staff to provide training	1	2	3	44/4
c. Inadequate training budget	1	2	3	45/4
d. Necessary training resources are not available locally	1	2	3	46/4
e. Other (please specify:)	1	2	3	47/4

30. On the whole, how satisfied are you with all aspects of training in your office?

Extremely satisfied	1	
Very satisfied	2	
Satisfied	3	
Dissatisfied	4	
Very dissatisfied	5	
Extremely dissatisfied	6	48/7

Continuing Academic Education

31. In your judgment, should your office encourage its probation/parole officers to pursue higher academic degree(s) once they have begun their criminal justice careers?

Should <u>strongly</u> encourage	1	
Should encourage	2	
Should discourage	3	
Is not a matter for the office to take a stand on	4	49/5

32. Please rank the following five policies in order of how effective you think they would be in encouraging probation/parole officers to continue their academic education.

		<u>RANK</u>
30	a. Adjusting schedules to facilitate class attendance	50/6
13	b. Allowing time off to attend class	51/6
32	c. Subsidies for books and tuition	52/6
33	d. Increased pay based upon accumulated college credits or academic degree(s)	53/6
34	e. Using academic education as part of the basis for promotions	54/6

33. Which, if any, of the following policies has your office ever adopted?

	<u>Adopted and Continued</u>	<u>Adopted But Later Terminated</u>	<u>Never Adopted By the Office</u>	
a. Adjusting schedules to facilitate class attendance	1	2	3	55/4
b. Allowing time off to attend class	1	2	3	56/4
c. Subsidies for books and tuition	1	2	3	57/4
d. Increased pay based upon accumulated college credits or academic degree(s)	1	2	3	58/4
e. Using academic education as part of the basis for promotions	1	2	3	59/4

Pay and Promotion Policies

34. Increased pay based on college credit and/or degrees has been challenged as discriminatory against probation/parole officers with comparable assignments but less academic education. Has this become an issue for your office? If so, has the policy at your office been affected?

- NO, the issue has not come up 1
- YES, the issue has come up,
- but it has not yet been resolved 2
- and the education-linked pay policy has been revised 3
- but the education-linked pay policy has NOT been revised 4
- Other (please specify:) 5

60/6

35. Promotion preference based on college credit and/or degrees has been challenged as discriminatory against probation/parole officers with comparable assignments but less academic education. Has this become an issue for your office? If so, has the policy at your office been affected?

- NO, the issue has not come up 1
- YES, the issue has come up,
- but it has not yet been resolved 2
- and the education-linked promotion policy has been revised 3
- but the education-linked promotion policy has NOT been revised 4
- Other (please specify:) 5

61/6

36. In your opinion, what is the minimum academic education that should be required of probation/parole officers prior to promotion to the first supervisory level?

High school diploma 1
 One year of college 2
 2 or 3 years of college 3
 Bachelor's degree with social science concentration . . . 4
 Bachelor's degree in any field 5
 M.S.W. 6
 Master's degree in any field 7
 Other (please specify:) 8

62/5

37. In your judgment, should probation/parole officers be required to take a special course in supervisory techniques either prior to being considered for their first promotion or immediately following their first promotion to a supervisory level?

No, should not be required 1
 Yes, should be required prior to being considered for promotion 2
 Yes, should be required immediately following promotion 3

63/4

38. Do you currently require that a special course for supervisors be completed?

No 1
 Yes, prior to being considered for promotion 2
 Yes, immediately following promotion 3

64/4

79/0

Operations and Manpower Requirements

39. Probation/parole office responsibilities vary from jurisdiction to jurisdiction. For each of the following activities, please indicate whether it is performed by your office, and how you expect it to change in terms of manpower requirements within the next two years. (For each activity, please circle the number which best indicates your expectations.)

	Activity Is Performed and Manpower Will:			Activity Is NOT Performed,		
	Increase	Stay about the Same	Decrease	and probably will NOT be added during the next 2 years	but probably WILL be added during the next 2 years	
a. Supervision of adult parolees	1	2	3	4	5	10/6
b. Supervision of juveniles in aftercare	1	2	3	4	5	11/6
c. Supervision of adult probationers (felons)	1	2	3	4	5	12/6
d. Supervision of adult probationers (misdemeanants)	1	2	3	4	5	13/6
e. Supervision of juvenile probationers	1	2	3	4	5	14/6
f. Pre-trial investigations (e.g., bail or ROR eligibility)	1	2	3	4	5	15/6
g. Pre-hearing investigations for juveniles	1	2	3	4	5	16/6
h. Pre-sentence investigations	1	2	3	4	5	17/6
i. Pre-release investigations	1	2	3	4	5	18/6
j. Administration of community based facilities or halfway houses	1	2	3	4	5	19/6
k. Juvenile court intake	1	2	3	4	5	20/6
l. Juvenile placement services	1	2	3	4	5	21/6
m. Job counseling and job placement	1	2	3	4	5	22/6
n. Pre-release counseling (i.e., release from correctional facility)	1	2	3	4	5	23/6
o. Coordination and development of community services for offenders	1	2	3	4	5	24/6
p. Office administrative services	1	2	3	4	5	25/6
q. Other (please specify:)	1	2	3	4	5	26/6

40. Do you employ ex-offenders as probation/parole officers?

- Yes 1
- No, due to legal constraints 2
- No, due to office policy 3
- No, for other reasons (please specify:) . . . 4

27/5

41. Do you employ ex-offenders as paraprofessionals (such as investigators or case aides)?

- Yes 1
- No, due to legal constraints 2
- No, due to office policy 3
- No, for other reasons (please specify:) . . . 4

28/5

42. Do you expect to change within the next two years your employment practices regarding ex-offenders?

- No, no change expected 1
- Yes, will begin hiring ex-offenders 2
- Yes, will increase hiring of ex-offenders . . 3
- Yes, will decrease hiring of ex-offenders . . 4

29/5

IF YOUR OFFICE DEALS ONLY WITH ADULT PAROLEES, PLEASE SKIP TO Q. 61. OTHERWISE, PLEASE CONTINUE.

Pre-Trial Diversion Programs FOR ADULTS

IF YOUR OFFICE DEALS ONLY WITH JUVENILES, PLEASE SKIP TO Q. 52. OTHERWISE, PLEASE CONTINUE.

43. Are any pre-trial diversion programs other than deferred prosecution available in your jurisdiction for adults?

- No 1
- Yes 2
- Don't know . . . 3

30/4

IF YOU ANSWERED "YES" TO Q. 43, PLEASE CONTINUE, WITH Q. 44.
IF YOU DID NOT ANSWER "YES," PLEASE SKIP TO Q. 48.

44. How many years have the program(s) in your jurisdiction been operating? (IF LESS THAN 6 MONTHS, PLEASE ENTER "0.")

Number of years: _____ 31-32/9

45. Which of the following administer pre-trial diversion programs other than deferred prosecution for adults in your jurisdiction? (Please circle all that apply.)

- a. This office 1 33/2
- b. Local corrections agency . . . 1 34/2
- c. The Court 1 35/2
- d. Prosecutor's office 1 36/2
- e. Bail agency 1 37/2
- f. Private agency 1 38/2
- g. Other (please specify:) 1 39/2

46. Approximately how many of your probation/parole officers are assigned primarily to the program(s)? (IF NONE, PLEASE ENTER "0.")

40-43/9

47. Over the next two years, do you expect the number of your probation/parole officers assigned primarily to the program(s) to increase, decrease or remain unchanged?

Increase 1
Decrease 2
Remain unchanged . . . 3

44/4

48. Are deferred prosecution program(s) available in your jurisdiction for adults?

No 1
Yes 2
Don't know 3

45/4

IF YOU ANSWERED "YES" TO Q. 48, PLEASE CONTINUE.
IF YOU DID NOT ANSWER "YES," PLEASE SKIP TO Q. 52.

49. How many years have the program(s) in your jurisdiction been operating? (IF LESS THAN 6 MONTHS, PLEASE ENTER "0.")

Number of years: _____

46-47/99

50. Approximately how many of your probation/parole officers are assigned primarily to the adult deferred prosecution program(s)? (IF NONE, PLEASE ENTER "0.")

48-51/9s

51. Over the next two years, do you expect the number of your probation/parole officers assigned primarily to the adult deferred prosecution program(s) to increase, decrease or remain unchanged?

Increase 1
Decrease 2
Remain unchanged . . . 3

52/4

Diversion Programs for JUVENILES

IF YOUR OFFICE DEALS ONLY WITH ADULTS, PLEASE SKIP TO Q. 61. OTHERWISE, PLEASE CONTINUE.

52. Are formal diversion program(s) for juveniles available in your jurisdiction?

No 1
Yes 2
Don't know 3

53/4

IF YOU ANSWERED "YES" TO Q. 52, PLEASE CONTINUE, WITH Q. 53.
IF YOU DID NOT ANSWER "YES," PLEASE SKIP TO Q. 57.

53. How many years have the program(s) in your jurisdiction been operating? (IF LESS THAN 6 MONTHS, PLEASE ENTER "0.")

Number of years: _____ 54-56/9

54. Which of the following administer the formal diversion program(s) in your jurisdiction? (Please circle all that apply.)

a. This office 1 57/2
b. Local corrections agency . . . 1 58/2
c. The Court 1 59/2
d. Prosecutor's office 1 60/2
e. Bail agency 1 61/2
f. Private agency 1 62/2
g. Other (please specify:) 1 63/2

55. Approximately how many of your probation/aftercare counselors are assigned primarily to the formal juvenile diversion program(s)? (IF NONE, PLEASE ENTER "0.") 64-67/9

56. Over the next two years, do you expect the number of your probation/aftercare counselors assigned primarily to the formal juvenile diversion program(s) to increase, decrease or remain unchanged?

Increase 1
Decrease 2
Remain unchanged . . . 3 68/4

57. Are informal probation or consent decree programs or procedures (i.e., the avoidance of formal court proceedings through supervision without court order) available for juveniles in your jurisdiction?

No 1
Yes 2
Don't know . . . 3 69/4

IF YOU ANSWERED "YES" TO Q. 57, PLEASE CONTINUE, WITH Q. 58.
IF YOU DID NOT ANSWER "YES," PLEASE SKIP TO Q. 61.

58. How many years have the program(s) or procedures in your jurisdiction been operating? (IF LESS THAN 6 MONTHS, PLEASE ENTER "0.")

Number of years: 70-73/9

59. Approximately how many of your probation/aftercare counselors are assigned primarily to work with informal probation or consent decree cases? (IF NONE, PLEASE ENTER "0.") 74-77/9

60. Over the next two years, do you expect the number of probation/aftercare counselors assigned primarily to work with the informal probation or consent decree cases to increase, decrease or remain unchanged?

Increase 1
Decrease 2
Remain unchanged . . . 3 78/4

Executive's Position

61. Every probation/parole executive has particular duties and responsibilities which confront him with especially difficult decisions and problems. Based on your personal experience, please select the three areas in which such decisions and problems most often come up, and rank them, starting with "1" for the area in which they come up the most often.

Rank Three
Choices Only

- a. Supervising staff casework activities 10/9
b. Own case investigation and supervision 11/9
c. Budget and fiscal management (preparing budgets, estimating costs, day-to-day fiscal decisions, budget hearings, and so on) 12/9
d. Personnel management (discipline, employee and personnel matters, union bargaining) 13/9
e. Planning and evaluation (setting goals and reviewing agency performance against objectives) 14/9
f. Dealing with other criminal justice agencies (judges, prosecutors, defenders, sheriffs, police, and so on) 15/9
g. Dealing with state officials (correspondence and meetings with governor, state commissions, legislators, and so on) 16/9
h. Other duties and responsibilities (please specify:) 17/9

62. Based upon your experience, what kinds of special courses, workshops, training sessions or seminars would you recommend as especially useful for your successors to take? (Please circle all that apply.)

205 a. Probation/parole administration	1	18/2
206 b. Personnel management	1	19/2
205 c. Budgeting/planning and evaluation	1	20/2
204 d. Criminal law and procedures	1	21/2
207 e. Correctional law	1	22/2
203 f. Juvenile and family law	1	23/2
205 g. Applied criminology	1	24/2
207 h. Principles of corrections	1	25/2
207 i. Principles of social work	1	26/2
212 j. Juvenile services	1	27/2
213 k. Drug abuse/alcohol abuse programs	1	28/2
214 l. Vocational education programs	1	29/2
215 m. Counseling techniques	1	30/2
216 n. Crisis intervention	1	31/2
217 o. Identification and use of community resources	1	32/2
218 p. Community relations	1	33/2
219 q. Race/ethnic relations	1	34/2
220 r. Other (please specify:)	1	35/2
221 s. NONE	1	36/2

63. In which of the following areas have you had special courses, workshops, training sessions or seminars? (Please circle all that apply.)

222 a. Probation/parole administration	1	37/2
223 b. Personnel management	1	38/2
224 c. Budgeting/planning and evaluation	1	39/2
225 d. Criminal law and procedures	1	40/2
226 e. Correctional law	1	41/2
227 f. Juvenile and family law	1	42/2
228 g. Applied criminology	1	43/2
229 h. Principles of corrections	1	44/2
230 i. Principles of social work	1	45/2
231 j. Juvenile services	1	46/2
232 k. Drug abuse/alcohol abuse programs	1	47/2
233 l. Vocational education programs	1	48/2
234 m. Counseling techniques	1	49/2
235 n. Crisis intervention	1	50/2
236 o. Identification and use of community resources	1	51/2
237 p. Community relations	1	52/2
238 q. Race/ethnic relations	1	53/2
239 r. Other (please specify:)	1	54/2
240 s. NONE	1	55/2

64. How important do you think each of the following are as goals for your office? (Please rank them, using "1" for the most important, "2" for the next most important, and so on.)

	<u>RANK</u>	
241 a. Low probation/parole violation rates	_____	56/7
242 b. Rehabilitation of offenders	_____	57/7
243 c. Job placement	_____	58/7
244 d. Adherence to probation or parole agreements	_____	59/7
245 e. Low recidivism rate	_____	60/7
246 f. Other (please specify:)	_____	61/7

65. How much improvement in crime control and the administration of justice do you think could be achieved by changes in staffing, organization, and policies of probation/parole agencies in general (local, county and state)?

A great deal of improvement	1	
Some improvement	2	
247 Little or no improvement	3	62/4

66. What do you consider to be the major obstacle to the proper administration of justice in your jurisdiction?

63-64/99

Background

67. Please record your:

a. Age	_____	65-66/99
700 b. Sex (please circle)	M F	67/3
c. Color or race:		
White	1	
Black	2	
251 Other (please specify:)	3	68/4

68. How were you selected for your current position? (Please circle all that apply.)

a. Competitive examination	1	69/2
b. Exempt or political appointment	1	70/2
c. Selected by judge	1	71/2
d. Other (please specify:)	1	72/2

69. Did you advance to your current position from within this agency, or were you recruited from outside?

From within	1	
256 From outside	2	73/3

IF YOU WERE RECRUITED FOR YOUR CURRENT POSITION FROM OUTSIDE THIS OFFICE, PLEASE ANSWER Q. 70. OTHERWISE, PLEASE SKIP TO Q. 71.

70. What kind of organization did you leave to accept your current position?

Adult probation/parole office	1	
Juvenile probation/aftercare office	2	
Other (please specify:)	3	74/4

71. In which of the following areas have you ever worked?
(Please circle all that apply.)

- | | | |
|--|---|----|
| a. Prosecutor's office | 1 | 10 |
| b. Criminal defense office | 1 | 11 |
| c. Police or sheriff's department | 1 | 12 |
| d. Correctional institution | 1 | 13 |
| e. Community-based correctional facility | 1 | 14 |
| f. Welfare agency | 1 | 15 |
| g. Mental health agency | 1 | 16 |
| h. NONE OF THE ABOVE | 1 | 17 |

72. Which of the following positions have you ever held? (Please circle all that apply.)

- | | | |
|---|---|----|
| a. Adult probation/parole officer | 1 | 18 |
| b. Juvenile probation/aftercare counselor | 1 | 19 |
| c. Probation/parole supervisor | 1 | 20 |
| d. Assistant or deputy chief probation/parole officer | 1 | 21 |
| e. Chief probation/parole officer in another agency | 1 | 22 |
| f. NONE OF THE ABOVE | 1 | 23 |

73. In all, how many years have you worked in probation/parole? 24-25

74. How many years have you worked in this office?
(IF LESS THAN SIX MONTHS, PLEASE ENTER "0.") 26-27

75. How many years have you been head of this office?
(IF LESS THAN SIX MONTHS, PLEASE ENTER "0.") 28-29

76. Did you continue your academic schooling after beginning your probation/parole career?

No 1

Yes 2

30/3

IF YOU ANSWERED "YES" TO Q. 76, PLEASE ANSWER
Q. 77. OTHERWISE, PLEASE SKIP TO Q. 78.

77. Did you receive financial assistance to continue your schooling from any of the following sources? (Please circle all that apply.)

- | | | |
|---|---|------|
| a. Law Enforcement Education Program (L.E.E.P.) | 1 | 31/2 |
| b. G.I. Bill | 1 | 32/2 |
| c. Other federal programs | 1 | 33/2 |
| d. State programs | 1 | 34/2 |
| e. The agency or institution you were employed by | 1 | 35/2 |
| f. Other financial aid | 1 | 36/2 |
| g. NONE | 1 | 37/2 |

78. Please circle the number indicating your current level of academic education.

- | | | |
|--|----|----------|
| High school graduate | 01 | |
| 1 year of college | 02 | |
| 2 or 3 years of college | 03 | |
| Bachelor's degree | 04 | |
| Some graduate course work | 05 | |
| Master's degree (other than M.S.W.) | 06 | |
| M.S.W. | 07 | |
| Graduate work beyond Master's degree | 08 | |
| LL.B., J.D. or other law degree | 09 | |
| Ph.D. or other doctorate | 10 | 38-39/11 |

IF YOU HAVE EARNED AT LEAST ONE COLLEGE DEGREE, PLEASE
ANSWER Q. 79. OTHERWISE, PLEASE SKIP TO Q. 80.

79. Please record your area of specialization for each college degree you have earned.

- a. A.A.: _____ 40-41/95
b. B.A. or B.S.: _____ 42-43/95
c. M.A.: _____ 44-45/95
d. M.S.W.: _____ 46-47/95
e. Ph.D. or Law degree: _____ 48-49/95

80. Please circle the number indicating the extent of your academic education prior to starting your probation/parole career.

- High school graduate 01
1 year of college 02
2 or 3 years of college 03
Bachelor's degree 04
Some graduate course work 05
Master's degree (other than M.S.W.) 06
M.S.W. 07
Graduate work beyond the Master's degree 08
LL.B. or J.D. or other law degree 09
Ph.D. or other doctorate 10

Thank you for your cooperation. Any comments you care to make concerning the topics covered in this questionnaire would be most appreciated.

50-51/11

79-80/06

PROBATION/PAROLE OFFICE FACT SHEET

Personnel Information

81. Which of the following best describes your office?

- An office that renders direct service to parolees or probationers 1
The highest level state office whose sole area of responsibility is probation and/or parole 2
An administrative office that neither renders direct service to parolees or probationers nor is the highest level state office 3

10/4

IF YOU ANSWERED "1" TO Q. 81, PLEASE COMPLETE THE REMAINING QUESTIONS FOR YOUR OFFICE ONLY. FOR EXAMPLE, YOUR FIRST ANSWER TO Q. 82a SHOULD INCLUDE ALL FULL-TIME EMPLOYEES WHO WORK AT OR FROM YOUR GEOGRAPHIC LOCATION.

IF YOU ANSWERED "2" TO Q. 81, PLEASE COMPLETE THE REMAINING QUESTIONS FOR THE ENTIRE DEPARTMENT OR DIVISION INCLUDING ALL STAFF AND LINE FUNCTIONS. FOR EXAMPLE, YOUR FIRST ANSWER TO Q. 82a SHOULD INCLUDE ALL FULL-TIME EMPLOYEES REGARDLESS OF THEIR GEOGRAPHIC LOCATION OR PRECISE FUNCTION IN YOUR DEPARTMENT.

IF YOU ANSWERED "3" TO Q. 81, PLEASE SKIP THE REMAINING QUESTIONS AND RETURN THIS QUESTIONNAIRE. THANK YOU FOR YOUR COOPERATION!

82. What was this office's employment in each of the following categories on June 30, 1975?

NOTE: COUNT EMPLOYEES WORKING 35 HOURS OR MORE PER WEEK AS FULL-TIME; AND EMPLOYEES WORKING LESS THAN 35 HOURS A WEEK AS PART-TIME.

	Full-Time	Part-Time	
a. TOTAL EMPLOYMENT	_____	_____	11-14 15-18/9s
b. Number of basic officers with <u>only</u> probation responsibilities (casework and investigations)	_____	_____	19-22 23-26/9s
c. Number of basic officers with <u>only</u> parole responsibilities	_____	_____	27-30 31-34/9s
d. Number of basic probation/parole officers with <u>both</u> probation and parole responsibilities	_____	_____	35-38 39-42/9s
e. Number of probation/parole supervisory officers and office management (including <u>all</u> supervisory and management personnel)	_____	_____	43-46 47-50/9s
f. Number of paraprofessionals (persons without academic credentials who work as case aides directly involved in servicing offenders)	_____	_____	51-54 55-58/9s
g. All other personnel (including clerical personnel)	_____	_____	59-62 63-66/9s
83. How many probation/parole officers <u>voluntarily resigned</u> from your office during the 12-month period from June 30, 1973 to June 30, 1974?	_____	_____	67-70/9s
84. How many probation/parole officers did your office <u>hire</u> during the 12-month period from June 30, 1973 to June 30, 1974?	_____	_____	71-74/9s

79-80/07

85. How many probation/parole officers were employed by your office on June 30, 1973? 10-13/9s

86. How many probation/parole officers were employed by your office on June 30, 1974? 14-17/9s

87. Do you currently accept lateral entrants (i.e., experienced probation/parole officers from other offices) directly into supervisory ranks but below the level of chief?

Yes 1

No, lateral entrants are accepted only for basic probation/parole officer positions 2

No, lateral entrants are not accepted at all 3 18/4

88. Does your office participate in collective bargaining with a union which represents your probation/parole officers?

No 1

Yes 2 19/3

89. Are applicants for probation/parole positions required to take a written examination?

No 1

Yes, solely as a matter of departmental policy 2

Yes, required by civil or merit service 3 20/4

90. Does your office have written job descriptions for officers in the basic probation/parole position?

No 1

Yes 2 21/3

91. Is the position of probation/parole officer regulated by civil service?

No 1

Yes 2 22/3

92. What are the maximum and minimum annual salaries your office is authorized to pay for the following positions? (NOTE: If your office does not have both probation and parole responsibilities, please enter "NA's" where not applicable.)

Basic probation officer position:

34 a. Minimum: \$ _____ 23-27/9s
35 b. Maximum: \$ _____ 28-32/9s

Basic parole officer position:

36 c. Minimum: \$ _____ 33-37/9s
37 d. Maximum: \$ _____ 38-42/9s

Office and Caseload Information

93. For which of the following functions is your office responsible? (Please circle all that apply.)

38 Adult parole 1 43/2
39 Adult probation 1 44/2
40 Juvenile parole/aftercare . . . 1 45/2
41 Juvenile probation 1 46/2

94. Is your office administratively attached directly to a court?

No 1
342 Yes 2 47/3

95. Approximately how many investigations were conducted by your office during the last complete calendar year? (PLEASE ENTER "N/A" FOR TYPES OF CASES NOT HANDLED BY YOUR OFFICE.)

Number of ADULT Investigations:

42 a. Pre-trial (e.g., bail or ROR) . . . 48-52/9s
43 b. Pre-sentence 53-57/9s
44 c. Pre-release 58-62/9s
45 d. Other (please specify:) 63-67/9s

79-80/08

Number of JUVENILE Investigations:

327 e. Pre-hearing 10-14/9s
328 f. Pre-release (i.e., pre-aftercare) 15-19/9s
329 g. Other (please specify:) 20-24/9s

96. Approximately how large was the office's average monthly caseload during the last calendar year? (PLEASE ENTER "N/A" FOR TYPES OF CASES NOT HANDLED BY YOUR OFFICE.)

Number of probation cases:

330 a. Adult 25-29/9s
331 b. Juvenile 30-34/9s

Number of parole or aftercare cases:

332 c. Adult 35-39/9s
333 d. Juvenile 40-44/9s

Expenditures

NOTE: IF PRECISE FIGURES ARE NOT AVAILABLE, PLEASE GIVE YOUR BEST ESTIMATE.

- 334 97. Total annual office expenditures for the last complete fiscal year \$ _____ 45-52/9s
98. Annual payroll expenditures for the last complete fiscal year (salaries and fringe benefits) \$ _____ 53-60/9s
335 99. Annual operating expenditures for training for the last complete fiscal year (excluding salary of trainees) . . . \$ _____ 60-67/9s

79-80/09



MANDATED BY PUBLIC LAW 93-83

NATIONAL MANPOWER SURVEY - CRIMINAL JUSTICE SYSTEM
BUREAU OF SOCIAL SCIENCE RESEARCH, INC.

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Project Director

To the Administrative Official of this Court:

As Richard E. Velde, Administrator of the L.E.A.A., explained in his recent letter, the National Manpower Survey is assessing manpower and training needs throughout the agencies and offices comprising the criminal justice system. The enclosed questionnaire has been designed as part of this nationwide survey. The results will be sent to Congress for use in establishing guidelines for allocation of future resources among the various sectors of the criminal justice system.

Questionnaires much like this one are being completed by most other criminal justice agencies. To ensure that the interests and perspectives of the judicial process are fully represented in the Survey's results, it is vital for us to obtain information about both the operations of and about the manpower and training needs of the nation's courts. As an administrative official close to the workings of this court, we feel you are especially qualified to communicate accurately this information to us.

The results of the study will be presented only as statistical summaries and anonymous comments (space for comments has been provided at the end of the questionnaire). No administrative official nor court will ever be identified; the address label is only to ensure that you will receive no more mailings, and will be removed by my staff immediately upon receipt of your completed questionnaire.

Most questions can be answered by circling or writing in a number. The numbers in the right-hand margins are simply key-punching instructions, and should be ignored.

Please take the time to complete and return this questionnaire within the next five days. No postage or envelope is required. Simply fold over the back cover, moisten the gummed edge, seal, and deposit it in the mail. If you have any questions about the questionnaire or about the study, please feel free to call me at (202) 223-4308.

Sincerely,

James M. Kretz
James M. Kretz, Director
Survey Operations Division

OMB No.: 043-S75032
Approval Expires: July 31, 1976

LEAA No.: 3600-8

BSSR No.: 46719

1-5

6-9

PLEASE NOTE:

- Most questions are to be answered by circling the number next to the appropriate response. Only a few questions require written-in answers.
- "Full-time" is defined for this questionnaire as 35 or more hours per week.
- THE PHRASE "THIS COURT" IS IMPORTANT. IT MEANS "ONLY THE COURT WHICH IS NAMED ON THE ADDRESS LABEL ON THE OUTSIDE COVER OF THE QUESTIONNAIRE."

1. What is the formal title of the position you currently hold?

Title: _____

☐

10/9

2. Do you currently serve any court(s) other than this court?

No 1

Yes 2 11/3

IF YOU ANSWERED "YES" IN Q. 2, PLEASE ANSWER Q. 3.
IF YOU ANSWERED "NO," PLEASE SKIP TO Q. 4.

3. Please list the exact names of the other court(s) you currently serve.

4. Is this court an Appellate Court of Last Resort in your State?

No 1

Yes 2 12/3

IF YOU ANSWERED "NO" IN Q. 4, PLEASE CONTINUE.
IF YOU ANSWERED "YES," PLEASE SKIP TO Q. 10.

5. This court is a(n):

- Trial Court of Limited or Special Jurisdiction 1
- Trial Court of (Original) General Jurisdiction (also known
in some States as "Court of Record") 2
- Intermediate Appellate Court 3 13/4

IF THIS COURT IS A TRIAL COURT, PLEASE SKIP TO Q. 29. IF THIS
COURT IS AN INTERMEDIATE APPELLATE COURT, PLEASE CONTINUE.

Intermediate Appellate Courts

6. What is the jurisdiction of this court?

- Criminal only 1
- Civil only 2
- Both criminal and civil 3 14/4

7. How are cases usually assigned? (Please circle only one answer.)

- Cases are assigned to courtrooms and are heard by
panels on a rotating basis 1
- Cases are assigned according to subject matter, to panels
of judges who specialize in certain types of cases 2
- Cases are assigned regardless of subject matter to panels
on the basis of who has time in their caseload 3
- Some other criterion (please specify:) 4 15/5

8. Who usually assigns cases and sets a time for them to be heard?
(Please circle only one answer.)

- Clerk of the court assigns case to panel and sets time 1
- Chief or Presiding Judge assigns case to panel, and
Clerk of the court sets time for each case 2
- Chief or Presiding Judge assigns case to panel, and
panel sets time for case 3
- Clerk of the court assigns case to panel, and panel
sets time for case 4
- Other method (please specify:) 5 16/6

9. Approximately what proportion of cases heard by this court in the
last fiscal/calendar year were heard en banc? % 17-18/9

All Appellate Courts: Judicial Personnel

10. As of June 30, 1975 what was the number of permanent judgeships
authorized for this court?

Number: _____ 19-20/9

11. As of June 30, 1975 how many of those permanent judgeships were
vacant? (IF NONE, PLEASE ENTER "0.")

Number: _____ 21-22/9

12. How many trial judges from courts of general jurisdiction were
temporarily assigned to this court during the 12 months from
June 30, 1974 to June 30, 1975? (IF NONE, PLEASE ENTER "0.")

Number: _____ 23-24/9

IF YOU ENTERED "0" IN Q. 12, PLEASE SKIP TO Q. 14.
OTHERWISE, PLEASE ANSWER Q. 13.

13. Approximately how many judge-days were provided by the
temporarily assigned general jurisdiction judges during
the 12 months?

Number of judge-days: _____ 25-26/9

14. How many retired or "senior" judges heard cases in this court during the 12 months from June 30, 1974 to June 30, 1975? (IF NONE, PLEASE ENTER "0.")

Number: _____

27-28/9

IF YOU ENTERED "0" IN Q. 14, PLEASE SKIP TO Q. 16. OTHERWISE, PLEASE ANSWER Q. 15.

15. Approximately how many judge-days were provided for this court by the retired or "senior" judges during the 12 months?

Number of judge-days: _____

29-30/9

Non-Judicial Personnel

16. How many full-time (35 hours/week or more) and part-time non-judicial personnel in each of the following categories worked at this court on June 30, 1975? (PLEASE ENTER "N/A" FOR ANY CATEGORY NOT APPLICABLE TO THIS COURT.)

	Full-time	Part-time	
a. TOTAL	_____	_____	31-33/98 34-36/98
b. Clerk of the Court and Deputy Clerk(s)	_____	_____	37-39/98 40-42/98
c. Law clerks	_____	_____	43-45/98 46-48/98
d. Staff attorneys	_____	_____	49-51/98 52-54/98
e. Professional and technical personnel (computer specialists, budget specialists, and so on)	_____	_____	55-57/98 58-60/98
f. Clerical and secretarial personnel	_____	_____	61-63/98 64-66/98
g. Other personnel (please specify:)	_____	_____	67-69/98 70-72/98

79-80/01

17. Of the following categories of personnel who work at this court, which, if any, are covered by a merit- or civil-service system? (Please circle the correct response for each category appropriate to this court.)

	Not Covered by Such a System	Covered By:			No Personnel in This Category	BEGIN CARD 02
		State System	County System	Other System		
a. Clerk of the Court	1	2	3	4	5	10/6
b. Deputy Clerk(s) of the Court	1	2	3	4	5	11/6
c. Professional or technical personnel (e.g., computer or budget specialists)	1	2	3	4	5	12/6
d. Clerical or secretarial personnel	1	2	3	4	5	13/6
e. Judges	1	2	3	4	5	14/6
f. Law clerks	1	2	3	4	5	15/6
g. Staff attorneys	1	2	3	4	5	16/6

18. Is any "in-house" (i.e., within this court or other courts of this State) formal training or continuing education provided for any of the non-judicial personnel who work at this court?

No 1
Yes 2
Don't know . . . 3 17/4

19. Is any assistance (such as tuition support or administrative leave) for obtaining formal training or continuing education provided for any of the non-judicial personnel who work at this court?

No 1
Yes 2 18/4
Don't know . . . 3

IF NEITHER IN-HOUSE TRAINING NOR ASSISTANCE FOR TRAINING IS PROVIDED, PLEASE SKIP TO Q. 21. OTHERWISE, PLEASE ANSWER Q. 20.

20. For those personnel who obtained formal training/continuing education during the last fiscal year, approximately what was the average length?

	One Day or Less	2 Days to 1 Wk.	More Than 1 Wk.	None	Don't Know	
a. Clerk of the Court	1	2	3	4	5	19/6
b. Deputy Clerk(s) of the Court	1	2	3	4	5	20/6
c. Law Clerks	1	2	3	4	5	21/6
d. Staff attorneys	1	2	3	4	5	22/6
e. Professional or technical personnel	1	2	3	4	5	23/6
f. Clerical or secretarial personnel	1	2	3	4	5	24/6

Caseload Information

PLEASE FILL IN THE FOLLOWING INFORMATION (Q. 21-24) CONCERNING THIS COURT'S CASELOAD DURING FISCAL YEAR 1975 ACCORDING TO THE STATISTICS KEPT BY THIS COURT (IF EXACT FIGURES ARE NOT AVAILABLE, PLEASE USE YOUR BEST ESTIMATE):

21. a. Total number of appeals filed: 25-29/9s
- b. Total number of appeals decided: 30-34/9s
- 1) With oral arguments: 35-39/9s
- 2) With written opinion: 40-44/9s
- c. Total number of appeals otherwise terminated:
- 1) By counsel 45-49/9s
- 2) By the Court (either on its own or by motion of a party) 50-54/9s

IF WITHIN THIS COURT'S JURISDICTION:

22. a. Number of criminal appeals filed: 55-59/9s
- b. Number of criminal appeals decided: 60-64/9s
- 1) With oral arguments: 65/69/9s
- 2) With written opinion: 70-74/9s
- c. Number of criminal appeals otherwise terminated: 79-80/02
- 1) By counsel: 10-14/9s
- 2) By the Court (either on its own or by motion of a party) 15-19/9s
- 20-24/9s

IF WITHIN THIS COURT'S JURISDICTION:

23. a. Number of non-criminal appeals (including civil appeals arising out of criminal matters) filed: 25-29/9s
- b. Number of non-criminal appeals decided: 30-34/9s
- 1) With oral arguments: 35-39/9s
- 2) With written opinion: 40-44/9s
- c. Number of non-criminal appeals otherwise terminated: 45-49/9s
- 1) By counsel: 50-54/9s
- 2) By the Court (either on its own or by motion of a party): 55-59/9s

24. Approximately what number of pro se petitions for appeal were filed at this court during the last complete fiscal year?

Number: 60-64/9s

IF THIS COURT IS AN APPELLATE COURT
OF LAST RESORT, PLEASE CONTINUE.
IF NOT, PLEASE SKIP TO Q. 76.

79-80/03

25. How many discretionary criminal appeals (including writs of certiorari) were filed during fiscal year 1975? 10-14/9e
26. How many discretionary criminal appeals (including writs of certiorari) were granted during fiscal year 1975? 15-19/9e

IF THERE IS AN INTERMEDIATE APPELLATE COURT IN YOUR STATE, PLEASE ANSWER Q. 27. OTHERWISE, PLEASE SKIP TO Q. 76.

27. Are there any types of cases which come to this court by direct appeal from the original jurisdiction court?
- No 1
- Yes 2 20/3

IF YOU ANSWERED "NO" IN Q. 27, PLEASE SKIP TO Q. 76.
IF YOU ANSWERED "YES," PLEASE ANSWER Q. 28.

28. Please list the types of cases which come to this court by direct appeal, and the number of cases of each type this court had during the last complete fiscal year:

<u>Types of Cases</u>	<u>Number</u>
_____	_____
_____	_____
_____	_____

PLEASE SKIP TO Q. 76.

BEGIN
C-3 04

Trial Courts

29. Is this trial court one seat of a judicial circuit or district which meets in other locations as well as this one?
- No 1
- Yes 2 22/3

IF YOU ANSWERED "NO" IN Q. 29, PLEASE SKIP TO Q. 34. IF YOU ANSWERED "YES," PLEASE CONTINUE.

30. As of June 30, 1975, what was the number of permanent judgeships authorized for the entire circuit or district of which this court is a part?
- Number: _____ 23-25/9

31. As of June 30, 1975, how many of those permanent judgeships authorized for the entire circuit or district of which this court is a part were vacant? (IF NONE, PLEASE ENTER "0.")
- Number: _____ 26-28/9

32. As of June 30, 1975, how many permanent judges filled the permanent judgeships authorized for the entire circuit or district of which this court is a part?
- a. Full-time: _____ 29-31/9
- b. Part-time: _____ 32-34/9

33. As of June 30, 1975, did this judicial circuit or district (of which this court is a part) have a professional Trial Court Administrator, defined as a "nonelected professional administrator concerned with caseload throughout the court system, personnel management, planning and research, budget drafting, and all other administrative and managerial nonjudicial business of the court or court system"?
- No 1
- Yes 2 35/3

34. As of June 30, 1975, what was the number of permanent judgeships authorized for this court?

Number: _____ 36-38/9s

35. As of June 30, 1975, how many of those permanent judgeships were vacant? (IF NONE, PLEASE ENTER "0.")

Number: _____ 39-41/9s

36. As of June 30, 1975, how many permanent judges filled the permanent judgeships authorized for this court?

a. Full-time: _____ 42-44/9s

b. Part-time: _____ 45-46/9s

37. Approximately how many judge-days in the last fiscal year were provided for this court by judges "on loan" from another court?

Judge-days "borrowed": _____ 47-49/9s

38. Approximately how many judge-days in the last fiscal year were "loaned" to another court by judges of this court?

Judge-days "loaned": _____ 50-52/9s

38a. Please estimate how the judge-time was apportioned in this court over the past 12 months, among the following types of cases:

a. Civil % 53-54/99

b. Criminal % 55-56/99

c. Traffic % 57-58/99

d. Juvenile % 59-60/99

Total: 100 %

39. As of June 30, 1975, did this court have a professional Trial Court Administrator, defined as a "nonelected professional administrator concerned with caseflow throughout the court system, personnel management, planning and research, budget drafting, and all other administrative and managerial nonjudicial business of the court or court system"?

No 1

Yes 2 61/3

40. Which of the following sources provide(s) the funds which pay the salaries of this court's judges? (Please circle all that apply.)

a. City 1 62/2

b. County 1 63/2

c. State 1 64/2

d. Federal 1 65/2

IF YOU CIRCLED MORE THAN ONE SOURCE IN Q. 40, PLEASE ANSWER Q. 41. IF YOU CIRCLED ONLY ONE, PLEASE SKIP TO Q. 42.

41. Do judges at this court each receive one paycheck per pay-period which combines the segments of their salaries, or do they receive a paycheck from each source separately?

One combined paycheck 1

Separate paychecks from each source 2

Don't know 3

Other (please specify:) 4 66/3

Other Personnel

42. How many full-time (35 hours or more/week) and part-time personnel in each of the following categories were working at this court on June 30, 1975? (PLEASE ENTER "N/A" FOR ANY CATEGORY NOT APPLICABLE TO THIS COURT.)

	Full-Time	Part-Time	
a. TOTAL:			67-70/9s 71-74/9s
b. Clerk of the Court, Deputy Clerk(s) of the Court			79-80/04 10-12/9s 13-15/9s
c. Magistrates			16-18/9s 19-21/9s
d. Justices of the Peace			22-24/9s 25-27/9s
e. Other officials exercising judicial authority (such as commissioners, masters, referees) . . .			28-30/9s 31-33/9s
f. Law clerks			34-36/9s 37-39/9s
g. Staff attorneys			40-42/9s 43-45/9s
h. Bailiffs			46-48/9s 49-51/9s
i. Court reporters			52-54/9s 55-57/9s
j. Probation/parole officers			58-60/9s 61-63/9s
k. Pre-sentence investigators (<u>other than</u> probation/parole officers)			79-80/05 BEGIN CARD 06
l. Translators			10-12/9s 13-15/9s
m. Computer, budget, or fiscal specialists			16-18/9s 19-21/9s
n. Other professional or technical personnel . . .			22-24/9s 25-27/9s
o. Clerical or secretarial personnel			28-30/9s 31-33/9s
p. Other personnel (please specify:)			34-36/9s 37-39/9s
			40-42/9s 43-45/9s

43. Do any of the full-time personnel listed above (in Q. 42) have any job-related duties or responsibilities other than to THIS COURT, or handle any business other than for THIS COURT alone?

No 1

Yes 2

46/3

IF YOU ANSWERED "YES," TO Q. 43, PLEASE ANSWER Q. 44.
IF YOU ANSWERED "NO," PLEASE SKIP TO Q. 45.

44. Please circle the categories of personnel which handle other business or have job-related duties or responsibilities to some organization other than this court:

a. Clerk of the Court	1	47/2
b. Deputy Clerk(s)	1	48/2
c. Computer, budget, or financial specialists	1	49/2
d. Other professional and technical personnel	1	50/2
e. Clerical and secretarial personnel	1	51/2
f. NONE OF THE ABOVE	1	52/2

45. Of the following categories of personnel who work at this court, which, if any, are covered by a merit- or civil-service system? (Please circle the correct response for each category appropriate to this court.)

	Not Covered by Such a System	Covered By:			Don't Know	No Personnel in This Category	
		State System	County System	Other System			
a. Clerk of the Court	1	2	3	4	5	6	53/7
b. Deputy Clerk(s) of the Court	1	2	3	4	5	6	54/7
c. Translators	1	2	3	4	5	6	55/7
d. Professional or technical personnel (e.g., computer or budget specialists).	1	2	3	4	5	6	56/7
e. Clerical or secretarial personnel	1	2	3	4	5	6	57/7
f. Judges	1	2	3	4	5	6	58/7
g. Law Clerks	1	2	3	4	5	6	59/7
h. Staff attorneys	1	2	3	4	5	6	60/7
i. Court reporters	1	2	3	4	5	6	61/7
j. Bailiffs	1	2	3	4	5	6	62/7

46. Does this court have an Administrative Judge, i.e., a judge whose duties are largely, if not solely, administrative?

No 1
Yes 2 63/3

47. Is any "in-house" (i.e., within this court or other courts of this State) formal training or continuing education provided for any of the non-judicial personnel who work at this court?

No 1
Yes 2
Don't know 3 64/4

48. Is any assistance (such as tuition support or administrative leave) for obtaining formal training or continuing education provided for any of the non-judicial personnel who work at this court?

No 1
Yes 2
Don't know 3 65/4

IF NEITHER IN-HOUSE TRAINING NOR ASSISTANCE FOR TRAINING IS PROVIDED, PLEASE SKIP TO Q. 50. OTHERWISE, PLEASE ANSWER Q. 49.

49. For those personnel who obtained formal training/continuing education during the last fiscal year, approximately what was the average length?

	One Day or Less	2 Days to 1 Wk.	More Than 1 Wk.	NONE	Don't Know	
a. Clerk of the Court	1	2	3	4	5	66/6
b. Deputy Clerk(s) of the Court	1	2	3	4	5	67/6
c. Law Clerks	1	2	3	4	5	68/6
d. Staff attorneys	1	2	3	4	5	69/6
e. Nonjudge officials who exercise judicial authority	1	2	3	4	5	70/6
f. Pre-sentence investigators	1	2	3	4	5	71/6
g. Probation/parole officers	1	2	3	4	5	72/6
h. Professional or technical personnel	1	2	3	4	5	73/6
i. Clerical or secretarial personnel	1	2	3	4	5	74/6

50. A new court service position has recently developed, called "pre-trial services agent." The agent performs general pre-trial counseling and bail investigation, and other services not performed by probation officers. Did this court have any pre-trial services agents on June 30, 1975?

No 1
Yes 2
DON'T KNOW . . . 3

10/4

IF YOU ANSWERED "YES" IN Q. 50, PLEASE ANSWER Q. 51-52. OTHERWISE, PLEASE SKIP TO Q. 55.

51. How many pre-trial services agents were working at this court on June 30, 1975? (If "NONE" in a category, please enter "0.")

a. Full-time: _____ 11-12/95
b. Part-time: _____ 13-14/95

52. Does this court provide any training--either entry-level or in-service--to its pre-trial services agents?

No 1
Yes 2
DON'T KNOW . . . 3

15/4

IF YOU ANSWERED "YES" TO Q. 52, PLEASE ANSWER Q. 53-54. OTHERWISE, PLEASE SKIP TO Q. 55.

53. For those pre-trial services agents who received such training during the last fiscal year, approximately what amount of training was provided during the last fiscal year?

1 day or less 1
2 days to 1 week . . . 2
1-2 weeks 3
More than 2 weeks . . . 4
DON'T KNOW 5

14

BEGIN
CA 07

54. Where is the formal training usually given?

a. In-house (i.e., at this court) 1
b. At another court within this State 2
c. Outside of this State 3
d. Other (please specify:) 4
e. DON'T KNOW 5

17/6

Court Operations

55. Which of the following are within the original jurisdiction of this court? (Please circle all that apply.)

a. Issue warrants (e.g., arrests, search and seizure) 1 18/2
b. Bail hearings 1 19/2
c. Presentments or first arraignments 1 20/2
d. Probable cause hearings 1 21/2
e. Arraignments post indictment or information 1 22/2
f. Juvenile proceedings (adjudications) 1 23/2
g. Civil jurisdiction: family/domestic relations 1 24/2
h. Civil jurisdiction: probate 1 25/2
i. Civil jurisdiction other than family/domestic relations or probate 1 26/2
j. Misdemeanor trials (original jurisdiction) 1 27/2
k. Misdemeanor appeals: trials de novo 1 28/2
l. Misdemeanor appeals: on the record from lower court 1 29/2
m. Felony trials (original jurisdiction) 1 30/2

56. Which of the following release options are used at this court?
(Please circle all that apply.)
- a. Pre-trial release investigations to recommend release or detention 1 31/2
 - b. ROR program (release on recognizance) 1 32/2
 - c. Third-party custody (release into custody of non-family members) 1 33/2
 - d. Percent deposit at bail (in which some percentage of bail--often 10 percent--is deposited directly to court by offender, rather than the posting of 100 percent of bail) 1 34/2
 - e. Other release option used (please specify:) 1 35/2
 - f. NONE OF THE ABOVE 1 36/2

57. Of the following facilities, which are operated by this court, which are available locally for use by this court but are operated by another agency or office, and which are not available locally at all? (IF YOUR COURT DOES NOT HOLD JUVENILE HEARINGS, PLEASE CIRCLE "NOT APPLICABLE" FOR "a" AND "b.")

	Operated by This Court	Available But Not Operated by This Court	Not Available	Not Applicable	
a. Pre-hearing detention facilities for juveniles only	1	2	3	4	37/5
b. Post-adjudication correctional facilities for juveniles only	1	2	3	4	38/5
c. Adult correctional facility (workhouse, jail)	1	2	3	-	39/4
d. Adult half-way house	1	2	3	-	40/4
e. Detention facility inside the courthouse (i.e., "holding room")	1	2	3	-	41/4

58. Which of the following policies or procedures are used by this court? (Please circle all that apply.)
- a. Strict continuance policy is followed to reduce the number of cases held over on calendar 1 42/2
 - b. Continuances granted with adjournment to a date certain . . . 1 43/2
 - c. Court holds regular night sessions 1 44/2
 - d. Court holds regular weekend sessions 1 45/2
 - e. NONE OF THE ABOVE 1 46/2

IF THIS COURT HAS ORIGINAL JUVENILE JURISDICTION, PLEASE ANSWER Q. 59-61. OTHERWISE, PLEASE SKIP TO Q. 62.

59. For statistical purposes, what is the definition of "juvenile case" at this court? (Please circle only one answer.)
- Each juvenile is counted as a "case" 1
 - Each petition is counted as a separate "case" 2
 - Other definition (please specify:) 3 47/4

60. FOR JUVENILE CASES:
(NOTE: Please exclude dependency and neglect cases.)
- a. How many cases were pending at this court at the beginning of fiscal year 1975? 48-51/9s
 - b. How many new petitions were filed at this court during the fiscal year 1975? 52-55/9s
 - c. How many cases were pending at this court at the end of fiscal year 1975? 56-59/9s
79-80/07
61. TERMINATION OF JUVENILE CASES IN FISCAL YEAR 1975:
(NOTE: Please exclude dependency and neglect cases.)
- BEGIN CARD 08
- a. Total number closed 10-13/9s
 - b. Adjudications to probation 14-17/9s
 - c. Adjudications to juvenile facilities 18-21/9s
 - d. Transfers to adult jurisdiction 22-25/9s
 - e. Findings of non-delinquency 26-29/9s
 - f. Dismissals 30-33/9s

IF THIS COURT HAS NON-CRIMINAL JURISDICTION, PLEASE
ANSWER Q. 62-65. OTHERWISE, PLEASE SKIP TO Q. 66.

62. For statistical purposes, when is a non-criminal (i.e., civil) case considered to be "filed" at this court? (Please circle all that apply.)

- | | | |
|--|---|------|
| a. When the first pleading is presented by a party to an official of the court | 1 | 34/2 |
| b. When the initial filing fee (if required) is paid | 1 | 35/2 |
| c. When the case is "ready for trial" | 1 | 36/2 |
| d. Other time (please specify:) | 1 | 37/2 |

63. For statistical purposes, what is the definition of "non-criminal case (or 'civil case')" at this court?

- | | | |
|--|---|---|
| One separate "case" is counted for each separate complaint filed | 1 | |
| Other definition (please specify:) | 2 | 3 |

64. FOR NON-CRIMINAL CASES (EXCLUDING JUVENILE):

- | | |
|---|----------|
| a. How many cases were <u>pending</u> at this court at the beginning of fiscal year 1975? | 39-43/9s |
| b. How many <u>new cases</u> were <u>filed</u> at this court during fiscal year 1975? | 44-48/9s |
| c. How many cases were <u>pending</u> at this court at the end of fiscal year 1975? | 49-53/9s |

65. TERMINATIONS OF NON-CRIMINAL CASES (EXCLUDING JUVENILE):

- | | |
|--|----------|
| a. <u>Total number closed</u> (fiscal year 1975) | 54-58/9s |
| b. Dismissals | 59-63/9s |
| c. Transfers to other jurisdictions | 64-68/9s |
| d. Settlements before trial | 69-73/9s |
| e. Bench trials | 74-78/9s |
| f. Jury trials | 79-80/08 |
| g. All others | 10-14/9s |
| | 15-19/9s |

BEGIN CARD 09

IF THIS COURT HAS CRIMINAL JURISDICTION, PLEASE ANSWER
Q. 66-75. OTHERWISE, PLEASE SKIP TO Q. 76.

66. How are criminal cases usually assigned?

- | | |
|--|---|
| Cases are assigned to courtrooms and are heard by judges on a rotating basis | 1 |
| Cases are assigned according to subject matter, to judges who specialize in certain types of cases | 2 |
| Cases are assigned regardless of subject matter to judges on the basis of who has time in their caseload | 3 |
| Other method (please specify:) | 4 |

20/5

67. Who usually assigns criminal cases and sets a time for trial?

- | | |
|---|---|
| Clerk of the court assigns case to judge and sets time | 1 |
| Prosecutor, with consent of the defense lawyer, sets time, and Clerk of the court assigns case to judge | 2 |
| Chief or Presiding Judge assigns cases to judges, and Clerk of the court sets time for each case | 3 |
| Chief or Presiding Judge assigns cases to judges, and each judge sets time for each case | 4 |
| Clerk of the court assigns cases to judge, and judge sets time | 5 |
| Other method (please specify:) | 6 |

21/7

68. Which of the following procedures or policies are followed by this court in processing criminal cases? (Please circle all that apply.)
- | | | |
|---|---|------|
| a. In calendaring, priority is usually or always given to criminal cases over civil cases | 1 | 22/2 |
| b. In calendaring, priority is given only to "old" criminal cases | 1 | 23/2 |
| c. In calendaring criminal cases, priority is given to incarcerated defendants | 1 | 24/2 |
| d. In calendaring, priority is given to criminal cases, but only when the criminal case backlog becomes large | 1 | 25/2 |
| e. Bail schedule for minor violations or offenses is set by court for use at police stations | 1 | 26/2 |
| f. Pre-trial conferences between prosecutor and defense lawyer are required | 1 | 27/2 |
| g. Omnibus hearings (e.g., pre-trial motions, discovery) are required | 1 | 28/2 |
| h. NONE OF THE ABOVE | 1 | 29/2 |
69. For statistical purposes, when is a criminal case considered to be "filed" at this court?
- | | | |
|--|---|------|
| When the case is "ready for trial" | 1 | |
| When the information or indictment is entered | 2 | |
| When the case first comes to the attention of the court (e.g., at bail setting, arraignment) | 3 | |
| Other time (please specify:) | 4 | 30/5 |

70. For statistical purposes, what is the definition of "criminal case" at this court? (Please circle all that apply.)
- | | | |
|---|---|------|
| a. Each defendant is counted as a separate "case," regardless of whether more than one defendant is joined in the information or indictment | 1 | 31/2 |
| b. Each information or indictment is counted as a separate "case" | 1 | 32/2 |
| c. Each charge or count of an information or indictment is counted as a separate "case" | 1 | 33/2 |
| d. Other definition (please specify:) | 1 | 34/2 |
71. FOR MISDEMEANORS (EXCLUDING TRAFFIC VIOLATIONS):
- | | | |
|--|--|----------|
| a. How many cases were <u>pending</u> at this court at the <u>beginning</u> of fiscal year 1975? | | 35-39/9s |
| b. How many <u>new cases</u> were <u>filed</u> at this court during fiscal year 1975? | | 40-44/9s |
| c. How many cases were <u>pending</u> at this court at the <u>end</u> of fiscal year 1975? | | 45-49/9s |
72. FOR FELONIES:
- | | | |
|--|--|----------|
| a. How many cases were pending at this court at the <u>beginning</u> of fiscal year 1975? | | 50-54/9s |
| b. How many <u>new cases</u> were <u>filed</u> at this court during the fiscal year 1975? | | 55-59/9s |
| c. How many cases were <u>pending</u> at this court at the <u>end</u> of fiscal year 1975? | | 60-64/9s |

73. TERMINATIONS OF CRIMINAL CASES (EXCLUDING TRAFFIC VIOLATIONS):

(NOTE: Please separate felonies and misdemeanors if possible; fiscal year 1975.)

	Felonies	Misde- meanors	or	Total
a. Total number closed				
b. Dismissals				
c. Transfers to other courts or jurisdictions				
d. Guilty pleas prior to trial				
e. Bench trials				
f. Jury trials				
g. Found guilty after trial				
h. Acquittals				
i. All other terminations				

BEGIN
CA 10

10-14/9s
15-19/9s
20-25/9s
26-30/9s
31-35/9s
36-40/9s
41-45/9s
46-50/9s
51-55/9s
56-60/9s
61-65/9s
66-70/9s

79-80/10
10-14/9s
15-19/9s
20-24/9s
25-29/9s
30-34/9s
35-39/9s
40-44/9s
45-49/9s
50-54/9s
55-59/9s
60-64/9s
65-69/9s

79-80/11
10-14/9s
15-19/9s
20-24/9s

74. Does this court keep statistics concerning specific criminal sentencing dispositions?

No 1

Yes 2

25/3

IF YOU ANSWERED "NO" IN Q. 74, PLEASE SKIP TO Q. 76.
IF YOU ANSWERED "YES," PLEASE ANSWER Q. 75.

75. How many of each of the following criminal sentencing dispositions occurred at this court during fiscal year 1975? (If none, please enter "0.")

a. Suspended sentence or unconditional discharge	26-30/9s
b. Probation	31-35/9s
c. Incarceration	36-40/9s
d. Fine	41-45/9s
e. All others	46-50/9s

Office Information

76. Does this court routinely supply a central state repository with disposition information concerning individual cases?

No 1

Yes 2 51/3

77. Are computers used in the management and operation of this court?

No 1

Yes 2 52/3

IF YOU ANSWERED "YES" TO Q. 77, PLEASE ANSWER Q. 78-79.
IF YOU ANSWERED "NO," PLEASE SKIP TO Q. 80.

78. Which of the following tasks are computerized? (Please circle all that apply.)

a. Payroll	1	53/2
b. Accounting	1	54/2
c. Personnel records	1	55/2
d. Equipment inventory	1	56/2
e. Court records management	1	57/2
f. Calendaring	1	58/2
g. Identification of lagging cases	1	59/2
h. Disposition statistics	1	60/2
i. Jury selection and scheduling (for trial courts only)	1	61/2
j. Other (please specify:)	1	62/2

79. How long have computers been used in the management and operation of this court?

One year or less 1

Over a year, but less than two years 2

Two years or longer 3 63/4

NOTE: IF PRECISE FIGURES ARE NOT AVAILABLE,
PLEASE GIVE YOUR BEST ESTIMATE.

80. Does the fiscal year for this court operate on a calendar
year basis?

No 1

Yes 2

64/3

81. Total annual expenditures for this court during the
last complete fiscal year: \$ _____

65-70/9s

82. Annual payroll expenditures (salaries and fringe
benefits) for this court during the last complete
fiscal year: \$ _____

71-76/9s

79-80/12

83. Annual operating expenditures for training for this
court's staff for the last complete fiscal year
(excluding salary of trainees): \$ _____

BEGIN CARD 13

10/9s

84. Please indicate the sources of funding for this court,
giving the approximate percentage derived from each
source:

	%	
a. State funds	_____	16-17/99
b. County or city funds	_____	18-19/99
c. Federal funds	_____	20-21/99
d. Other (please specify:)	_____	22-23/99

79-80/13

Thank you for your cooperation. Any comments you care to make concerning
the topics covered in this questionnaire would be most appreciated.



MANDATED BY PUBLIC LAW 93-83

NATIONAL MANPOWER SURVEY - CRIMINAL JUSTICE SYSTEM

BUREAU OF SOCIAL SCIENCE RESEARCH, INC.

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Washington, D. C. 20038

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MANDATED BY PUBLIC LAW 92-63

NATIONAL MANPOWER SURVEY - CRIMINAL JUSTICE SYSTEM
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Dear Court Administrator:

As Richard E. Velde, Administrator of the L.E.A.A., explained in his recent letter to you, the National Manpower Survey is assessing manpower and training needs throughout the agencies and offices comprising the criminal justice system. The results of the Survey will be sent to Congress for use in establishing guidelines for allocation of future resources among the various sectors of the criminal justice system.

Questionnaires much like the one enclosed are being completed by the chief executive of most other criminal justice agencies. To ensure that the interests and perspectives of the judicial process are fully represented in the Survey's results, it is vital for us to obtain information about both the operations of and about the manpower and training needs of the nation's courts. As the chief administrative officer of your court(s), you have the personal knowledge and professional experience to provide expert assessments about manpower and training needs, and also information about the expanding field of court administration. Consequently, it is very important that you personally complete this questionnaire. (Please note that because of the organization of courts in your State, you may have already received the court agency survey, which separately requests information about the operations of this court.)

The results of the study will be presented only as statistical summaries and anonymous comments (space for comments has been provided at the end of the questionnaire). No court administrator nor court will ever be identified; the address label is only to ensure that you will receive no more mailings, and will be removed by my staff immediately upon receipt of your completed questionnaire.

Most questions can be answered by circling or writing in a number. The numbers in the right-hand margins are simply key-punching instructions, and should be ignored.

Please take the time to complete and return this questionnaire within the next five days. No postage or envelope is required. Simply fold over the back cover, moisten the gummed edge, seal, and deposit it in the mail. If you have any questions about the questionnaire or about the study, please feel free to call me at (202) 223-4308.

Sincerely,

James M. Kretz
James M. Kretz, Director
Survey Operations Division

Enclosure

JMK:eml

OMB No.: 043-S75032
Approval Expires: July 31, 1976

LEAA No.: 3600-9

BSSR No.: 46720

1-5

6-9

1. What is the exact title of the position you currently hold?

Title: _____

☐ 10/3

2. Do you serve more than one court?

No 1

Yes 2

11/3

IF YOU ANSWERED "YES" TO Q. 2, PLEASE ANSWER Q. 3.
IF YOU ANSWERED "NO," PLEASE SKIP TO Q. 4.

3. Please list below the exact name of each court you currently serve.

12-13/9

4. Were you elected (in a public election) to this administrative position?

No 1

Yes 2

14/3

IF YOU ANSWERED "NO" TO Q. 4, PLEASE CONTINUE.
IF YOU ANSWERED "YES," PLEASE SKIP TO Q. 56.

Court Administrative Responsibilities

5. Which of the following general administrative areas are responsibilities for you in your present position as Court Administrator? (Please circle all that apply.)

- | | | |
|---|---|------|
| a. Fiscal management (including preparation and defense of the court/court system budget) | 1 | 15/2 |
| b. Nonjudicial personnel management (i.e., for all court personnel <u>except</u> judges and their personal staffs) | 1 | 16/2 |
| c. Statistical management (including maintenance of a uniform record-keeping system, collection or publication of court-related data, and so on) | 1 | 17/2 |
| d. Space and equipment management | 1 | 18/2 |
| e. Judicial system evaluation and planning | 1 | 19/2 |
| f. Calendar management (including case flow planning, case scheduling, and so on) | 1 | 20/2 |
| g. Internal communications and relations (i.e., coordinating with judges, the judicial council/conference, and with other members of the judicial system) | 1 | 21/2 |
| h. External information services and liaison activities (i.e., disseminating court information, testifying on impending court-related legislation, and so on) | 1 | 22/2 |
| i. Jury management (selection, scheduling, accommodations, and compensation) | 1 | 23/2 |
| j. Supervision of specialized court services as they may exist in the court (e.g., diversion programs, probation services, and so on) | 1 | 24/2 |
| k. Other general area (please specify:) | 1 | 25/2 |

6. Since differences exist in the operations and jurisdictions of courts across the county, the broad responsibilities which demand most of an Administrator's time may vary from court to court. Of the following general administrative areas, please select three which demand most of your time, and then rank the three, starting with "1" for the area which is most time consuming.

Rank Three
Choices Only

- | | | |
|---|-------|------|
| a. Fiscal management (including preparation and defense of the court/court system budget) | _____ | 26/4 |
| b. Nonjudicial personnel management (i.e., for all court personnel <u>except</u> judges and their personal staffs) | _____ | 27/4 |
| c. Statistical management (including maintenance of a uniform record-keeping system, collection or publication of court-related data, and so on) | _____ | 28/4 |
| d. Space and equipment management | _____ | 29/4 |
| e. Judicial system evaluation and planning | _____ | 30/4 |
| f. Calendar management (including case flow planning, case scheduling, and so on) | _____ | 31/4 |
| g. Internal communications and relations (i.e., coordinating with judges, the judicial council/conference, and with other members of the judicial system) | _____ | 32/4 |
| h. External information services and liaison activities (i.e., disseminating court information, testifying on impending court-related legislation, and so on) | _____ | 33/4 |
| i. Jury management (selection, scheduling, accommodations, and compensation) | _____ | 34/4 |
| j. Supervision of specialized court services as they may exist in the court (e.g., diversion programs, probation services, and so on) | _____ | 35/4 |
| k. Other general area (please specify:) | _____ | 36/4 |

Court Operations

7. Which of the following types of trial courts do you administer?

- Trial Court(s) of Limited or Special Jurisdiction only 1
Trial Court(s) of General (Original) Jurisdiction only 2
Both General and Limited or Special Jurisdiction Courts 3
Neither type of Trial Court 4

37/

IF YOU CIRCLED "4" IN Q. 7, PLEASE SKIP TO Q. 14.
OTHERWISE, PLEASE ANSWER Q. 8.

8. In your opinion, how serious a problem is case delay in the trial court(s) for which you are administratively responsible?

- Extremely serious 1
Very serious 2
Moderately serious 3
Is a problem, but is not serious 4
Is not a problem at all 5

38/

IF YOU CIRCLED "5" IN Q. 8, PLEASE SKIP TO Q. 13. OTHERWISE, PLEASE CONTINUE.

9. What do you think might be the single most serious cause of case delay in the trial courts for which you are administratively responsible?

39-40/

☐

10. Which of the following increases in staff time do you think would contribute most to reducing unnecessary delay and achieving the goal of "speedy trials" in the court(s) you administer? Please select three, and then rank the three, starting with "1" for the increase which you think would contribute most.

Rank Three
Choices Only

- a. Increase in judge-hours on the bench 41/4
b. Increase in judge-hours in chambers 42/4
c. Increase in law clerk (or staff attorney) time 43/4
d. Increase in support staff time (court reporters, probation officers, and other court support staff) 44/4
e. Increase in clerical or secretarial staff time 45/4
f. Increase in prosecution staff time 46/4
g. Increase in defense staff time 47/4
h. Other increase (please specify:) 48/4

11. Which of the following improvements in court facilities and equipment do you think would contribute most to reducing unnecessary delay and achieving the goal of "speedy trials" in the court(s) you administer? Please select three, and then rank the three, starting with "1" for the improvement which you think would contribute most.

Rank Three
Choices Only

- a. Increase in available court(room) space 49/4
b. Modernization of current court(room) space 50/4
c. Increase in staff or office space 51/4
d. Increase in/institution of computerization 52/4
e. Improvements in facilities for jurors, witnesses, attorneys, and so on 53/4
f. Increased use of modernized audio-visual equipment (such as video-tapes, tape recorders, and so on) 54/4
g. Improvement in court reporting services 55/4
h. Other improvement (please specify:) 56/4

12. Which, if any, of the following procedural policies used to help reduce unnecessary case delay and achieve the goal of "speedy trial" are currently in effect in the court(s) for which you are administratively responsible? (Please circle all that apply.)

- | | | |
|--|---|------|
| a. Revised statutory and regulatory time limits for processing cases | 1 | 57/2 |
| b. Strict enforcement of statutory and regulatory time limits for processing cases | 1 | 58/2 |
| c. Adoption of optional less-than-twelve jury panel system | 1 | 59/2 |
| d. Revised jury system which is management- and efficiency-oriented | 1 | 60/2 |
| e. Permitting jury decisions by less than unanimous vote in certain cases | 1 | 61/2 |
| f. Flexibility in use of judicial manpower | 1 | 62/2 |
| g. Increased use of pre-trial conferences | 1 | 63/2 |
| h. Relaxed rules of procedures in appropriate cases | 1 | 64/2 |
| i. Increased use of administrative proceedings (i.e., removal of certain cases from the formal judicial process) | 1 | 65/2 |
| j. Program for maximum utilization of available court facilities | 1 | 66/2 |
| k. Strict policy regarding granting of requests for continuances | 1 | 67/2 |
| l. Continuances granted with adjournment to a date certain | 1 | 68/2 |
| m. NONE OF THE ABOVE | 1 | 69/2 |

79-80/01

13. Which of the following procedural policies do you think would contribute most to reducing unnecessary delay and achieving the goal of "speedy trials" in the court(s) you administer? Please select four, and then rank the four, starting with "1" for the procedural policy you think would contribute most.

BEGIN
CARD 02

- | | <u>Rank Four</u>
<u>Choices Only</u> | |
|--|---|------|
| a. Revision of statutory and regulatory time limits for processing cases | _____ | 10/5 |
| b. Strict enforcement of statutory and regulatory time limits for processing cases | _____ | 11/5 |
| c. Adoption of optional less-than-twelve jury panel system | _____ | 12/5 |
| d. More efficient use of jury pools and panels | _____ | 13/5 |
| e. Permitting jury decisions by less than unanimous vote in certain cases | _____ | 14/5 |
| f. Flexibility in use of judicial manpower | _____ | 15/5 |
| g. Increased use of pre-trial conferences | _____ | 16/5 |
| h. Relaxed rules of procedures in appropriate cases | _____ | 17/5 |
| i. Increased use of administrative proceedings (i.e., removal of certain cases from the formal judicial process) | _____ | 18/5 |
| j. More efficient utilization of available court facilities | _____ | 19/5 |
| k. Strict policy regarding granting of requests for continuances | _____ | 20/5 |
| l. Continuances granted with adjournment to a date certain | _____ | 21/5 |
| m. Other procedure (please specify:) | _____ | 22/5 |

14. Which of the following types of Appellate court(s) do you administer?

Intermediate Appellate Court only 1
Appellate Court of Last Resort only 2
Both types of Appellate court 3
NONE 4

23/5

IF YOU ANSWERED "NONE" IN Q. 14, PLEASE SKIP
TO Q. 18. OTHERWISE, PLEASE ANSWER Q. 15.

15. In your opinion, how serious a problem is case delay in the
Appellate court(s) for which you are administratively
responsible?

Extremely serious 1
Very serious 2
Moderately serious 3
Is a problem but is not serious 4
Is not a problem at all 5

1/6

IF YOU CIRCLED "5" IN Q. 15, PLEASE SKIP TO Q. 18.
OTHERWISE, PLEASE ANSWER Q. 16-17.

16. What do you think might be the single most serious
cause of case delay in the Appellate court(s) for
which you are administratively responsible?

25-26/99



17. Which of the following do you think would contribute most
to reducing unnecessary delay in Appellate court(s) like
those you administer? Please select three, and then rank
the three, starting with "1" for the procedure/policy you
think would contribute most.

Rank Three
Choices Only

a. Reduction in delay in preparation of trial
record for appeal 27/4
b. Increase in law clerk staff time 28/4
c. Strict policy regarding granting of
requests for continuances 29/4
d. Strict policy regarding granting of oral
argument requests 30/4
e. Sufficient number of defense attorneys
available for appointment as needed 31/4
f. Providing for decision of clear-cut cases
without written opinion 32/4
g. Utilization of case screening process . . . 33/4
h. Other procedure or policy (please
specify:) 34/4

18. Which, if any, of the following areas of court operation do you
personally feel are in need of change in the court(s) you
administer? (Please circle all that apply.)

a. Method(s) of calendaring 1 35/2
b. Method(s) of assigning judges (i.e., rotation,
specialization, or other) 1 36/2
c. Method(s) of record-keeping 1 37/2
d. Procedures for reporting court statistics (institute
or increase standardization) 1 38/2
e. Procedures for court reporting 1 39/2
f. Method of identifying backlog or delayed cases 1 40/2
g. Other (please specify:) 1 41/2

h. NONE 1 42/2

19. Frequently, more authority is granted on paper to a position than the incumbent is permitted actually to exercise. How would you describe your situation? Would you say you actually exercise more authority than was formally granted to your position, less than was formally granted, or about as much as was formally granted?

Exercise more authority than was formally granted 1
Exercise less authority than was formally granted 2
Exercise about as much authority as was formally granted . . . 3

43/4

20a. In your opinion, are there any specific areas in which insufficient authority was granted to your position to effectively administer the courts in your charge?

No 01
Yes (please specify:) 02

☐ ☐ 44-45/99

20b. Have you found any specific areas in which you are constrained to exercise less authority than was granted to your position?

No 01
Yes (please specify:) 02

☐ ☐ 46-47/99

21. In your opinion, what is the most serious obstacle facing Court Administrators that affects their ability or opportunity to improve court operations?

☐ ☐ 48-49/99

22. Does your office use computers in the management or operation of the court(s) for which you are administratively responsible?

No 1
Yes 2

50/3

IF THE ANSWER TO Q. 22 IS "NO," PLEASE ANSWER Q. 23.
IF THE ANSWER IS "YES," PLEASE SKIP TO Q. 25.

23. Are there any plans to begin using a computerized system?

Yes, within the next year 1
Yes, within the next two years 2
Yes, within the next five years 3
No, there are no such plans at this time . . . 4
Plans are indefinite at this time 5
Don't know 6

51/7

IF YOU ANSWERED "YES" IN Q. 23, PLEASE
ANSWER Q. 24. OTHERWISE, PLEASE SKIP TO Q. 29.

24. Which of the following tasks do you expect to be computerized? (Please circle all that apply.)

a. Payroll 1 52/2
b. Accounting 1 53/2
c. Personnel records 1 54/2
d. Equipment inventory 1 55/2
e. Court records (e.g., case files,
and so on) 1 56/2
f. Calendaring (including notice to parties,
counsel, and so on) 1 57/2
g. Identification of lagging cases 1 58/2
h. Disposition statistics 1 59/2
i. Jury selection and scheduling 1 60/2
j. Other (please specify:) 1 61/2

k. DON'T KNOW 1 62/2

PLEASE SKIP TO Q. 29.

25. How long has your office used computers in the management or operation of this court?

One year or less 1
Over a year, but less than two years 2
Two years or longer 3

63/4

26. Please indicate which of the following tasks are presently computerized for your court(s), and whether or not you expect the remaining tasks to become computerized for your court(s) within two (2) years.

	Do Not Expect To Become Computerized Within 2 Years	Expect To Become Computerized Within 2 Years	Presently Computerized	
a. Payroll	1	2	3	64/4
b. Accounting	1	2	3	65/4
c. Personnel records	1	2	3	66/4
d. Equipment inventory	1	2	3	67/4
e. Court records (e.g., case files and so on).	1	2	3	68/4
f. Calendaring (including notice to parties, counsel and so on)	1	2	3	69/4
g. Identification of lagging cases	1	2	3	70/4
h. Disposition statistics	1	2	3	71/4
i. Jury selection and scheduling	1	2	3	72/4
j. Other (please specify)	-	2	3	73/4

27. Is any special computer orientation or training provided to the judicial personnel (including law clerks) of the courts you serve?

No 1
Yes 2

BEGIN
CARD 0

10/

28. In your opinion, which, if any, of the following have directly resulted from using computers in managing or operating the courts for which you are administratively responsible? (Please circle all that apply.)

a. More effective calendaring (or "docketing") of cases	1	11/
b. More effective monitoring of backlog	1	12/
c. Improved tracking of case dispositions and sentencing	1	13/
d. Increased accuracy in record-keeping	1	14/
e. Reduction in case delay	1	15/
f. More efficient use of available court space and equipment	1	16/
g. Improved jury management	1	17/
h. Increased efficiency in utilization of available judge-time	1	18/
i. Increased efficiency in utilization of available nonjudge-time	1	19/
j. Other (please specify:)	1	20/

k. NONE OF THE ABOVE	1	21/

Manpower Issues: Your Administrative Office

29. In your judgment, how many employees in your immediate administrative office would you need to fulfill all the duties and responsibilities with which you are charged? (If none, please enter "0.")

- a. Total number of budget or fiscal specialists 22-24/9
- b. Total number of computer specialists 25-27/9
- c. Total number of other professional or technical personnel 28-30/9
- d. Total number of secretarial or clerical personnel 31-33/9
- e. Total number of other personnel 34-36/9

30. How many employees in each of the following categories did your immediate administrative office have on June 30, 1975? (If none, please enter "0.")

- a. Number of budget or fiscal specialists 37-39/9
- b. Number of computer specialists 40-42/9
- c. Number of other professional or technical personnel 43-45/9
- d. Number of secretarial or clerical personnel 46-48/9
- e. Number of other personnel 49-51/9

31. How many employees in each of the following categories do you expect to have in your immediate administrative office on June 30, 1976? (If none, please enter "0.")

- a. Number of budget or fiscal specialists 52-54/9
- b. Number of computer specialists 55-57/9
- c. Number of other professional or technical personnel 58-60/9
- d. Number of secretarial or clerical personnel 61-63/9
- e. Number of other personnel 64-66/9

32. Does your immediate administrative office have any critical manpower shortages in any of the following categories? (Please circle all that apply.)

- a. Budget, fiscal, or computer specialists 1 67/2
- b. Other professional or technical personnel (please specify:) 1 68/2
- c. Clerical or secretarial personnel 1 69/2
- d. Other (please specify:) 1 70/2
- e. NO CRITICAL SHORTAGES 1 71/2

IF YOU ANSWERED "NO CRITICAL SHORTAGES" IN Q. 32, PLEASE SKIP TO Q. 34. OTHERWISE, PLEASE ANSWER Q. 33.

33. What do you feel is the major problem contributing to the critical manpower shortage(s)? (Please circle only one answer.)

- Lack of qualified applicants 1
- Inadequate levels of compensation 2
- Inadequate number of authorized positions 3
- Other (please specify:) 4 72/5

34. Is assistance (through administrative leave, tuition support, or other means) for continuing education provided to any of the following categories of personnel at your immediate administrative office?

	Is Routinely Provided	Is Provided Occasionally	Is Not Provided	N/A (Office Does Not Have)	
a. Court Administrator . . .	1	2	3	4	73/5
b. Deputy Court Administrator	1	2	3	4	74/5
c. Professional or technical personnel	1	2	3	4	75/5
d. Clerical or secretarial personnel	1	2	3	4	76/5

Manpower Issues: Courts

IF YOU ADMINISTER ANY TRIAL COURT(S), PLEASE
ANSWER Q. 35. OTHERWISE, PLEASE SKIP TO Q. 36.

35. In your opinion, do the trial court(s) you administer
have any critical manpower shortages in any of the
following categories? (Please circle all that apply.)

	BEGIN CARD 04
a. Judges	1 10/2
b. Magistrates	1 11/2
c. Other officials exercising judicial authority (such as commissioners, masters, referees)	1 12/2
d. Law clerks	1 13/2
e. Court security personnel	1 14/2
f. Court reporters	1 15/2
g. Probation officers	1 16/2
h. Pre-sentence investigators (as separate from probation officers)	1 17/2
i. Clerical or secretarial personnel	1 18/2
j. Professional or technical personnel (please specify:) . . .	1 19/2
<hr/>	
k. NO CRITICAL SHORTAGES	1 20/2

IF YOU ADMINISTER ANY APPELLATE COURT(S), PLEASE
ANSWER Q. 36. IF NOT, PLEASE SKIP TO Q. 37.

36. In your opinion, do the appellate court(s) you administer have
any critical manpower shortages in any of the following
categories? (Please circle all that apply.)

a. Judges	1	21/2
b. Law clerks and/or staff attorneys	1	22/2
c. Clerical or secretarial personnel	1	23/2
d. Professional or technical personnel (please specify:)	1	24/2
<hr/>		
e. NO CRITICAL SHORTAGES	1	25/2

Court Administrator's Experience and Background

37. Have you ever worked in any of the following types of organizations? (Please circle all that apply.)

- | | | |
|---|---|------|
| a. Prosecutor's office | 1 | 26/2 |
| b. Criminal defense office | 1 | 27/2 |
| c. Probation or parole office | 1 | 28/2 |
| d. Law enforcement agency | 1 | 29/2 |
| e. Correctional department | 1 | 30/2 |
| f. NONE OF THE ABOVE | 1 | 31/2 |

38. When was your position as Court Administrator established?

- | | | |
|-----------------------------------|---|------|
| Less than two years ago | 1 | |
| Two to five years ago | 2 | |
| Six to ten years ago | 3 | |
| More than ten years ago | 4 | 32/5 |

39. How was your position as Court Administrator established? (Please circle all that apply.)

- | | | |
|--|---|------|
| a. By statute | 1 | 33/2 |
| b. By court rule | 1 | 34/2 |
| c. By order of the chief judge/justice | 1 | 35/2 |
| d. By the judicial conference/council | 1 | 36/2 |
| e. Other (please specify:) | 1 | 37/2 |

40. How were you selected for your present administrative position? (Please circle all that apply.)

- | | | |
|---|---|------|
| a. Appointed by the State Court Administrator | 1 | 38/2 |
| b. Appointed by the Chief Justice of the Court of Last Resort in your state | 1 | 39/2 |
| c. Appointed by the chief judge of your court | 1 | 40/2 |
| d. Appointed by an executive committee of judges | 1 | 41/2 |
| e. Appointed by the judges of your court <u>en banc</u> | 1 | 42/2 |
| f. Other (please specify:) | 1 | 43/2 |

41. How many years have you served in your present position as Court Administrator? (If less than six months, please enter "0.")

44-45/99

42. Are you employed as Court Administrator on a full-time (35 hours/week or more) or on a part-time basis?

- | | | |
|---------------------|---|------|
| Full-time | 1 | |
| Part-time | 2 | 46/3 |

43. In all, how many years have you worked in court administration in any position? (If less than six months, please enter "0.")

47-48/99

44. Which of the following positions had you ever held, up until the time you assumed your present position as Court Administrator? (Please circle all that apply.)

- a. Judge 1 49
- b. Magistrate 1 50
- c. Other official exercising judicial authority (such as commissioner, master, or referee) 1 51
- d. Clerk of the Court, or Deputy Clerk 1 52
- e. Court Reporter 1 53
- f. Court security personnel or bailiff 1 54
- g. Deputy or Assistant Court Administrator for this court 1 55
- h. Deputy or Assistant Court Administrator for another court 1 56
- i. Court Administrator 1 57
- Attorney in:
- j. Private practice 1 58
- k. Government practice 1 59
- Management position in:
- l. Government 1 60
- m. Education, nonprofit organization 1 61
- n. Business, other commercial organization 1 62
- o. Law clerk 1 63
- p. College or university teacher 1 64
- q. Other elective position not mentioned above 1 65
- r. NONE OF THE ABOVE 1 66

45. What position did you hold immediately prior to your current position as Court Administrator? (Please circle only one answer.)

- Judge 01
- Magistrate 02
- Other official exercising judicial authority (such as commissioner, master, or referee) 03
- Clerk of the Court, or Deputy Clerk 04
- Court Reporter 05
- Court security personnel, or bailiff 06
- Deputy or Assistant Court Administrator for this court 07
- Deputy or Assistant Court Administrator for another court 08
- Court Administrator 09
- Attorney in:
- Private practice 10
- Government practice 11
- Management position in:
- Government 12
- Education, nonprofit organization 13
- Business, other commercial organization 14
- Law clerk 15
- College or university teacher 16
- Other elective position not mentioned above 17
- Other position (please specify:) 18

46. Did you complete a special program of study in judicial administration at any of the following institutes before entering the position of Court Administrator? (Please circle all that apply.)

- | | | |
|--|---|-----|
| a. Institute for Court Management (Denver) | 1 | 69/ |
| b. Institute for Judicial Administration, Inc. (New York City) . . . | 1 | 70/ |
| c. University-sponsored judicial administration program | 1 | 71/ |
| Please specify university: _____ | | |
| d. Other institute or organization (please specify:) | 1 | 72/ |
| _____ | | |
| e. NONE OF THE ABOVE | 1 | 73/ |

47. Have you attended any workshops or other special training sessions in court administration since entering the field of court administration?

No	1	
Yes	2	74/

IF YOU ANSWERED "YES" IN Q. 47, PLEASE ANSWER Q. 48 AND 49.
IF YOU ANSWERED "NO," PLEASE SKIP TO Q. 50.

48. Which of the following organizations or institutes sponsored the workshops or training sessions? (Please circle all that apply.)

- | | | |
|--|---|-----|
| a. State Judicial Conference | 1 | 10/ |
| b. State Court Administrator's office | 1 | 11/ |
| c. Institute for Court Management | 1 | 12/ |
| d. Institute for Judicial Administration, Inc. | 1 | 13/ |
| e. University-related centers for continuing education | 1 | 14/ |
| f. National Association of Trial Court Administrators | 1 | 15/ |
| g. Other (please specify:) | 1 | 16/ |
| _____ | | |
| _____ | | |

49. Which of the following sources of funds financed your attending the workshops or training sessions? (Please circle all that apply.)

- | | | |
|--|---|------|
| a. LEAA (including block grants) | 1 | 17/2 |
| b. Employer (i.e., court or judge) | 1 | 18/2 |
| c. Private foundation | 1 | 19/2 |
| d. Own funds | 1 | 20/2 |
| e. Other financial aid (please specify:) | 1 | 21/2 |
| _____ | | |
| f. NONE OF THE ABOVE | 1 | 22/2 |

50. Based upon your experience as a Court Administrator, what kinds of special courses, workshops, training sessions, or seminars would you recommend as especially useful for your successors to take? (Please circle all that apply.)

- | | | |
|---|---|------|
| a. Personnel administration (i.e., for court employees <u>other than</u> judges and their personal staff) | 1 | 23/2 |
| b. Labor relations/collective bargaining | 1 | 24/2 |
| c. Budget and fiscal management | 1 | 25/2 |
| d. Case flow management | 1 | 26/2 |
| e. Court information systems and record-keeping | 1 | 27/2 |
| f. Methods of evaluating and planning programs | 1 | 28/2 |
| g. Computer applications for courts | 1 | 29/2 |
| h. Other area (please specify:) | 1 | 30/2 |
| _____ | | |
| i. Other area (please specify:) | 1 | 31/2 |
| _____ | | |
| j. NONE | 1 | 32/2 |

79-80/

BEGIN
CARD 0

51. Based on your experience as a Court Administrator, what do you think is the best academic background an individual can have for the position of Court Administrator? (Please circle no more than three.)

- | | | |
|---|---|------|
| a. Law | 1 | 33/2 |
| b. Business administration | 1 | 34/2 |
| c. Public administration | 1 | 35/2 |
| d. Accounting | 1 | 36/2 |
| e. Management | 1 | 37/2 |
| f. Criminal justice | 1 | 38/2 |
| g. Computer science | 1 | 39/2 |
| h. Other (please specify:) | 1 | 40/2 |
| <hr/> | | |
| i. SPECIFIC ACADEMIC BACKGROUND NOT IMPORTANT | 1 | 41/2 |

52. Please circle the number indicating your current level of academic education.

- | | | |
|--|----|---------|
| Less than high school diploma | 01 | |
| High school graduate | 02 | |
| 1 to 2 years of college | 03 | |
| 2-year college degree | 04 | |
| 3 to 4 years of college | 05 | |
| 4-year college degree | 06 | |
| Some graduate course work | 07 | |
| Master's degree | 08 | |
| Graduate work beyond the Master's degree | 09 | |
| Passed bar exam (licensed to practice law) but without formal law degree | 10 | |
| LL.B., J.D., or other law degree | 11 | |
| Other doctorate | 12 | 42-43/1 |

IF YOU HAVE EARNED A COLLEGE DEGREE, PLEASE ANSWER Q. 53. OTHERWISE, PLEASE SKIP TO Q. 54.

53. Please record the academic area of specialization for each college degree you have earned:

- | | |
|------------------------|----------|
| a. A.A.: _____ | 44-45/99 |
| b. B.A. or B.S.: _____ | 46-47/99 |
| c. M.A. or M.S.: _____ | 48-49/99 |
| d. PH.D.: _____ | 50-51/99 |

54. Please circle the number indicating the extent of your academic education prior to starting your career in court administration.

- | | | |
|--|----|---------|
| Less than high school diploma | 01 | |
| High school graduate | 02 | |
| 1 to 2 years of college | 03 | |
| 2-year college degree | 04 | |
| 3 to 4 years of college | 05 | |
| 4-year college degree | 06 | |
| Some graduate course work | 07 | |
| Master's degree | 08 | |
| Graduate work beyond the Master's degree | 09 | |
| Passed bar exam (licensed to practice law) but without formal law degree | 10 | |
| LL.B., J.D., or other law degree | 11 | |
| Ph.D. or other doctorate | 12 | 52-53/1 |

55. Please record your:

a. Age:	_____	54-55/9
b. Sex:	Male 1	
		Female 2	56/3
c. Color or race:			
	White	1	
	Black	2	
	Other (please specify)	3	57/4

Court Administrator's Fact Sheet

56. Total annual expenditures for all courts under your
administration for last complete fiscal year
(excluding budget for your immediate Court
Administrator's office) \$ _____ 58-64/98

57. Total expenditures for your immediate Court
Administrator's office for last complete fiscal year . . \$ _____ 65-71/98

58. Total personnel expenditures (salaries and fringe
benefits) for your immediate Court Administrator's
office for last complete fiscal year \$ _____ 79-80/01
BEGIN CARD 01
10-16/98

59. Total training expenditures for the staff of your
immediate Court Administrator's office for last
complete fiscal year \$ _____ 17-23/98

60. Please indicate the sources of funding for the budget of the Court Administrator's office, giving the percentage derived from each source.

	<u>%</u>	
a. State funds	<u> </u>	24-26/9
b. County or city funds	<u> </u>	27-29/9
c. Federal funds	<u> </u>	30-32/9
d. Other (please specify:)	<u> </u>	33-35/9

61. Do the court(s) you administer routinely supply a central state repository with disposition information concerning individual cases?

No 1
Yes 2

IF YOU ANSWERED "NO" IN Q. 61, PLEASE ANSWER Q. 62.

IF YOU ANSWERED "YES" YOU HAVE COMPLETED THIS QUESTIONNAIRE.
THANK YOU FOR YOUR COOPERATION!

62. For which of the following reasons do the court(s) you administer NOT routinely supply such disposition information? (Please circle all that apply.)

a. Lack of manpower	1	37/2
b. Insufficient funds	1	38/2
c. Not required at this time by any state office or agency . .	1	39/2
d. Information not supplied as a matter of office policy . . .	1	40/2
e. Other (please specify:)	1	41/2

79-80/00

Thank you for your cooperation. Any comments you care to make concerning the topics covered in this questionnaire would be most appreciated.

END