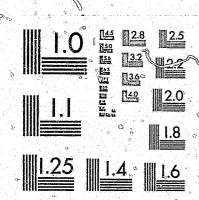
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National Institute of Justice United States Department of Justice Washington, D.C. 20531 INTER-UNIVERSITY CONSORTIUM FOR POLITICAL AND SOCIAL RESEARCH

NATIONAL MANPOWER SURVEY,

(ICPSR 7675)

Principal Investigator

Bureau of Social Science Research, Inc.

First ICPSR Edition, 1979

National Institute of Justice

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(ICPSR 7675)

ACQUISITIONS

Principal Investigator Bureau of Social Science Research, Inc.

Inter-university Consortium for Political and Social Research Ann Arbor, Michigan 48106

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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 <u>future</u> 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.

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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:

- 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;
- Desired and actual entry level standards, entry level and in-service training content and requirements;
- 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

ment 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. 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

For 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: Juventies 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.

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 1: 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 <u>Directory</u> and supplemented by telephone calls. Organizations or programs administered by nongovernmental bodies or providing services on a contractual basis were excluded from the <u>Directory</u> 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 furisdiction courts. For the purpose of constructing this universe, "court administrator" was defined as: "... nonelected professional administrators 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 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.

<u>Courts (The Agency Questionnaire)</u>.--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 <u>Directory</u>. 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

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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

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.

A 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.

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 inclions 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 <u>Directory</u> 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 overthostility 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 caseloads 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 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: I = 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 Shariff	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
Uniocatable Cases (questionnelles returned										*		
by Post Office; Unable to locate latter address)	1	8	•	2	5	Ą	•	5	. 19	•	3	47
Cases Removed from Sample as Nonexistent or Out-of Scope	86	176	1	•	603	41	20	52	309		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%	155.1%	46.0%;	47.5%	76.9%	73.2%	67.4%	73.4%	46.5%	58%

RESPONSE RATES FOR SURVEY SEGMENTS AND SECTORS
BY AGENCY SIZE

Sector	1-9	10-49	50-99	100+ •	Not Available	Totals
Large Police						
No. Attempted	161	65 i	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	e de la companya de La companya de la co				•	
No. Attempted	1,916	297	W	-	3 25	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	1,34
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	65.8	76.9	77.8	70.7	74.4	.73.2
Probat on/Parole			Ti .			
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

^{*}Agency size as available from <u>Directory of Criminal Justice Agencies</u> not available for either the court administrator or court agency survey. These segments therefore, do not appear in this table.

RESPONSE RATES FOR SURVEY SEGMENTS AND SECTORS
BY LEVEL OF GOVERNMENT

Sector	State	County	City	Town- Ship	City/ County onsolidate	Indepen- dent	Total
			•	L)	onsor toace	o Cities	
Large Police						:	
No. Attempted	49	49	1,155	247	. 11	21	. 1,53
No. Completed	41	39	931	173	6	17	1,20
Response Rate	83.7	79.6	80.6	70.0	54.5	81.0	78.
Small Police		*	•	*	(GA		
No. Attempted		2	2,206	325	•	5	2,53
No. Completed		49 0	1,332	180	.	3	1,51
Response Rate		• •	60.4	55.4	· · · · · :	60.0	59.
Large Sheriffs			•		esti. Estimation	Druk G	
No. Attempted	14	477			· 6	10	50
No. Completed	3	301				4	30
Response Rate	. 21.4	63.1	•	•	16.7	40.0	60.
Small Sheriffs	4.		•	•			
No. Attempted		495			1	. 5	50
No. Completed	- '	. 272	_ ''	•	1	3	276
Response Rate		.54.9	•		100.0	60.0	55.1
Prosecutors							: 14
No. Attempted	631	2,232	-	• •	: 18	41	2,922
No. Completed	292	1,023	-	-	13	16	1,34
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 • •	4	-	252
- Response Rate	44.8	51.3	730.0	33.3		 %	47.5
Adult Corrections						•	
No. Attempted	282	_	•		, <u>.</u>	4	286
No. Completed	217	4		•	_	3	220
Response Rate	77.0	- •		-	-	75.0	76.9
Juvenile Correction	iš .						
No. Attempted	376	370	6		12	3 5	799
No. Completed	217	, · · •	83.3	-	8	25	5 85
Response Rate	70.5	76.2	83.3	•	75.0	71.4	73.2
Probation/Parole	en e					•	
No. Attempted	1,394	1,487	116	6	••		2,989
No. Completed	977	958	72	4			2,011
Response Rate	70.1	64.4	62.1	66.7	=	-	67.4

Devel of government as available from <u>Directory of Criminal Justice Agencies</u>.

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 1V

RESPONSE RATES FOR SURVEY SECHENTS AND SECTORS
BY LEAA REGION

Sector		2	3	4	. 5	6	7	8	9	10	Totals
Lerge Police			••:	×.		•			••		
No. Attempted No. Complete() Response Rate	175 111 63.4	214 160 74.8	139 117 8 4,2	190 155 81.6	358 284 79.3	129 103 79.8	70 60 85.7	46 39 84.8	173 147 85.0	38 31 81.6	1,532 1,207 7 8.8
Small Police			•								
No. Attempted No. Completed Response Rate	155 80 51,6	183 117 63.9	302 198 65.6	401 236 58,9	631 395 62.6	296 158 53.4	289 153 52.9	73 57.5	53 38 71.7	101 67 66.3	2,538 1,515 59.7
Large Sherlffs			44			•					
No. Attempted No. Completed Response Rate	20 9 45.0	36 20 55.6	44 29 65.9	98 52 53.1	117 82 70.1	78 37 47.4	21 14 66.7	. 14 9 64.3	54 · 37 68.5	25 20 80	507 309 60.9
Small Sheriffs		•		•	e e e e e e e e e e e e e e e e e e e	•					
Ro. Attempted No. Completed Response Rate	66.7	75.0	43 23 53.5	124 50 40.3	71 47 66.2	85 32 37.6	85 57 67.1	60 45 75.0	3 2 66.7	17 11 64.7	501 276 55.1
Prosecutors			. •			·			16	• ,	
No. Attempted No. Completed Response Rate	82 36 43.9	85 52 61.2	295 136 46.1	546 201 36,8	596 273 45.8	417 165 39.6	417 211 30.6	254 140 55.1	96 56 58.3	134 74 55.2	2,922 1,344 '46.0
Public Defenders			1.		•				0	en de la versión	
No. Attempted No. Completed Response Nate	60 30 50.0	42 14 33.3	89 39 43.8	. 61 - 25 41.0	105 45 43.0	22 12 54.5	27 18 66.7	30 17 56.7	61 36 59.0	33 16 48.5	530 252 47.5
Adult Corrections	•			· ••					•	•	
Ho. Attempted No. Completed Response Rate	21 17 \$1.0	21 11 52.4	33 25 75.8	63 72.4	42 36 85.7	24 15 62.5	15 13 86.7	. 9 8 88.9	18 17 94.4	16 15 93.8	286 220 76.9
Juvenile Corrections					•	. (لب			•	•	
No. Attempted No. Completed Response Rate	16 11 / 6 8.8	79 40 50.6	100 71 71.0	145 111 76,6	144 112 77.8	60 39 65.0	54 43 79.6	31 24 77.4	132 105 79.5	38 29 76.3	799 5 85 73.2
Probation/Parole								•		*	
No. Attempted No. Completed Response Rate	200 129 6 4.5	90 62 68.9	292 223 76.4	499 334 66.9	731 495 67.7	445 265 5 9.6	251 161 64.1	137 94 68.6	182 137 75.3	158 111 70.3	2,985 2,011 67.4
Court Agencies *0											
No. Attempted No. Completed Response Rate	. 78 43 55.1	166 64 38 .6	283 140 49.5	891 367 41.2	668 331 49.6	615 234 38.0	343 184 53.6	258 156 60.5	105 54 50.9	124 71 57.3	3,532 1,644 46.5

This 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

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 AND SECTOR

			Age	ncy Size	a e	and the State	Completion
Sector	1-9	10-49	50-99	100+	Not Available	Base (100%=)	Completion Rate
	·			<u> </u>	<u> </u>		
Large Police			1	//	*		
Attempted	10.5	42.5	22.1	21.5	3.4	1,532	
Completed	9.0		22.4	20.7	3.6	1,207	78.8%
Small Police		*		•			
Attempted	75 h	11.7	_	1.	10 0	0 500	
Completed		15.2	_		12.8	2,538	EO 70/
		1,5,2		. -	11.1	1,515	59.7%
Large Sheriffs							
Attempted	-	59.8	17.9	18.9	3.4	507	
Completed		. 60.2	19.7	18.4	1.6	309	60.9%
Small Sheriffs							
Attempted	99.4		_	.	.6	501	
Completed	99.3				.7	276	55.1%
Court Administrators					-	*****	•• ••••
Attempted							tari
Completed	_		·				©
Prosecutors			•				
Attempted	72.0						
Completed	73.2 71.7	4.7 5.8	.3 .5	.3	21.5	2,922	
	,,,,	7.0	•3.	.3	21.6 。	1,344	46.0%
Public Defenders		•					
Attempted	47.9	9.6		-	42.4	530	
Completed	44.8	13.1		•	42.1	252	47.5%
Adult Corrections			W /	ii.	•		
Attempted	1,0	12.9	4.2	36.7	45.1	286	
Completed	.9	12.3	4.1	34.5	48.2	220	76.9%
Juvenile Corrections							
Attempted	25 7	27.0	11 0	16 /	0.0	.5	
Completed	25.7 23.4	37.9 39.8	11.3	15.4 14.9	9.8 9.9	799 585	73.2%
						فدفافها	12.4/6
Probation/Parole	3.0		40 <u>*</u> 4				
Attempted Completed	49.7	6.7	.7	.4	42.4	2,985	
equip reced	46.7	7.7	.8	.5	44.2	2,011	67.4%

Agency size as available from <u>Directory of Criminal Justice Agencies</u>.

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

	Level of Government ^a							
Sector	\$tate	County	City	Town- ship	City/ County Consoli- dated	Inde- pendent 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	a	. ,1	87.0 87.9	12.8		.2 .2	2,538 1,515	
Large Sheriffs Attempted Completed	2.8 1.0	94.1 97.4		**************************************	1°.2	2.0 1.3	507 309	
Small Sheriffs Attempted Completed		98.8 98.6	-		.2	1.0	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	79 9 5 85	
Probation/Parole Attempted Completed	46.7 48.5	49.2 47.6	3.9 3.6	.2 .2			2,985 2,011	

Agencies. Not available for the court administrators survey. Although available for the court agency 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

					Li	EAA Reg	gion "				
Sector										•	Base
	1	2	3	4	5	6	7	8	9	10	
Large Police				••	.•						, 6
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		19.2						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					17.2		.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	î .										
Attempted	2.8	2.9	_	18.7			14.3		3.3		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						- 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1					
Defenders	11 0		1/ 0		10.0	1		 10	11		550
Attempted Completed	11.3		16.8 15.5		19.8	4.2 4.8	5.1		11.5	6.2	530
	11.5	5. 0	12.5	9.9	17.8	4.0	7.1	0.7	14.5	6.3	. 252
Adult Corrections	*									4	
Attempted	7.3	7 2	115	30.4	14.7	8.4	5.2	3.1	6.3	5.6	286
Completed	7.7		11.4		16.4	6.8	5.9	3.6	7.7	6.8	220
	•				••					i kasa	
Juvenile Corrections									* °	đ	
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		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		11.1			13.2		4.7		5.5	
Court Agencies	•		1980		•		***				
Attempted	2.2	4.7		25.2				7.3	3.0		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

This 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 I 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. O 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 capabe 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

	Selected Questions							
Sample	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%				

[&]quot;Method of Selection" rather than "Educational Attainment" used as illustrative item for these two samples.

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 enswer" 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

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.

set of questions which is referred to as the "Agency Fact Sheet." The data presented in this section are given in means (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 1600bpi. 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 co ans 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.

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

CODEBOOK

467 SAMPLE FILE

(Standard Items Across All Samples)

ESSR Project No.: 467	Col(s):
Sample No.:	1-3
Large Police . 10 Small Police . 11 Large Sheriff . 12 Small Sheriff . 13 Prosecutors . 14 Public Defenders . 15 Adult Corrections . 16 Juyenile Corrections . 17 Probation/Parole . 18	4-5
Consecutive Novildentifying Cases within samples: Sample Consecutive No.	6-9
46710	
Date Case Closed: Nov. 27 through April 12	10-13
1127 - 0412	

():

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"	
· migr	- Accepted as final refusal without correspondence	
	- Accepted as final refusal with letter of regret	
•	- Not accepted as final, dissuasive letter sent, 2nd overt refusal received	
	- 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	
•	- Accepted as final with letter of regret 722	•
o	- 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	
	study 724	

Cols. Census Directory ID Number: (1st 9 digits) (Cols. 18-26) State Code 18-19 (See Attached List) r 01-51 Government Type: Identifies the type of government to which the agency has been 20 . assigned as follows: State government . . County government . Municipal government . Township government . . "Independent" city . . . 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 alphabetically in their respective States.

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Cols.

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

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

24-26

	Cols.		Cols.
Census Directory ID Number - (last seven digits) for		Census Directory ID Number (Last 7 Digits) for 46716 (1st) Description of agency function:	¢)
46710, 46711, 46712, 46713, 46714, 14615		Description of agency function:	28
		Function Code	
Description of agency function		Adult correctional institution 6	
<u>Function</u>	28-29		
	<u>Code</u>	Secondary description code:	29
Prosecutor and legal counsel Indigent defense	00		2.3
Sheriffs departments	10	<u>Description</u> Code	
Sheriffs departments without jails County police departments	21	Reception and/or diagnostic center 1	
County police departments with jails (?)	23	Max. security, closed institution	
	24	Min. security, closed institution	
City police departments with Jalls	25	Min. security, farm unit	
Sheriffs departments with	26)		
	27	Agency number:	20 01 .
Agency number			30-31
gency number	30-31	Assigns a consecutive unique number to each unit	******
Each agency is assigned a unique two-digit	30 31		
number which are usually consecutive. "199" used for "created" cases (those not in		Sex of institution's inmates:	. 32
Census Directory).		<u>Sex</u> Code	og en
		Institution holds males only	
Population size		Institution holds females only	•
These digits are not consistently accurate	32-34	Institution holds males and females 3	•
		"Created" case 9	
initial survey in 1970. "999" used for "created" cases		Number of employees:	33
Cleated. Cases		Number of employees Code	
사 가게 되었다. 그 사이는 사람들은 사람들이 하지만 하는 것이 되었다. 그렇게 되었다는 것은 것이 되었다. 그는 소리를 보면 하는 것이 하는 것이 되었다. 그는 것이 되었다. 그는 것이 되었다. 그는 것이 되었다.		Indicates 1-9 employees	
		Indicates 10-49 employees	
		Indicates 100. + employees	
		Indicates not available	
하고 무슨이 어머니는 것이 한글로 하다 하다는 하고 싶은 하는 데 그릇이 되었다.	en e	Population of institution:	34:
마이트 : 그는 사람들이 사용되는 이 동안에 들어가는 물이 됐다면 되었습니다. 사람들은 사용되는 사용 기업을 하는 것이다. 그들은 사람들은 사용되는 것이다.		<u>Population</u> <u>Code</u>	
		Indicates 1-24 inmates	
		Indicates 25-49 inmates	
		Indicates 50-99 inmates	
. 위한 사람들은 보고 있는 사람들은 사람들은 사람들이 되었다. 그 사람들은 사람들은 사람들은 사람들이 되었다. - 사람들은 사람들은 사람들은 사람들은 사람들은 사람들은 사람들은 사람들은		Indicates 250-499 inmates	
내가 보는 사람들이 되었다. 생각, 동안 보통 다른 사람들에 대로 사랑하는 모든 하지만 사용을 받는 것이 되었다. 즐러움 보통 보통 보통 사람들은 사람들이 있는 모든 사람들이 가능하는 것이 되었다. 수도 사용하다		Indicates 500-749 inmates	
		Indicates 1000-1499 inmates	
		karangan kalangan kalangan di Madawaka Bendadan Jelangan Liberaturan Palangan Kalangan Kalangan Kalangan Kalang	provide a service of
The second control of		Indicates 1500-1999 inmates. 8 Tudicates 2000 + immates: also "created" case	

Census Directory ID Number Last 7 Digits for 46716 (2nd)			
		Cols.	
Description of agency function:		28	
Function ,	Code		
Quasi-correctional institutions or programs .	. 7		
Secondary descriptive code:		29	
Description	Code		
Hospital for mentally disturbed or insane, including mentally ill criminals		× .	
criminals	. 2 . 3 . 4		
alcoholics	. 5 . 6		
Program for drug addicts and alcoholics	. 8		
Agency number:	•	30-31	
Assigns a consecutive unique number of each as	gency .		•
Sex of inmates:		,32	
<u>Sex</u>	<u>Code</u>		
Institution holds males only	. 1 2 . 3 . 9		

	-superior services			Cols.
Number of	employees:			. 33
	Number ·		Code	
	Indicates Indicates Indicates Indicates Indicates Indicates Indicates Indicates	1 - 9 employees 10-19 employees 20-29 employees 30-39 employees 40-49 employees 50-74 employees 75-99 employees 100 + employees	3 	
Population		not available . case		34
	Indicates Indicates Indicates Indicates Indicates Indicates Indicates Indicates Indicates	1-24 inmates . 25-49 inmates . 50-74 inmates . 75-99 inmates . 100-124 inmates 125-149 inmates 150-199 inmates 200-249 inmates 250-299 inmates 300 + inmates;	2 3 4 5 6 7	

Cols.

34

사람들은 하다 그리는 일 등에 하는 하는 하는 경우를 위한다면 하는 것이 없다면 하는 것 같아.			
Census Directory ID Number (Last 7 Digits) for 4671	<u>7</u>		
가장 살 살아 가는 아니다. 그렇게 그는 그 나는 사람들이		Cols:	
		COIS:	
Description of agency function:		28	
요한테 동안 해당한다는 하는 모델 보이를 모르는 것도 같은다.			
Function .	Code		•
Juvenile correctional institution	5		
된 이 사는 회문이 되는 사람들이 되는 것으로 보는 바람이 하는 것을 하는데			•
Secondary descriptive code:		29	
Description	Code		
Juvenile detention centers	1		
Juvenile shelters			
Juvenile reception or diagnostic centers			•
Juvenile training schools		•	
Juvenile ranches, forestry camps, farms			
Juvenile half-way houses			
Group homes			
Juvenile non-residential community progra			•
Juvenile others	9		1. * 4
Assigns a consecutive unique number to eatign used for "created" cases	ach agency	30-31	
Sex of inmates:	ď	. 32	
그렇게 하는 얼마 되는 그 그 그 모르는 데 그렇게 되었다.			
<u>Sex</u>	Code `		
For non-residential community programs .	• 0		
Juveniles, males only	1		
Juveniles, females only	2		
Juveniles, males and females	3		
"Created" case	9		
	Ó		
Number of employees:		33	
Number	<u>Code</u>		
For non-residential community programs .	0		A
			1
Indicates 1 - 9 employees	1	0.	6.5
	$\begin{bmatrix} & & & & & 1 \\ & & & & 2 \end{bmatrix}$	0.	
Indicates 1 - 9 employees			4
Indicates 1 - 9 employees	2	7.	
Indicates 1 - 9 employees	2		

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

entin delimentari variante del mante	چ على لىد حقود	- ANN A SERVED AND A SERVED AND A SERVED ASSESSED.
		Cols.
Census Directory ID Number (last 7 Digits) for 46718		
Description of agency function:		
물통 화면 물론 하면을 써 받았다. 그런 경기 나는 그 사람들이 되었다.		. * 28 "
<u>Function</u>	<u>Code</u>	
Probation and parole agencies		
	• 4	
Type of system:		
		29
집 시 (R.) (전도 12 12 12 12 12 12 12 12 12 12 12 12 12	Code	

Adult probation Juvenile probation	1	
Adult parole	• 2	
Juvenile parole	• 3	
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	
되어 있는 점점 보고 하는 하는 이 네트리는 사람들은 하는 수 없었다.	•	•
Agency number:	*	30-31
Assigns a unique number to each unit	•	
"99" used for "created" case		· į
Type of agency:		.32
그리고 사용하는데 없이 되지 않는데 하는데 이 그리지도 됐다고요		
[20] [10] [20] (10] [20] [20] [20] [20] [20] [20] [20] [2	Code	
Administration - state		
Administration - county	. 1	
Administration - municipal	. 2	
Services - state	· · 3	
Services - county	4 5	
Services - municipal	6	
Administration and services - state	7	
Administration and services - county	8	
Administration and services - municipal:		
also "created" case	9	
Granting authority	Ō	
Number of employees:		33
Number	Code	
가게 되었다고 말하고 하셨다면 그는 사람들이 되었다. 그 마다리에 있는 것이 되었다. 사고 우리는 중에도 살아.	<u> </u>	
Indicates 1 - 9 employees	1.	
Indicates 10-49 employees Indicates 50-99 employees	2	
Indicates 100+ employees	3 4	
"Created" case		
h :	9	
성 - 12 1일 - 12 1일	Code	34
크로 <u>트로</u> 로 하다는 사람이 되는 <u>보고 있다. 1일 전체 전에 무취하면</u> 하면 하면 하는 사람들은 사람들이 있다. 사람들은 다른 사람들은 바로 사람들이 되었다.	a communicación de la facilitación	

All cases other than "created" cases

"Created" case .

???

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	<u>I.D</u> .	SAMPLE	#CARDS/CASE	#CASES
	Columns 1-5			1/V
1	46719	Administration of Courts	n 14	.1641
2	46720	Court Administ	trators 7	1102

nmsold

NATIONAL MANPOWER SURVEY - CRIMINAL JUSTICE SYSTEM

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

FIRST CLASS MAIL

FIRST CLASS PERMIT NO. 23451 WASHINGTON, S.C.

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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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.

Director

Survey Operations Division

0

OMB No.: 043-S75032 Approval Expires: July 31, 1976 LEAA No.: 3600-1 BSSR No.: 46710 1-5

6-9

RANK

16/8

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.

۱,	3	a. Inadequate number of authorized positions	10/7
5	q	b. Inability to achieve or maintain authorized strength	11/7
بن	4	c. High (excessive) turnover	12/7
-7	6	d. Inadequate training of personnel	13/7
. i=	P	e. Inadequate representation of minorities or women on force	14/7
: \$ *	8	f. Other (please specify:)	15/7

What do you feel is the major factor contributing to the manpower

pr	oblem you ranked "most serious" (i.e., ranked "1") in Q. 1?
	General lack of qualified applicants
Þ	Lack of qualified minority or female applicants
1	Inadequate levels of compensation
12	Insufficient funds for training
13	General budgetary problems
4	Limited opportunities for advancement 6
تتنا	Other (please specify:)

JMK: eml

3 .	Does your department currently have a <u>critical manpower shortage</u> in any of the following personnel categories? (Please circle		4.	During the three : 1971-1974), how se
O	all that apply.)			your basic and sup
	Traffic:		in mand-operated principles	и
1 10	a. Basic officers (sworn nonsupervisory personnel assigned primarily to traffic control duties)	17/2		
12 1	b. Officer supervisors (lowest level supervisors assigned primarily to traffic control duties)	18/2	Angele and	
North Control of the	Patrol:		The control of the co	
BA	c. Basic officers (sworn nonsupervisory personnel assigned		-	
1,5	primarily to patrol duties)	19/2	5.	During the three y 1971-1974), did yo
	d. Patrol supervisors (lowest level supervisors including	*	24	applicants for the
14 23	sergeants and corporals assigned primarily to patrol duties) 1	20/2	The state of the s	
	Investigation:	and the second s		
اعرب:٠	e. Basic detectives and investigators (sworn nonsupervisory personnel assigned to criminal investigations)	21/2	6.	What was this depa
			25	categories on June
1/2 80	f. Detective supervisors (lowest level investigator supervisors) 1	22/2	Thisproducens	
	Other:	<i>,</i>	7. 26	
			7	In your judgment,
11 10	g. All other basic sworn officers (those <u>NOT</u> assigned primarily to patrol, traffic, or investigative functions)	23/2	7±	categories would y and responsibiliti
· ÷ 6	h. All other sworn first-line supervisors (those NOT assigned primarily to patrol, traffic, or investigative functions)	24/2		
· > Q	i. Middle managers (sworn officers above the rank of sergeant,		-:	
n A	but below the rank of assistant or deputy chief)	25/2	motors and the second s	
	ή j. Chief, assistant or deputy chiefs, and so on	26/2	2 8.	How many employees by June 30, 1976?
. 2	k. Professional and technical nonsworn personnel	27/2		
7.7	1. Other nonsworn personnel	28/2		
*2	au m. NO CRITICAL SHORTAGES IN ANY OF THE ABOVE CATEGORIES	/ ()/2	0	

years before the current recession (i.e., the years serious a problem were voluntary resignations among supervisory sworn officers? Critical problem . . . 1 Serious problem. . . . 2 Moderate problem . . . 3 Slight problem . . . 4 No problem at all. . . 5 30/6 years before the current recession (i.e., the years your department have an adequate supply of qualified he basic sworn officer position? Yes. . . 2 . 31/3 partment's employment in each of the following ne 30, 1975? a. Number of sworn personnel . 32-36/9s b. Number of nonsworn personnel. . 37-41/9s how many employees in each of the following you need to fulfill effectively all the duties ties with which your department is charged? a. Total number of sworn personnel. . 42-46/9s b. Total number of nonsworn personnel . 47-51/9s es do you actually expect to have on the payroll 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? 3

> 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 62/7

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

> No minimum required. 1 Less than high school diploma. . . High school diploma. . . 1 year of college. 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 by your department within the next two years?

Will almost certainly be adopted	1	
Will probably be adopted	2	
Will probably $\underline{\mathtt{NOT}}$ be adopted	3,	
Will almost certainly $\underline{\mathtt{NOT}}$ 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 craining are currently provided to your new recruits? (If none, please enter "0.")

> 66-69/9s Number of hours:

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

63/8

ájl

27	14. Do you expect to begin providing any formal entry level training for your new sworn officers within the next two years?	0
36	Yes, definitely 1	
	Yes, probably 2	# 1
	Probably not 3	
	Definitely not 4	
	Don't know 5	70/6
	and the state of the growth of the first of the state of	70/6
	IF YOU ANSWERED Q. 14,	
	PLEASE SKIP TO Q. 21.	*
15. I	s formal entry level training provided to every new recruit?	\mathcal{A}_{i}
130	The state of the s	
7 75		
	No, not provided to recruits with prior police experience 2	
	No, other (please explain:)	71/4
		()
16. Wh		
(P	ere do your new recruits take their <u>formal</u> entry level training?	°9
38		
38	a. Within the department	
u'a	b. At the department's academy 1	72/2
i.e	c. At a local educational institution 1	73/2
47	d. At another department's academy 1	74/2
42	e. At a regional tending	75/2
4/3	e. At a regional training academy 1 f. At a state training academy	76/2
149	1 State of the sta	77/2
	g. Other (please specify:)	78/2
	가게 보는 것이 되면 하는 것이 되었다면 생각이 되었다면 되었다. 그런 사람들이 되었다는 것이 되었다. 19 대한 18 대한 1	70 00/01
		79-80/01
	그는 생기를 받는 형료를 보고 하는 것이 없는 것이 없는 것이 되었다. 이 것으로 가지 않는데 그런 것이 되는 것이 되는 것이 되었다. [편집] [편집] 생기를 가게 되는 것은 사람들을 하는 것이 되었다. 그는 것은 사람들은 사람들은 것이 되었다. 그런 것이 되었다.	0
	나는 생각을 가능한 사람이 들어가면 하겠다며, 등이 되려지 않는데 보다 이렇게 살을 때 하고 있는데 되는데 하는데 하는데	
	됐다. 많이, 이 문화들이 문화되었다면 모모는 이 말했다. 그리아이는 이 그의 문문은 말이 되면 왜 그리고 모다는 어느니 그리다.	

arion cramming	two years :	its probably take their formal entry from now? (Please circle all that			
apply.)		Crease Cricie all that			
	整:	. Within the department	. 1	واله	10
	म9 ७ ८	. At the department's academy	. 1	ال ا	11
	ध्र ।	. At a local educational institution	. 1	4.7	12
		. At another department's academy	. 1	- -	13
	451 e	. At a regional training academy	. 1	50	14
	Fo f	. At a state training academy	. 1	mr.	15
	到多	Other (please specify:)	. 1	F	16,
l8. Has the length or recruits changed	f formal er in the pas	stry level training provided to your new			
18. Has the length or recruits changed	f formal er in the pas	try level training provided to your new t five years? No, length unchanged	. 1		
	f formal er in the pas	C live years?			
	f formal er in the pas	No, length unchanged	. 2		, 17/
9. Do you expect tha	it the leng	No, length unchanged Yes, length increased	. 2		, 17/.
9. Do you expect tha provided to your	it the leng	No, length unchanged Yes, length increased Yes, length decreased	. 2		• 17/
9. Do you expect tha provided to your	it the leng	No, length unchanged Yes, length increased Yes, length decreased th of formal entry level training ts will be changed during the next	· 2		• 17/4
9. Do you expect tha provided to your	it the leng	No, length unchanged Yes, length increased Yes, length decreased th of formal entry level training is will be changed during the next No, no change expected	· 2		. 17/4

()

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	19/2
ь.	Weapons policy	1	20/2
c.	Weapons training	1	21/2
d.	Criminal law and legal procedures	1	22/2
e.			
	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
1.	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
٥,	Other (please specify:)	. 1	33/2
-20	人名西森 经收益 化二氯甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基		

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

		Strong Emphasis	Moderate Emphasis		
а.	Departmental policies and procedures	1	2	3	34/4
ь.	Weapons policy	1	2	3	35/4
c.	Weapons training	1	2 6	3	36/4
đ.	Criminal law and legal procedures	1	2	3	37/4
е.	Criminal evidence and investigative procedures	1	2	3	38/4
f.	Preventive patrol techniques	1	2	3 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		3	42/4
j.	Report writing and preparation	1	2	3	43/4
k.	Community and race relations	1	2	3	44/4
1.	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
٥.	Other (please specify:)	1	2	3	48/4

CARD 0

In-Service Training

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

No . . . 1
Yes. . . 2 49/3

Number:

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?

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
	At another department's academy 1	61/2
e,	At a regional training academy	62/2
f.	At a state training academy 1	63/2
g.	Other (please specify:)	64/1

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
ъ.	Weapons policy		11/2
c.	Weapons training		12/2
đ.	Criminal law and legal procedures	•	13/2
е.	Criminal evidence and investigative procedures		14/2
f.	Preventive patrol techniques		15/2
g.	Traffic control		16/2
h.	Accident investigation		17/2
i.	First aid and emergency medical treatment 1		18/2
j.	Report writing and preparation		19/2
k.	Community and race relations		20/2
	Crisis intervention and domestic dispute settlement	L	21/2
. m .	Physical training and self-defense	1	22/2
n.	Juvenile policies and procedures	1	23/2
٥,	Other (please specify:)	1	24/2
	人名西西西雷克克西斯 医肾中毒的 医二氏性乳色 医皮肤 医内脏性皮肤 自己的 的复数		140

. . .

1

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50-53/9s

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

		Strong Emphasis	Moderate Emphasis		
a.	Departmental policies and procedures	1	2	3	25/4
ь.	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
е.	Criminal evidence and investigative procedures	1	2	3	29/4
£.	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
⁰j.	Report writing and preparation	1	2	3	34/4
k.	Community and race relations	1	2 .	3	35/4
1.	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
ο.	Other (please specify:)	1	2	3	39/4
	않는데 항상하게 아무는 없다면 하는 사람들이 하다는 그는 그 모든 사람들은			recommendation of the comment	

28.	Within the next two years, do in-service training provided f	you expect a change in the formal or your basic sworn officers?		
		Will begin in-service training	1	
		Will increase it	2	
		Will leave it unchanged	3	2
34		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 following training programs?	officers have graduated from the (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.		officers do you expect to send to programs within the next two years?		
		FBI National Academy program		50-51/99
	b.	Northwestern University Traffic Institute (long course)		52-53/99
		Southern Police Institute		54-55/99
				9 =

IF <u>NEITHER</u> FORMAL ENTRY-LEVEL <u>NOR</u> 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 3	57/4
c.	Inadequate training budget	1	2	3	58/4
d.	Necessary training resources are not available locally	1	2	3	()4
	Other (please specify:)	1	2	3	60/4

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

Very sat:	sfied	• . • .	• •		2 .	
Satisfie		ē		• •	3	
Dissatis	ied.	* * *	* <i>I</i> r	•	4	
Very dis	satisf	ied .			5	ø
Extremely	diss	atisf	ied.		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 p	erforms better on patrol?		
				College educated officers	. 1	
				Noncollege educated officers	. 2	
				No difference	. 3	
				Don't know	. 4	62/5
	•					
ъ.	Which	group	on the avera	ge deals with juveniles better?	1.	
				College educated officers		• *
			en de la companya de La companya de la companya de	Noncollege educated officers	. 2	
		ta Inter		No difference	. J	63/5
				Don't know	• •	03/3
c.	Which	group	deals with	citizens better?		•
				College educated officers	. 1	•
	n			Noncollege educated officers	. 2	
	•	D		No difference	. 3	
				Don't know	. 4	° 64/5
				1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 -	۵ ۵	
d.	Which	group	on the avera	age makes better quality arrests?	. 1	
				College educated officers		
	a single			Noncollege educated officers No difference		
			e e Marianto de la Marianto del Marianto de la Marianto del Marianto de la Maria	Don't know		65/5
		er i vila Silva i er		"Don" E know		
e	Which	group	handles pap	er work better?		
			()	College educated officers	. 1	
	•		•	Noncollege educated officers	, 2	
				No difference	. 3	
				Don't know.	. 4	66/5
-				need man suickly?		
£	. Which	n group) cenas co be	promoted more quickly? College educated officers		
		•		Noncollege educated officers	2	
			D ₂	No difference	. 3	b *
				Danie Smarr	4	67/5

. . . .

10/4

11/4

12/4

13/4

14/4

15/6

g. Which group generates more citizen complaints?	
College educated officers 1	
Noncollege educated officers 2	
No difference	
Don't know	68/5
h. Which group as a whole are better officers?	
College educated officers 1	
Noncollege educated officers 2	e _i
No difference	
Don't know 4	69/5
en e	
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?	The second secon
Should strongly encourage 1	And the second s
Should encourage 2	
Should discourage	
Is not a matter for the department to take a stand on	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. RANK	
a. Adjusting schedules to facilitate class attendance	71/6
b. Allowing time off to attend class	72/6
c. Departmental subsidies for books and thition. θ	73/6
d. Increased pay based upon accumulated college credits or academic degree(s)	9 74/6
e. Using academic education as part of the basis for promotions	75/6
	79-()03

	•		Adopted and Continued	Adopted But Later Terminated	•
		Additional college to the design of the second			
	a.	Adjusting schedules to facilitate class attendance	1	2	3
	ь.	Allowing time off to attend class	1	2	3
	c.	Departmental subsidies for books and tuition	1	2	3
	ď.	Increased pay based upon			
		accumulated college credits or academic degree(s)	1	2	3
		and define a selection (a)		-	.
	e.	Using academic education as part of the basis for promotions	1	2	3
			·		
					a C
Pay	and	Promotion Policies			
		** ***********************************		e e e e e e e e e e e e e e e e e e e	
37.	cha ass iss	reased pay based on college credit and/o llenged as discriminatory against office ignments but less academic education. H ue for your department? If so, has the artment been affected?	rs with com as this bec	parable " ome an	4
	NO,	the issue has not come up		• • • • •	1
ه ه	YES	, the issue has come up,			
		but it has not yet been resolved		• • • • • •	2
- 1 to 1 t		and the education-linked pay policy has	been revis	ed	3
		but the education-linked pay policy has	NOT been r	evised	. 4

; · · · ;

0

	on college credit and/or degrees has	
	inatory against officers with comparable mic education. Has this become an issue	
	o, has the policy at your department been	
affected?		
NO, the issue has not come	up	
YES, the issue has come up	물론시간 요즘 바이에 안 이렇는 것을 다 했다.	
but it has not yet been	n resolved	ę.
and the education-links	ed promotion policy has been revised 3	
but the education-links	ed promotion policy has \underline{NOT} been revised 4	
	원생님들은 한 경험을 보인하는 생생들을	o .
Other (please specify:)		
		R_{χ}
		9
	he minimum academic education that should	
be required of officers pri	he minimum academic education that should ior to promotion to sergeant or first	
be required of officers pri		
be required of officers pri	ior to promotion to sergeant or first No minimum requirement	
be required of officers pri	ior to promotion to sergeant or first	
be required of officers pri	No minimum requirement	· · · · · · · · · · · · · · · · · · ·
be required of officers pri	No minimum requirement	8
be required of officers pri	No minimum requirement	8
be required of officers pri supervisory level?	No minimum requirement	8
be required of officers pri	No minimum requirement	8
be required of officers pri supervisory level?	No minimum requirement	
be required of officers pri supervisory level?	No minimum requirement	

course in supervisory tec	officers be required to take a special chniques either prior to being considered or immediately following their first by level?	0	
	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 completed?	that a special course for supervisors be		0
	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.)

	T. C.		Per	tivity formed power	and	Activi NOT Per	ty Is formed,	
			Increase	Stay about the Same	Decrease	and probably will the next 2 years	but probably WILL be added during the next 2 years	
) 	1.	Patrol	1	2	3	4	5	20/
P E) .	Crime investigation	ı	2	- 3	4	5	21/6
,	₽.	Crime laboratory, identification and fingerprinting	1	2	3	49	* 5	22/6
Ć	i.	Lockup and/or jail	1	2	3	4	5	23/6
ε	∍.	Communications and dispatching .	1	2	3	4	*5	24/6
í	£	Traffic control	1	2	3	4	5 %	25/6 -
	3•	Accident investigation	1	2	3	4	5	∞26/6
t.	1.	Parking meter checking and collection	1	2	3	4	5	27/6
i	i.	Juvenile services	1	2	° 3	4	ិ 5	28/6
	j.	Data processing	1	2	3	4	- 5 ° -	29/6
	۲.	Administrative services and general management	1	2	3	4	5	30/6
j	L.	Gun registration	1	2	3	4	5 ¢	31/6
1	n.	School crossing guards	1	2	3	4	5	32/6
T	n.	Responding to calls for service for noncriminal matters	1	2	3	4	5 //	33/
	э.	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	\mathcal{O}
Have police department continue current role	2	<i>3</i> 5/3
. 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.

	도 하늘이 발표하는 것으로 보고 있다. 이번 제작 기술 기술 당하다 일 사람이 보고 있는 사람이 환경되었다. 보고 있는	Arrest Policies	Pol.	ges in A icies Ha		
		Unchanged During Past Five Years	Decreased			
a.	Public intoxication	1	2	3	4	37/5
b .	Possession of small amounts of marijuana		2	3	4	38/5
c.	Prostitution	1	2	3	4	39/5
Tic.	Homosexual acts between consenting adults	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	2	3	4	40/5
e.	Selling pornographic material	q. 1	2	3	4	4()
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
Ъ.	Possession of small amounts of marijuana		2	3 (*)	44/4
c.	Prostitution		2	- (3	45/4
đ.	Homosexual acts between consenting adults		• 2	**	4()
e.º	Selling pornographic material	1	2	3	47/4
f.	Gambling		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	Decrese	* * *
		THETERSE	<u>uiange</u>	Decrease	
a. [!]	Patrol	1	2	3	49/4
ъ.	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	,	2	3	59/4
1.	Administrative services	1	2	3	60/4
m.	Gun registration	1	2	3	61/4
n.	Crossing guards	1	2	3	62/4
ο.	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	expe	cted			1	
Nonsworn	share	of manpower	will	increase	2	
Nonsworn	share	of manpower	will	decrease	3	657

policing approach?	adopted, or do you plan to adopt, a team	
neighborhood units responsible for mai	icing" refers to the decentralization of police into consisting of patrolmen and investigators who are ntaining high levels of civilian contact and for st police services in that small geographic area.)	
	YES, Adopted throughout jurisdiction 1	
	Adopted on a pilot project basis only 2	
	Adopted but discontinued	
	NO,	
	But plan to adopt it in the next two years throughout the jurisdiction 4	• 3
	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

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. .

50. In your opinion, has the adoption of team policing changed your

department's effectiveness?

51.	Does the racial/ethnic composition of the neighborhood patrol teams reflect the racial/ethnic composition of the area patrolled?		
		£ /*1	
. 	and the first of the second of	2	
	Don't know	3	68/
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/
	b. Better coverage of patrol areas	1	70/
	c. Greater visibility to the public	1	71/
1	d. Improved officer morale	1	72/
	e. Improved police-community relations	1	73/
	f. Other (please specify:)	1	74/
	g. None	1	75/
Cons	olidation 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?		
- 1984 - 1985 -			
	Yes, would strongly support	1 -	
	Yes, would moderately support	2	
A STATE	Would neither support nor oppose	3	
	No, would moderately oppose	4	
	No, would strongly oppose	5	
	Other (please specify:)	6	76/
			70.007

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7/6

BEGIN CARD 05

How many police departments with fewer than 10 sworn currently exist in your immediate geographical area?	officers	(1
Number of	Departments:	10-12/
THE WOLLDWIND AND THACK WITH TWO SAY DEPLOY AND A	-D 0 EE 1	
IF YOU ANSWERED AT LEAST "1" IN Q. 54, PLEASE ANSWIND OTHERWISE, PLEASE SKIP TO Q. 56.	ER Q. 33.	
55. To how many of these departments would you be w	illing to	9 = 4
provide service on a contractual basis?	Number:	° 13-15/
Does your department provide any police services on	a contractual	
basis to other jurisdictions?	No	1
	Yes	
가 그는 사람들이 보고 그는 사람들이 되어 가는 가는 것이다.		
ANSWERED "NO," PLEASE SKIP TO Q. 58. 57. Please list the number of jurisdictions served		
ANSWERED "NO," PLEASE SKIP TO Q. 58.	by your depart- o years ago, e enter "0" for	
ANSWERED "NO," PLEASE SKIP TO Q. 58. 57. Please list the number of jurisdictions served to ment on a contract basis, both currently and two for each of the functions listed below. (Please those services NOT provided on a contract basis	by your depart- o years ago, e enter "0" for	1.
ANSWERED "NO," PLEASE SKIP TO Q. 58. 57. Please list the number of jurisdictions served to ment on a contract basis, both currently and two for each of the functions listed below. (Please those services NOT provided on a contract basis	by your depart- o years ago, e enter "0" for .)	<u> </u>
ANSWERED "NO," PLEASE SKIP TO Q. 58. 57. Please list the number of jurisdictions served in ment on a contract basis, both currently and two for each of the functions listed below. (Please those services NOT provided on a contract basis Number of Juriently	by your depart- o years ago, e enter "0" for .)	<u>-</u> <u>30</u> 17-18
ANSWERED "NO," PLEASE SKIP TO Q. 58. 57. Please list the number of jurisdictions served in ment on a contract basis, both currently and two for each of the functions listed below. (Please those services NOT provided on a contract basis Number of Jurently a. Complete police services	by your depart- o years ago, e enter "0" for .)	<u>-</u> <u>30</u> 17-18
ANSWERED "NO," PLEASE SKIP TO Q. 58. 57. Please list the number of jurisdictions served ment on a contract basis, both currently and two for each of the functions listed below. (Please those services NOT provided on a contract basis Number of Jurently a. Complete police services	by your depart- o years ago, e enter "0" for .)	17-18 19-20/ 21-22
ANSWERED "NO," PLEASE SKIP TO Q. 58. 57. Please list the number of jurisdictions served in ment on a contract basis, both currently and two for each of the functions listed below. (Please those services NOT provided on a contract basis in Number of Jurisdictions and dispatching. Specific police services: b. Communications and dispatching.	by your depart- o years ago, e enter "0" for .)	17-18 19-20/9 21-22 23-24/9 25-26
ANSWERED "NO," PLEASE SKIP TO Q. 58. 57. Please list the number of jurisdictions served in ment on a contract basis, both currently and two for each of the functions listed below. (Please those services NOT provided on a contract basis Number of Jury a. Complete police services	by your depart- o years ago, e enter "0" for .)	17-18 19-20/9 21-22 23-24/9 25-26
ANSWERED "NO," PLEASE SKIP TO Q. 58. 57. Please list the number of jurisdictions served in ment on a contract basis, both currently and two for each of the functions listed below. (Please those services NOT provided on a contract basis in Number of Jurisdictions and dispatching. Specific police services: b. Communications and dispatching.	by your depart- o years ago, e enter "0" for .)	21-22 23-24/9 25-26 27-28/9 29-30 31-32/9
ANSWERED "NO," PLEASE SKIP TO Q. 58. 57. Please list the number of jurisdictions served in ment on a contract basis, both currently and two for each of the functions listed below. (Please those services NOT provided on a contract basis in Number of June Currently a. Complete police services. Specific police services: b. Communications and dispatching. c. Crime laboratory services	by your depart- o years ago, e enter "0" for .)	21-22 23-24/9 25-26 27-28/9 29-30 31-32/9 33-34 35-36/9
ANSWERED "NO," PLEASE SKIP TO Q. 58. 57. Please list the number of jurisdictions served ment on a contract basis, both currently and two for each of the functions listed below. (Please those services NOT provided on a contract basis Number of Jurisdictions and Currently a. Complete police services: b. Communications and dispatching. c. Crime laboratory services	by your depart- o years ago, e enter "0" for .)	21-22 23-24/9 25-26 27-28/9 29-30 31-32/9

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.

		Three only
a.	Operational field activities (patrol, investigation, field supervision)	45-46/11
ь.	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.	lanning and evaluation (setting goals and reviewing agency performance against objectives)	2. 2. 2. 2. 3. 3. 3. 3. 3. 3. 3. 3
		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-
8.	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
1.	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

79-80/05

	-28-		BEGIN CARD 06
59.	Based upon your experience, what kinds of special courses, work-shops, training sessions or seminars would you recommend as especially useful for your successors to take? (Please circle all that apply.)		0
	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	•	
	e. Applied criminology	1	13/2
			14/2
σ	f. Criminalistics		15/2
• • • •	g. Criminal law/criminal procedure	1	16/2
e,	h. Police intelligence	1 .	17/2
	i. Riot and crowd control	1	. 17
ı!	j. Hostage negotiation	1	19/2
	k. Crisis intervention	1	20/2
	1., Drugs	1	21/2 -
	m. Race/ethnic relations	1	22/2
	n. Organized crime	1	23/2
	o. Community relations	1 ,	24/2
i i i i i i i i i i i i i i i i i i i	p. Other (please specify:)	1	25/2
	q. None.	1	26/2
			O
	그런 그 사람들이 다시 하는 사람들은 사람들은 사람들이 모르는 사람들이 되었다. 그리는 사람들이 되었다.		

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	28/2
c. Labor relations/collective bargaining 1	
d. Law enforcement budgeting/	29/2
planning and evaluation 1	30/2
e. Applied criminology 1	31/2
f. Criminalistics	
g. Criminal law/criminal procedure	32/2
	33/2
h. Police intelligence	34/2"
i. Riot and crowd control 1	35/2
j. Hostage negotiation	36/2
k. Crisis intervention	37/2
1. Drugs	38/2
m. Race/ethnic relations	*
n. Organized crims	39/2
o: Community relations	40/2 -
	41/2
p. Other (please specify:) 1	42/2

	mportant do you think each of the following are as goals for department? Please rank them, using "1" for the most	0
	tant, "2" for the next most important, and so on.	
	<u>RANK</u>	
		0
	a. Community satisfaction with police department	O 44/7
***	b. Low reported crime rate	45/7
	c. Low crime rate for major crimes committed on the streets	46/7
		401 7
	d. Low response time to calls for service	47/7
P 6	e. High clearance rate	48/7
	f. Other (please specify:)	49/7
organ	te do you think could be achieved through changes in staffing, ization, and policies of law enforcement agencies in general l, county, and state)? A great deal of improvement 1	
	Some improvement	e e e e e e e e e e e e e e e e e e e
	Little or no improvement 3	50/4 -
	do you consider to be the major obstacle to the proper astronom of justice in your jurisdiction?	
3)		
		4
3		6
		The second secon
		()
Part of March		51-52/9

4.			
	Please record your:	a. Age	53-54
		b. Sex: (please circle) M F	55
		c. Color or race:	A A
		White	
	a de la companya de l	Black	
		Other (please specify:) 3	<i>n̂</i> . 56
		other Aprenda Specific,	,
5.	How were you selected f	or your current position? (Please circle	
	all that apply.)		
		a. Competitive examination 1	57
		b. Exempt or political appointment 12	58
		c. Election 1	59
		d. Other (please specify:) 1	. 60
V.			•
. To see			
	No.		
e.		S	
L •/	Did you advance to your or were you recruited f	current position from within this department, rom outside? From within 1	
		rom outside?	61
		rom outside? From within 1	61
L •4.	or were you recruited f	rom outside? From within 1 From outside 2	61
	or were you recruited f	rom outside? From within 1	61
	IF YOU WERE RECRUITED AGENCY, PLEASE ANSWER	From within 1 From outside 2 FOR YOUR CURRENT POSITION FROM OUTSIDE THIS Q. 67. OTHERWISE, PLEASE SKIP TO Q. 68.	61
	IF YOU WERE RECRUITED AGENCY, PLEASE ANSWER	From outside? From within 1 From outside 2 FOR YOUR CURRENT POSITION FROM OUTSIDE THIS	61
	IF YOU WERE RECRUITED AGENCY, PLEASE ANSWER	From within 1 From outside 2 FOR YOUR CURRENT POSITION FROM OUTSIDE THIS Q. 67. OTHERWISE, PLEASE SKIP TO Q. 68.	61
	IF YOU WERE RECRUITED AGENCY, PLEASE ANSWER	From within 1 From outside 2 FOR YOUR CURRENT POSITION FROM OUTSIDE THIS Q. 67. OTHERWISE, PLEASE SKIP TO Q. 68. ization did you leave to accept your current City police department 1	61
	IF YOU WERE RECRUITED AGENCY, PLEASE ANSWER	From within	61
	IF YOU WERE RECRUITED AGENCY, PLEASE ANSWER	From within	61
	IF YOU WERE RECRUITED AGENCY, PLEASE ANSWER	From within	61
	IF YOU WERE RECRUITED AGENCY, PLEASE ANSWER	From outside? From within	
	IF YOU WERE RECRUITED AGENCY, PLEASE ANSWER	From within	61
	IF YOU WERE RECRUITED AGENCY, PLEASE ANSWER	From outside? From within	

79-80/06

BEGIN CARD 07

٧.			CARD 07	
		9		
68.	In all, how many years have you worked in law enforcement?		10-11γ-99	
69.	Have you ever served as Chief in another police department?			
	No	. 1		1
	Yes	<u>, 2</u>	12/3	
.9 ()		(E)		
70.	How many years have you worked in your present department? (IF LESS THAN SIX MONTHS, PLEASE ENTER "0.")	6	10 1/ 100	
. *** · ·	(IF DESS THAN SIA MONING, FLEADE EXIER U.)	10 m	13-14/99	
	How many years have you been Chief of your present department?	, , , , , , , , , , , , , , , , , , ,		
	(IF LESS THAN SIX MONTHS, PLEASE ENTER "O.")	-	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		17/2	
, in	b. Prosecutor's office		18/2	
T S	c. Criminal defense office	. 1	19/2	٠
· •	d. Probation or parole agency	. 1	20/2	
<u> </u>	. ja j	. 🖘	21,	
*	f. Prison	. ≈ 1	22/2	
9	g. Military police		23/2	
	h. NONE OF THE ABOVE	. 1	24/2	-
=0				
73.	Please circle the number indicating the extent of your academic education prior to starting your law enforcement career.			
(\d	Less than high school diploma	* 1 T		0
	High school diploma			
	One year of college	en-		
	2 or 3 years of college	6		
	Bachelor's degree			4
	Some graduate course work			
	Master's degree			
	Graduate work beyond the master's degree			
	LL.B., J.D., or other law degree,			Distance of the last
	Ph.D. or other doctorate	. 10	25-26}	-

. Please circle the number indicating your current level of academic education:		
Less than high school diploma	. 01	
High school graduate	. 02	
l year of college	. 03	
2 or 3 years of college	. 04	
Bachelor's degree	. 05	
Some graduate course work	. 06	9 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
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	27-28/1:
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 earne.		
a. A.A.:		29-30/9
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

enforcement career? No	1 , ,,	
The state of the s	. 2	37/:
	7	
IF YOU ANSWERED "YES" IN Q. 76, PLEASE ANSWER Q. 77. OTHERWISE,		
PLEASE SKIP TO Q. 78.	١	
77. Did you receive financial assistance to continue your		
77. Did you receive financial assistance to continuous schooling from any of the following sources? (Please		
einele nis hat apply.)		
a. Law Enforcement Education		38/
Program (L.E.E.P.) · · · ·	. <u>L</u>	6
b. G.I. Bill :	. 1	39/
c. Other federal programs	. 1	40/
d. State programs	. 1	41/
e. The law enforcement agency you were employed by	. 1.	42.
f. Other financial aid		43,
	1	. (
g. NONE		
Have you been graduated from any of the following? (Please circle		Pi .
all that apply.) a. Northwestern University Traffic Institute	. 1	45
	11	46
b. FBI National Academy Program	1	47
c. Southern Police Institute	• •	K
d. None of the above	. 1	″ 48
하고 생각하는 사람이 되는 사람들은 그들은 사람이 나를 하는 것이 없다.		¥
k you for your cooperation. Any comments you care to make concerning		

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,

	Full- Time	Part- Time	
)	o.	1	49-53
TOTAL EMPLOYMENT			54-58
Traffic:			Ü
a. Basic officers (sworn nonsupervisory personnel	/	1	59-63
assigned primarily to traffic control duties)			64-68
b. Officer supervisors (lowest level supervisors assigned primarily to traffic control duties)		ar in the second se	69-73 74-78
Patrol:	21 p		79-80
c. Basic officers (sworn nonsupervisory personnel			10-14
assigned primarily to patrol duties)	b		15-19
d. Patrol supervisors (lowest level supervisors	9		
including sergeants and corporals assigned	40 - James		20-24
primarily to patrol duties)			25-29
[일반] 경우, 경기 이 시민 사람들이 되는 것은 사람들이 되었다.			
Investigation:			
e. Basic detectives and investigators (sworn nonsuper-	₫.		30-34
visory personnel assigned to criminal investigations).			35-39
f. Detective supervisors (lowest level investigator	1	⊕.	40-43
supervisors)			44-47
Other:			
보이는 잃는 이번째 이번에 살아왔다면 하는 이 사람들이 되었다면 되었다면 보다면 하는 수 없었다.			# # # # # # # # # # # # # # # # # # #
g. All other basic sworn officers (those NOT assigned			48-51
primarily to patrol, traffic, or investigative functions)			52-55
네티아 :		_	
h. All other sworn first-line supervisors (those NOT assigned primarily to patrol, traffic, or investiga-		<i>"</i>	56-59
tive functions)	W		60-63
i. Middle managers (sworn officers above the rank of	·		erin Took Too Qerin
sergeant, but below the rank of assistant or deputy		A.	64-67
- activities and actal rite ratio at enginement at actal			68-71

BEGIN CARD OS

	기존되는 하다고 되면 하는 수 없는 바로 하고 있는데 그는 그런데 보고 나를 되었다.		3
. 4	Full- Part- Time Time	O g	
	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	
Ô	, 1. Other nonsworn personnel: »	26-29 30-33/9s	
80.			
ου.	How many sworn officers voluntarily resigned from your department during the 12-month period from June 30, 1973		
W.	to June 30, 1974?	34-37/9s	3
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-()9s	
84 -	Do you currently accept lateral entrants (i.e., experienced officers from other departments) directly into supervisory ranks by the level of Chief?		
ge.	Yes	6	
	No, lateral entrants are accepted only for the basic line position 2		
	No, lateral entrants are not **accepted at all	52/4	
85.	Does your department participate in collective bargaining with a		
	union which represents your police officers?		
		53/3	
86.	Are applicants for sworn positions required to take a written examination?	16 76	100
di.	No		
	Yes, solely as a matter of departmental policy 2		
#	Yes, required by civil or merit service	54/4	0
			1

	97	Does this department have written job descriptions for al	1	
	0,.	officers in the basic line position?		
			No 1	
	0		Yes 2	55/3
	d			
e e Lig	88.	Is the position of basic sworn officer regulated by civil	L service?	\$ 1
			No 1	
				56/3
		그 마음 회사 등을 내가 있는 방과 분드 생각을 보고 있었다.	Yes2	20/2
		What are the minimum and maximum annual salaries of the b	pasic	
	89.	police officer position?		
		a. Minimum.	. \$	57-61/9s
}		그 소설 경우 문학에 생활한 모델 등이 하고 하는 경영한 경우 본 경우도 이번 문화하다.		62-66/9s
		b. Maximum	· \$	02-00798
		How many attorneys does your department employ full-time	to	
	90.	provide legal advice? (If none, please enter "0.")		
		provide legal advice: (if home, prease care)	Number:	67-69/9s
.				
.)				
C	91	How many specially-trained evidence technicians does you		
i a	6	department employ? (If none, please enter "0.")		.
	rana Para		Number:	70-73/9s
				· ·
	92.	Does your department have an operational planning unit t	o assist	
		management in the utilization of staff and other resource	es;	
			No 1	erandad ay dahar tarah dag
n tv., i Pa la nak				74/3
0 %		요즘 하지 않아 하시는 얼굴에 가장 그렇게 하지 않는 그렇게 그렇게 다 먹었다.	Yes. 2	(4/5
	P			a.
	93.	How many persons whose full-time responsibility is narco	• • • • • • • • • • • • • • • • • • •	
1				
"	Ø	none, please enter "0.")	Number:	75-77/9s
D				•
	*			79-80/09
WITT BUILD	400	2017年,1月17日,1月17日,1月18日,1月日,1月18日,1月18日,1月18日,1月18日,1月18日,1月18日,1月日,1月日,1月日,1月日,1月日,1月日,1月日,1月日,1月日,1月		

-38-	BEGIN CARD 10
Workload and Office Information	′ 0
94. Total number of crimes reported in calendar year 1974:	
a. Part I crimes:	10-16/0s
b. Part II crimes:	17-23/9s
95. Total number of arrests in calendar year 1974:	
a. Part I crimes:	24-30/9s
	31-37/9s
96. Total number of calls for service in calendar year 1974:	
Number:	38-45/9s
xpenditures	
NOTE: IF PRECISE FIGURES ARE NOT AVAILABLE, PLEASE GIVE YOUR BEST ESTIMATE.	
7. Total aroual department expenditures for the last complete	0
8. Annual payroll expenditures for the last complete for	_ 46-55/9s
8. Annual payroll expenditures for the last complete fiscal year (salaries and fringe benefits):	56-64/9s
9. Annual operating expenditures for <u>training</u> for the last complete fiscal year (<u>excluding</u> salary of trainees): \$	_e° 65-73/9e
	79-80/1 0

()



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 BUREAU OF SOCIAL SCIENCE RESEARCH, INC. - 1990 H STREET, N. W. - WASHINGTON, D. C. 20038

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Harold Wool 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

Director

Survey Operations Division

OMB No.: 043-S75032

Approval Expires: July 31, 1976

LEAA No.: 3600-2.

BSSR No.: 46711 1-5

6-9

16/8

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.

Manpower Issues

b. Inability to achieve or maintain authorized strength . c. High (excessive) turnover d. Inadequate training of personnel . e. Inadequate representation of minorities or women on force f. Other (please specify:)	ė.	. Inadequate number of authorized positions	
d. Inadequate training of personnel	b	. Inability to achieve or maintain authorized strength	
e. Inadequate representation of minorities or women on famous		. migh (excessive) turnover	
e. Inadequate representation of minorities or women on famous	α	. Inadequate training of personnel	
f. Other (please specify:)	е,	. Inadequate representation of minorities or women on female	
	f.	Other (please specify:)	

General lack of qualified applicants

Lack of qualified minority or female applicants

Inadequate levels of compensation

Insufficient funds for training

General budgetary problems

Limited opportunities for advancement

Other (please specify:)

JMK: em1

CONTINUED

10FA

34-36/95

37-38/99

39/7

(4) (1) (5) (5) (5) (5) (5) (5) (5) (5) (5) (5	병 내용 경험을 되는 이번 보는 사람들이 가는 바람이 하는 것이 있는데 그렇게 먹었다.		
	3. Does your department currently have a <u>critical manpower shortage</u> in any of the following personnel categories? (Please circle all that apply.)	O	8. How many employees do you actually expect to have on the payroll by June 30, 1976?
	a. Basic sworm officers (including "privates," "troopers," and "agents")		a. Number of sworn personnel:
	b. Supervisory sworp officers (ass.	* 17/ :	b. Number of nonsworn personnel:
	position, but below the rank of assistant or deputy chief) I c. Chief and assistant or deputy chiefs	18/.	Entry Level Standards
	d. Nonsworn personnel	19/:	[[
	e. NO CRITICAL SHORTAGES IN ANY OF THE ABOVE CATEGORIES	20/. 21/	9. Based upon your experience all an administrator, what do you think is the minimum education a sworn officer should have prior to joining your department?
4	During the three years before the current recession (i.e., the years 1971-1974), how serious a problem were voluntary resignations		Less than high school diploma
n in the second	among your basic and supervisory sworn officers?		High school diploma
Ð	Critical problem 1	22/	1 year of college
	Serious problem2		2 or 3 years of college 4
	Moderate problem 3		Bachelor's degree
	Slight problem 4		Education requirement not relevant to the job 6
Ē	No problem at all 5		10. What is the minimum education now required of new sworn officers by your department?
⊕ 63	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 minimum required
			Less than high school diploma 2
	이 많은 그렇게 되면 그런 점점 그리는 그리는 이 그는 사람들이 있으면 이 없어 있다고 한다면 하다. 이 그렇게 이 없었다.	237	High school diploma
			l year of college 4
6.	What was this department's employment in each of the following categories on June 30, 1975?	6	2 or 3 years of college5
	a. Number of sworn personnel:		Bachelor's degree 6
	b. Number of ronsworn personnel:	24-26/	Other (please specify:) 7
7.	In your judgment, how many employees in each of the following	27-28 🕴	
	a. Total number of sworn personnel:	29-31/	
Ą	b. Total number of nonsworn personnel:	32-33/	요한 발표가 되었다. 그런 경우를 가는 것이 되었다. 현재 이 아름이 살려가 되었다. 그런 사람이 되는 것은 아름이 되었다. 현재 등을 받는 것이 되었다. 하는 기업 사람들은 기업을 통해 하는 것이 하는 것이 되었다. 그는 사람들은 사람들은 사람들은 사람들은 사람들은 사람들이 되었다. 그는 것이 되었다.

18 18 18 18 18 18 18 18 18 18 18 18 18 1	· · · · · · · · · · · · · · · · · · ·		13
	bability that a higher minimum e		
standard will b next two years?	e adopted at your department wit	thin the	
next two years:			
	Will almost certainly	be adopted	1 41/5
Year The Control of t	Will probably be adopt	ted	2
	Will probably NOT be a	adopted	3
	Will almost certainly	NOT be adopted	4
that they discr you had to deal	standards have been challenged of iminate against women and minority with this issue? If so, have to been affected?	ity groups. Have	
NO, the issu	e has not come up		1 42/6
VFS the ice	ue has come up,		
	공원 공격 연합 영화 조리 얼굴하다.		
but it ha	s not yet been resolved		2
and the p	hysical entry standards have bee	en revised	3
but the p	hysical entry standards have NOT	[been revised	4 ()
OTHER (pleas	e specify:)		5
			and the second
Formal Entry Level 1	raining		
		J	
level training	of <u>formal</u> (i.e., other than on-	the-job) entry	a constraint of the constraint
(If none, pleas	e enter "0.")		43-46/9
			Barrier and State of
	"O" IN Q. 13, PLEASE ANSWER Q. ASE SKIP TO Q. 15.	14.	

14. D	o you expect to begin providing any formal entry level training			
	or your new sworn officers within the next two years?			
	Yes, definitely .	. 1		47
	Yes, probably	. 2		
	Probably not	. 3		
= 	Definitely not	. 4		
۵ القال	Don't know			
	IF YOU ANSWERED Q. PLEASE SKIP TO Q.	14,		
15. Is	원론하다는 경우 보이면 이 학교에 하는 이렇게 되었다. 그런 그리고 하는 것은 말이다. 그렇게 하는		ž.	
	formal entry level training provided to every new recruit?			
	Yes	. 1		48
	No, not provided to recruits with prior police experience	*		. .
	그는 하는 항상 보는 이 경험에는 전혀 되는 그들면 열심이 되었다. 그 사람이 하는 그리면 살을 하는 때문에는	. 2		
	No, other (please explain:)	- 3		
		_	• 1	
A			V_{σ}	
16. Whe		. 4 .		
tra	ere do your new recruits take their <u>formal</u> entry level ining? (Please circle all that apply.)			
	a. Within the department			e e
	그 그는 사람들은 사람들을 가입니다. 유럽 사람들은 사람들은 사람들은 사람들은 사람들은 사람들은 사람들은 사람들이 되었다.	. 1		49/
	b. At a local education institution	. 1		50/
ā	c. At another department's academy	. 1		51/
	d. At a regional training academy	. 1		52/
	e. At a state training academy	1		53/
, 3	f. Other (please specify:)	1	16	54/2
0	홍사의 교통 문제들은 그 등로 대한 발표하는 학교 배를하는 이 원모를 받았다.	- 3	0 60 8	→-T/ A

()

a. Within the department 1 b. At a local educational institution . . . 1

c. At another department's academy 1 d. At a regional training academy 1

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 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 chan	ge expecte	bd			1	62/3
Yes, length	expected	to	increase	•	2	2
Yes, length	expected	to	decrease	•	3	

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	63/2
	b .	Weapons policy	64/2
	c.	Weapons training	65/2
	d.	Criminal law and legal procedures	66/2
	е.	Criminal evidence and investigative procedures 1	67/2
	f.	Preventive patrol techniques	68/2
	g.	Traffic control	69/2
	h .	Accident investigation	70/2
- \\ - \\ - \\	i.	First aid and emergency medical treatment	71/2
	j.	Report writing and preparation	72/2
	k.	Community and race relations	73/2
	1. 8	Crisis intervention and domestic dispute settlement 1	74/2
	m.	Physical training and self-defense	75/2
	n.	Juvenile policies and procedures	76/2
	ο.	Other (please specify:)	77/2

79-80/01

55/2

56/2

57/2

58/2

61/4

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

			Moderate Emphasis		
a.	Departmental policies and procedures	I	. 2	3	10
ъ.	Weapons policy	1	2	3	11
с.	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	. Ž	3	. 15
g.	Traffic control	1	2	3	, 16
h.	Accident investigation		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	¹ 2	. 3	20
1.	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
٥.	Other (please specify:)	.	2	3	24

22.		your department provide <u>formal</u> in-service training <u>other</u> roll-call training to your experienced basic sworn officers?	
		No 1	25/3
		Yes 2	
10°		YOU ANSWERED "YES" TO Q. 22, PLEASE ANSWER Q. 23-26. ERWISE, 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:	26-27/9
	24.9	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
## Tx	25.	Where do your experienced basic sworn officers take their formal in-service training? (Please circle all that apply.)	
		a. Within the department	31/2
		b. At a local educational institution 1	32/2
74		c. At another department's academy 1	33/2

d. At a regional training academy 1

e. At a state training academy 1

f. Other (please specify:)

BEGIN CARD

34/2

35/2

36/2

а	. Departmental policies and procedures	. 6
	. Weapons policy	
	. Weapons training	
	. Criminal law and legal procedures	
	. Criminal evidence and investigative procedures 1	
	Preventive patrol techniques	
	Traffic control	
	Accident investigation	
i.	First aid and emergency medical treatment 1	
j.	Report writing and preparation	.8 3
k.		
1.		
m.	Physical training and self-defense	(
n.	그는 가는 사람이 가지 않는 사람이 가는 것이 되는 것 같아요. 사람들은 사람들이 그 그들은 그렇게 되는 사람들이 되는 것이 나를 하는 것이다.	
ο.	Other (please specify:)	

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	
а.	Departmental policies and procedures	1	2	3	52/4
b.	Weapons policy	1 1 1	2	3	53/4
c.	Weapons training		2	3	54/4
d.	Criminal law and legal procedures	, · 1	2	3	55/4
e.	The state of the s				33/4
	procedures		2	3	56/4
f.	Preventive patrol techniques		2	3	57/4
g.	Traffic control		7 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	` .	62/4
1.	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
ο.	Other (please specify:)	1	2	3	66/4

	two years, do you expect a change in the control of	
	Will begin in-service training 1	67/
	Will increase it	
a 1	Will leave it unchanged	
	Will decrease it 4	
	Will terminate in-service training 5	
	In-service training is not now provided	
	nor will it be begun 6	
	w many of your officers have graduated from the ng programs? (If none, please enter "O.")	
		68-69/
	ng programs? (If none, please enter "O.") a. FB% National Academy program	68 - 69/
	ng programs? (If none, please enter "O.") a. FB% National Academy program b. Northwestern University Traffic	
	ng programs? (If none, please enter "O.") a. FB% National Academy program b. Northwestern University Traffic	. 70-71,
	ng programs? (If none, please enter "O.") a. FB% National Academy program b. Northwestern University Traffic	68-69/ 70-71/ 72-1
following traini	ng programs? (If none, please enter "O.") a. FB% National Academy program	. 70-71,
Approximately ho each of the foll	ng programs? (If none, please enter "O.") a. FB% National Academy program b. Northwestern University Traffic	. 70-71,
Approximately ho each of the foll	ng programs? (If none, please enter "O.") a. FB% National Academy program	. 70-71,
Approximately ho each of the foll	ng programs? (If none, please enter "O.") a. FB% National Academy program	70-71, 72-1
Approximately ho each of the foll	ng programs? (If none, please enter "O.") a. FB% National Academy program	70-71, 72-1
Approximately ho each of the foll	ng programs? (If none, please enter "O.") a. FBI National Academy program	70-71, 72-1

31	In your oniming to what		معمد أعمد وبينديون المعتدي العام			٠
, J.,	In your opinion, to what extent is eac a limitation on the overall effectiven department?	h or the fo ess of train	liowing fac ning in you	tors r		
		o de la composición dela composición de la composición de la composición de la composición dela composición dela composición dela composición de la composición de la composición dela composición de la composición dela c	G _O			
⁹ t		Serious	Moderate	Not a		
		Limitation	Limitation	Limitation		Ì
a.	Workload frequently prevents release					
	of officers for training	1	2	3	70/	
			•	.	10/	
b .	Workload frequently prevents release			na dia kacamatan di Kabupatèn Kabupatèn Kabupatèn Kabupatèn Kabupatèn Kabupatèn Kabupatèn Kabupatèn Kabupatèn Kabupatèn Kabupatèn	्र -	
	of senior staff to provide training	1.	.	3	11/	L
С.	Inadequate training budget	1	2	3	101	ρ}
				. 3	12/	.
d.	Necessary training resources are		and the second second	.3		
	not available locally	1	2	3	13/	t
ė.	Other (please specify:)	1	2	3	7.1	
					14/	
					'	
		•				
	9	e e e		•		
32.	0-41	4				
34.	On the whole, how satisfied are you wit in your department?	h all aspec	ts of train	ing		* (
	Ti your department:					ŧ
		Extremely s	atisfied .	1	15/:	1
		Very satisf:	ied	2		e e
		Satisfied .		3		
						F 1
		Dissatisfie	i	4	•	
		Warra 11				3
		Very dissati	LSI1ed	• • • • 5		4 2
		Extremely di	ssatisfied	6		
Se						
Conti	nuing Academic Education					
7						
·33.	In your judgment, should your departmen officers to pursue a college degree probesus that less officers to pursue a college degree probesus that less officers to be a college degree probes.	t encourage gram once th	basic sworm	1		
	begun their law enforcement careers?					j.
* * * * * * * * * * * * * * * * * * *	Should strongly encourage	ge " .	• • • • •	1	16/5	
1 1	Should encourage			2	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Ø
	Should discourage			3		2 1 manual 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
	Is not a matter for the	department	to take			5

-13-

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

	RANK	
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?

		Adopted and <u>Continued</u>	Adopted But Later Terminated	Never Adopted by the Department	
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, 3	25/4
е.	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
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 <u>required</u> 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 requ	ired 1
Yes, should be required considered for promotion	
Yes, should be required following promotion .	d immediately

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

No .	 	 • • • •	 • • •
		considered	

27/8

28/4

29/4

()

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.)

tan ()	n n		Per	tivity formed power	and	Activit NOT Peri		6	
			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/€
	ь.	Crime investigation, identification and fingerprinting	1	2 .	3	4	5		31/6
1	c.	Lockup and/or jail	1	2	3	4	5		32/6
	đ.	Communications and dispatching	1	2	3 50	4	5	inggan ing paming	33/6
	e.	Traffic control	1	2	3	4	5		34/6
	f.	Accident investigation	1	2	3	4	5		35/€
	g.	Parking meter checking and collection	1 -	2	3	4	5		36/6
	h.	Administrative activities, general management	1	2	3	4	5		37/€
	i?	Gun registration	1	2	3	4	5		38/€
	j.	School crossing guards	1	2	3	4	"5		39/€
	k.	Responding to calls for service for noncriminal matters	1	2	3	4	5	2	¥0/€
	1.	Other (please specify:)	°1	2	3	4	5	2	∔1/ €
							eg far a same		

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/:
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?	æ	
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		
and the control of t The control of the control of		
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		
		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 contr	act basis	?		6
		No .	1	51/3
		Yes	, . 2	
44. Which of the following provide the services t jurisdiction? (Please circle all that apply.				
a. Sheriff's departm	ent or cou	nty poli	ce. 1	52/2
b. State police	• • • • •		1	53/2
c. Other local polic	e departme	ent(s).	1	54/2
d. Other (please spe	cify:) .	• • •	1	55/2
				9
			1	
. A.C The many assessment with a second data and control of				
45. Do you expect the services provided to your just by other law enforcement agencies to expand,				
by other law enforcement agencies to expand,	not change		robably:	
by other law enforcement agencies to expand,	not change		robably: Be Reduced	·O°
by other law enforcement agencies to expand,	not change	s will p	Be	56/4
by other law enforcement agencies to expand, or be reduced within the next two years?	Service Expand	s will p Not Change	Be Reduced	56/4 57/4
by other law enforcement agencies to expand, or be reduced within the next two years? a. Communications and dispatching	Service Expand 1	s will p Not Change	Be <u>Reduced</u>	
by other law enforcement agencies to expand, or be reduced within the next two years? a. Communications and dispatching b. Crime laboratory services	Service Expand 1	Not Change 2	Be Reduced 3	57/4
by other law enforcement agencies to expand, or be reduced within the next two years? a. Communications and dispatching b. Crime laboratory services	Service Expand 1 1 1	Not Change 2 2 2	Be Reduced 3 3	57/4 58/4
by other law enforcement agencies to expand, or be reduced within the next two years? a. Communications and dispatching	Service Expand 1 1 1	Not Change 2 2 2	Be Reduced 3 3 3 3	57/4 __ 58/4 59/4

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.	
	♦ 79 - 80/03
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 "O" for those services NOT provided on a contract basis.)	BEGIN CARD 4
Number of <u>Jurisdictions Served:</u> Two	
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 22-23
d. Lock-up facilities	24-25/99 26-27
f. Other (please specify:)	28-29/99 30-31
r. Other (blease specify:)	32-33/99 ₋ ◆

Poli	ice Chief's Position and Background	. 0
48.	Every Police Chief has particular duties and responsibilities which confront him with especially difficult decisions and problems. Based on your personal experience, please <u>select</u> the <u>three</u> areas in which such decisions and problems most often come up, <u>and rank them</u> , starting with "1" for the area in which they come up the most often.	
	Rank Three Choices Only	
а.	Operational field activities (patrol, investigation, field supervision)	38-39/
ъ.	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 spec	ial courses, work-
9	shops, training sessions or especially useful for your s	Seminars would you	*0.00mmond
	all that apply.)	decessors to take?	(Please circle

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

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In which worksho	h of the following areas have you had special courses, ps, training sessions or seminars? (Please circle all ply.)	
	a. Police administration	10/
	b. Personnel management	11/
	c. Law enforcement budgeting/planning and evaluation 1	12/
	d. Criminal law/criminal procedure 1	13/
	e. Applied criminology	14/
	f. Criminalistics	15/
	g. Police intelligence	16/
	h. Crisis intervention	17/
	i. Drugs	'18/
	j. Race/ethnic relations	19/
	선물 경기 회사 보내는 사람이 가장 살아 보다 살아 있다.	20/
	1. Other (please specify:)	
	m. NONE	22/
for wo	portant do you think each of the following are as goals ir department? lease rank them, using "1" for the apportant, "2" for the next most important, and so on.	
for wo	portant do you think each of the following are as goals are department? lease rank them, using "1" for the apportant, "2" for the next most important, and so on. RANK	
for wo	ir department? lease rank them, using "1" for the mportant, "2" for the next most important, and so on. RANK	
for wo	r department? lease rank them, using "1" for the apportant, "2" for the next most important, and so on. RANK	23,
for wo	a. Community satisfaction with police department	23, 24,
for wo	a. Community satisfaction with police department. b. Low reported crime rate	23, 24, 25,
for wo	a. Community satisfaction with police department b. Low reported crime rate c. Low crime rate for major crimes committed on the streets	23, 24, 25, 26,
for wo	a. Community satisfaction with police department b. Low reported crime rate c. Low crime rate for major crimes committed on the streets d. Low response time to calls for service	23/ 24/ 25/ 26/ 27/ 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	
Ž			
53.	What do you consider to be the major obstacle to the proper administration of justice in your jurisdiction?		
			3
			• • • • •
			30-31/9
54.	Please record your:		
• ,•	a. Age:		32-33/9
		F	
	b. Sex: (please circle:) M	r	34/3
	c. Color or race:		
*	White	1	35/4
	Black	2	
	Other (please specify:)	3	
6			

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	were you selected for your current position? (Please cole 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
	l you advance to your current position from within is department, or were you recruited from outside?	
	From within 1	40/3
	The state of the s	40/3
	From outside 2	3
Tī		
	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.	
LA	IF YOU WERE RECRUITED FOR YOUR CURRENT POSITION FROM OUTSIDE THIS AGENCY, PLEASE ANSWER Q. 57. OTHERWISE, PLEASE SKIP TO Q. 58.	
A	IF YOU WERE RECRUITED FOR YOUR CURRENT POSITION FROM OUTSIDE THIS AGENCY, PLEASE ANSWER Q. 57. OTHERWISE, PLEASE SKIP TO Q. 58. 7. What kind of organization did you leave to accept your current position?	
A	IF YOU WERE RECRUITED FOR YOUR CURRENT POSITION FROM OUTSIDE THIS AGENCY, PLEASE ANSWER Q. 57. OTHERWISE, PLEASE SKIP TO Q. 58. 7. What kind of organization did you leave to accept your current position? City police department 1	41/7
A	IF YOU WERE RECRUITED FOR YOUR CURRENT POSITION FROM OUTSIDE THIS AGENCY, PLEASE ANSWER Q. 57. OTHERWISE, PLEASE SKIP TO Q. 58. 7. What kind of organization did you leave to accept your current position?	41/7
A	IF YOU WERE RECRUITED FOR YOUR CURRENT POSITION FROM OUTSIDE THIS AGENCY, PLEASE ANSWER Q. 57. OTHERWISE, PLEASE SKIP TO Q. 58. 7. What kind of organization did you leave to accept your current position? City police department 1	
A	IF YOU WERE RECRUITED FOR YOUR CURRENT POSITION FROM OUTSIDE THIS AGENCY, PLEASE ANSWER Q. 57. OTHERWISE, PLEASE SKIP TO Q. 58. 7. What kind of organization did you leave to accept your current position? City police department 1 State police department 2	41/7
A	IF YOU WERE RECRUITED FOR YOUR CURRENT POSITION FROM OUTSIDE THIS AGENCY, PLEASE ANSWER Q. 57. OTHERWISE, PLEASE SKIP TO Q. 58. 7. What kind of organization did you leave to accept your current position? City police department	41/7
A	TF YOU WERE RECRUITED FOR YOUR CURRENT POSITION FROM OUTSIDE THIS AGENCY, PLEASE ANSWER Q. 57. OTHERWISE, PLEASE SKIP TO Q. 58. 7. What kind of organization did you leave to accept your current position? City police department	41/7
LA	TF YOU WERE RECRUITED FOR YOUR CURRENT POSITION FROM OUTSIDE THIS AGENCY, PLEASE ANSWER Q. 57. OTHERWISE, PLEASE SKIP TO Q. 58. 7. What kind of organization did you leave to accept your current position? City police department	41/7
LA	TF YOU WERE RECRUITED FOR YOUR CURRENT POSITION FROM OUTSIDE THIS AGENCY, PLEASE ANSWER Q. 57. OTHERWISE, PLEASE SKIP TO Q. 58. 7. What kind of organization did you leave to accept your current position? City police department	41/7
LA	TF YOU WERE RECRUITED FOR YOUR CURRENT POSITION FROM OUTSIDE THIS AGENCY, PLEASE ANSWER Q. 57. OTHERWISE, PLEASE SKIP TO Q. 58. 7. What kind of organization did you leave to accept your current position? City police department	41/7

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?	arees is in the
	(IF LESS	THAN SIX MONTHS, PLEASE ENTER "O.")	45-46/9
61.		years have you been Chief in your present department? THAN SIX MONTHS, PLEASE ENTER "O.")	47-48/9
*	(22 2000		4, 40, 5
62.		of the following types of agencies have you ever (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
1 . 1			
		d. Probation or parole agency 1	52/2
		e. Jails	53/2
		f. Prison 1	54/2
		g. Military police 1	55/2
4		h. NONE OF THE ABOVE 1	56/2
63.		ircle the number indicating the extent of your academic n prior to starting your law enforcement career.	
		Less than high school diploma 01	57-58/
		High school diploma	
		1 year of college	
	,,	2 or 3 years of college	
		Bachelor's degree	
		Some graduate course work	
		Master's degree	
W		Graduate work beyond Master's degree 08	
		LL.B., J.D., or other law degree 09	
a n		Ph.D. or other doctorate10	
		보다 말씀들이 병자 되었다. 하지만 그리는 사람은 지수를 하는 것이다. 그는 하는 하는 사람은 하다.	

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	Less than high school diploma 01	59-60/
	High school diploma	
	l year of college	
	2 or 3 years of college	
	Bachelor's degree	
	Some graduate course work	
	Master's degree	
	Graduate work beyond Master's degree 08	
	LL.B., J.D., or other law degree 09	
	Ph.D. or other doctorate 10	
ANSWER Q. 65. OTH	Ph.D. or other doctorate	
65. Please record degree you have	O AT LEAST ONE COLLEGE DEGREE, PLEASE HERWISE, PLEASE SKIP TO Q. 66. your area of specialization for each college	61-62/9
65. Please record degree you hav	O AT LEAST ONE COLLEGE DEGREE, PLEASE HERWISE, PLEASE SKIP TO Q. 66. your area of specialization for each college	61-62/
65. Please record degree you have a. A.A.: b. B.A. or	O AT LEAST ONE COLLEGE DEGREE, PLEASE HERWISE, PLEASE SKIP TO Q. 66. your area of specialization for each college we earned.	61-62/9 63-64/9
ANSWER Q. 65. OTH 65. Please record degree you have a. A.A.: b. B.A. or	O AT LEAST ONE COLLEGE DEGREE, PLEASE HERWISE, PLEASE SKIP TO Q. 66. your area of specialization for each college we earned.	
ANSWER Q. 65. OTH 65. Please record degree you have a. A.A.: b. B.A. or B.S.:	O AT LEAST ONE COLLEGE DEGREE, PLEASE HERWISE, PLEASE SKIP TO Q. 66. your area of specialization for each college we earned.	63-64/
ANSWER Q. 65. OTH 65. Please record degree you have a. A.A.: b. B.A. or B.S.: c. M.A.: d. Ph.D., LI or J.D.:	O AT LEAST ONE COLLEGE DEGREE, PLEASE HERWISE, PLEASE SKIP TO Q. 66. your area of specialization for each college we earned.	63-64/9 65-66/9
ANSWER Q. 65. OTH 65. Please record degree you have a. A.A.: b. B.A. or B.S.: c. M.A.: d. Ph.D., LI or J.D.:	O AT LEAST ONE COLLEGE DEGREE, PLEASE HERWISE, PLEASE SKIP TO Q. 66. your area of specialization for each college we earned.	63-64/9 65-66/9
ANSWER Q. 65. OTH 65. Please record degree you have a. A.A.: b. B.A. or B.S.: c. M.A.: d. Ph.D., LI or J.D.:	O AT LEAST ONE COLLEGE DEGREE, PLEASE HERWISE, PLEASE SKIP TO Q. 66. your area of specialization for each college we earned.	63-64/9 65-66/9
ANSWER Q. 65. OTH 65. Please record degree you have a. A.A.: b. B.A. or B.S.: c. M.A.: d. Ph.D., LI or J.D.:	DAT LEAST ONE COLLEGE DEGREE, PLEASE HERWISE, PLEASE SKIP TO Q. 66. your area of specialization for each college we earned. L.B., our academic education after beginning your reer?	63-64/9 65-66/9 67-68/9

			at apply.)	1 4
- 11 - 1		а.	Law Enforcement Education Program (L.E.E.P.) 1	70/2
a.		ъ.	G.I. Bill	71/2
Ŷ.		c.	Other federal programs	72/2
		d.	State programs	73/2
	Щ	e.	The law enforcement agency you were employed by 1	74/2
		f.	Other financial aid	75/2
		g.	NONE	76/2
68.			graduated from any of the following? (Please at apply.)	79-80/05 BEGIN CARD 6
		a.	Northwestern University Traffic Institute 1	10/2
•		ъ.	FBI National Academy Program	11/2
		c.	Southern Police Institute	. 12/2
		d.	None of the above	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	(1)
Pers	connel Information	
- 0		
59.	What was this department's employment in each of the following categories on June 30, 1975?	
	categories on dutie 30, 1373.	
	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- Part-	
	Time Time	
0		14-16
a.	TOTAL EMPLOYMENT	17-19/
ъ.	Basic sworn officers (including "privates," "troopers,"	20-22
	and "agents")	23-25/
Ċ.	Supervisory sworn officers (officers above the basic line	26-27
•	position, but below the rank of assistant or deputy chief)	28-29/
	아이를 빼앗아 보는 아이들이 아니는 아이들은 아이들이 아이들이 아이들이 아이들이 아이들이 아이들이 아니다.	30-31
d.	Chief and assistant or deputy chiefs	32-33/
e.	Nonsworn personnel	3()5
		36-37/
70.	How many sworn officers voluntarily resigned from your	
	department during the 12-month period from June 30, 1973	
	to June 30, 1974?	38-39/
		4
71.	How many sworn officers did your department hire 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?	SERVER STATE OF THE SERVER
v.		
A.	Yes	48/
	No, lateral entrants are accepted only for the	()
	basic line position	
	No, lateral entrants are not accepted at all 3	
	not become energines are not greehed at all 3	

	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	
		50/4
	Yes, solely as a matter of departmental policy 2	
T. T.	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	
£5,	officers in the basic line position?	
	No 1	52/3
	Yès 2	
29.	What are the minimum and maximum annual salaries of the basic	
	sworn officer position?	•
	a. Minimum \$	53 - 57/9s
	○ Maximum \$	58-62/9s
		♦ 79-80/06

BEGIN CARD 7 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 agreets 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 IF PRECISE FIGURES ARE NOT AVAILABLE, PLEASE GIVE YOUR BEST ESTIMATE. 83. Total annual department expenditures for the last complete 36-42/ 84. Annual payroll expenditures for the last complete fiscal 43-49/ 85. Annual operating expenditures for training for the last 50-56/ complete fiscal year (excluding salary of trainees): . . . § 79-80/

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. RANK a. Inadequate number of authorized positions 10/7 b. Inability to achieve or maintain authorized strength 11/7 12/7 13/7 e. Inadequate representation of minorities or women on force . . 14/7 15/7 What do you feel is the major factor contributing to the manpower problem you ranked "most serious" (i.e., ranked "1") in Q. 1? 16/8 Limited opportunities for advancement 6

OMB No.: 043-S75032

Approval Expires: July 31, 1976

Does your department have a <u>critical manpower shortage</u> 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 shariffs (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:		الريا
g. All other deputy sheriffs (those <u>NOT</u> assigned primarily to law enforcement, corrections or court services)		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)	0	25/2
		25/2
k. Professional and technical nonsworn personnel		27/2
1. Other nonsworn personnel	1	28/2
m. NO CRITICAL SHORTAGES IN ANY OF THE ABOVE CATEGORIES		29/2

	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/
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?	
6.	categories would you need to fulfill effectively all the duties	31/
6.	In your judgment, how many employees in each of the following	
6.	In your judgment, how many employees in each of the following categories would you need to fulfill effectively <u>all</u> the duties and responsibilities with which your department is charged?	32-36/
	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	31/3 32-36/9 37-41/9
	In your judgment, how many employees in each of the following categories would you need to fulfill effectively <u>all</u> the duties and responsibilities with which your department is charged? a. Total number of sworn personnel	32-36/
	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/ 37-41/
	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/ 37-41/ 42-46/9
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 your department is charged? a. Total number of sworn personnel b. Total number of nonsworn personnel What was this department's employment in each of the following categories on June 30, 1975? a. Number of sworn personnel	32-36/ 37-41/ 42-46/9
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 your department is charged? a. Total number of sworn personnel	32-36/

0

0

()

intry Level Standards		()
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	
l year of college	3	
2 or 3 years of college	4	
Bachelor's degree	5	
Education requirement not relevant to the job		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
		a.
다 하는 일 이 생각이 되는데 그 가는데 물로 가게 하는데 가는데 하는데 이 이 이 이 사람들이 되었다. 		
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	0
Will almost certainly NOT be adopted	. 4	64/5
그는 어느리 아는 아는 그는 이 아이지를 하고 하는 것은 사람들이 아니라 살아 하는데 되었다.		0

NO, the issue has not come up. YES, the issue has come up, but it has not yet been resolved	65/6
and the physical entry standards have been revised	65/6
and the physical entry standards have been revised	65/6
have been revised	65/6
OTHER (please specify:)	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 "O.")	65/6
13. How many hours of <u>formal</u> (i.e., other than on-the-job) entry level training are currently provided to your new recruits? (If none, please enter "O.")	
13. How many hours of <u>formal</u> (i.e., other than on-the-job) entry level training are currently provided to your new recruits? (If none, please enter "O.")	
13. How many hours of <u>formal</u> (i.e., other than on-the-job) entry level training are currently provided to your new recruits? (If none, please enter "O.")	
13. How many hours of <u>formal</u> (i.e., other than on-the-job) entry level training are currently provided to your new recruits? (If none, please enter "O.")	
Number of Hours:	66-69/9
IF YOU ENTERED "O" 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	
💌 이 사람들 📞 그 회의 교통에 작가하는 이 속 역사는 일반이 가진한테 스만드로 생활을 하여 하셨다면요? 그런데 나를 다	
Yes, probably 2	
Yes, probably 2 Probably not 3	
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	
Yes, definitely 1	
선거의 하고 있는 그들은 이렇게 되는 것이 되는 것이 되었는데 이렇게 살았다면 하는 것이 없는데 없었다.	
내가 하다. 그들은 항상 물론이 사고 되었는데 하는 사람들이 가장 말라고 한 것 같아.	
보이고 있어? 아들이 많이 살아가는 이 들어 들어들었다. 그는 이 목에 가는 이 나를 하는 이 얼굴이 되었다. 이	

D

15.	Is formal entry level	training provided to every new recruit?	1 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4	
		Yes	° 1	
		No, not provided to recruits with prior law enforcement experience	2	
		No, other (please explain:)	3 .	71/4
			. i	
			•	
16.	Where do your new rec (Please circle all th	ruits take their <u>formal</u> entry level training? at apply.)		
		Within the department	1	72/2
	.	At the department's academy	0	73/2
		At a local educational institution	1	74/2
	d.	At another law enforcement agency's academy	1	75/2
	e.	At a regional training academy	1	76/2
	f.	At a state training academy	1	$()_2$
	8 •	Other (please specify:)	1	78/2
	8.	Other (please specify:)	1.	
	g.	Other (please specify:)		79-80/01 BEGIN
17.	Where will your new r	ecruits probably take their formal entry level om now? (Please circle all that apply.)	1	79-80/01
	Where will your new r	ecruits probably take their formal entry level om now? (Please circle all that apply.)		79-80/01 BEGIN CARD 02
	Where will your new r training two years fr	ecruits probably take their formal entry level om now? (Please circle all that apply.)		79-80/01 BEGIN CARD 02
	Where will your new r training two years fr	ecruits probably take their formal entry level om now? (Please circle all that apply.) Within the department	1 0	79-80/01 BEGIN CARD 02
17. 17. 18. 18. 18. 18. 18. 18. 18. 18. 18. 18	Where will your new r training two years fr a. b.	ecruits probably take their formal entry level om now? (Please circle all that apply.) Within the department	1 0 1	79-80/01 BEGIN CARD 02 10/2 11/2
	Where will your new r training two years fr a. b.	ecruits probably take their formal entry level om now? (Please circle all that apply.) Within the department	1 0 1	79-80/01 BEGIN CARD 02 10/2 11/2 12/2
	Where will your new r training two years fr a. b. c.	ecruits probably take their formal entry level om now? (Please circle all that apply.) Within the department	1 0 1 1 1	79-80/01 BEGIN CARD 02 10/2 11/2 12/2 13/2
	Where will your new r training two years fr a. b. c. d. e.	ecruits probably take their formal entry level om now? (Please circle all that apply.) Within the department At the department's academy At a local educational institution At another law enforcement agency's academy. At a regional training academy	1 0 1 1 1	79-80/01 BEGIN CARD 02 10/2 11/2 12/2 13/2 14/2

	No, length unchanged	• 1	•
	Yes, length increased	. 2.	
	Yes, length decreased	. 3	17/
19. Do you e provided two year	expect that the length of formal entry level training is to your new recruits will be changed during the nextes?		
	No, no change expected	. 1	
	Yes, length expected to increase	. 2	
	Yes, length expected to decrease	. 3	
	Don't know	. 4	18/
20. Which of training apply.)	the following areas are covered in the formal entry level provided to your new recruits? (Please circle all that		
a.	Departmental policies and procedures	. 1	19/
b.	Weapons policy	. 1	20/
	Weapons policy		
c.	경우화되었다. 하일 이번 이번 등록 남이면 있는 것은 것으로 먹는다.	. 1	21/
c. d.	Weapons training	1	21/ 22/
c. d.	Weapons training	1	21/ 22/ 23/
c. d.	Weapons training	1	21/ 22/ 23/ 24/
c. d. e. f.	Weapons training	1	21/ 22/ 23/ 24/ 25/
c. d. e. f. g.	Weapons training Criminal law and legal procedures Criminal evidence and investigative procedures Preventive patrol techniques Traffic control Accident investigation	1 1 1	21/ 22/ 23/ 24/ 25/ 26/
c. d. e. f. g.	Weapons training Criminal law and legal procedures Criminal evidence and investigative procedures Preventive patrol techniques Traffic control Accident investigation	1 1 1	21/ 22/ 23/ 24/ 25/ 26/ 27/
c. d. e. f. s.	Weapons training Criminal law and legal procedures Criminal evidence and investigative procedures Preventive patrol techniques Traffic control Accident investigation First aid and emergency medical treatment Report writing and preparation	1 1 1 1 1 1 1	21/ 22/ 23/ 24/ 25/ 26/ 27/ 28/
c. d. e. f. g. h.	Weapons training Criminal law and legal procedures Criminal evidence and investigative procedures Preventive patrol techniques Traffic control Accident investigation First aid and emergency medical treatment Report writing and preparation		21/ 22/ 23/ 24/ 25/ 26/ 27/ 28/
c. d. e. f. s. h. i.	Weapons training Criminal law and legal procedures		21/ 22/ 23/ 24/ 25/ 26/ 27/ 28/ 30/
c. d. e. f. s. h. i. j. k.	Weapons training Criminal law and legal procedures Criminal evidence and investigative procedures Preventive patrol techniques Traffic control Accident investigation First aid and emergency medical treatment Report writing and preparation Community and race relations Crisis intervention and domestic dispute settlement	1 1 1 1 1 1	20/ 21/ 22/ 23/ 24/ 25/ 26/ 27/ 28/ 30/ 31/:

21	How much emphasis	in formal entry	level training do	you
21.	How mach company	following areas	should receive?	2.00
	think each of the	TOTTOMING Grage		

		Strong <u>Emphasis</u>	Moderate Emphasis	Little Emphasis	
a. Departmental procedures .	oolicies and	. 1	2	3	34/4
b. Weapons policy		1	2	3	35/4
	ing	. 1	2	. 3	36/4
and the second second	and legal procedures		2	3	37/4
e. Criminal evid	ence and investigative	. 1	2	3	38/4
e	trol techniques		2	.3	₹39/4
	ol		2	3	40/4
h. Accident inve	estigation	1	2	3	41/4
i. First aid and treatment .	emergency medical		2	3	42/4
j. Report writi	ng and preparation	1	2	∃ 3	()4
	d race relations		2	3	44/4
1. Crisis inter	vention and domestic		2,	3	45/4
	ining and self-defense .		2	3	46/4
	icies and procedures		2	3	47/4_
o. Other (pleas	se specify:)	• • •	2	3	48/4

In-Service Training

22.		7	-			<u>rmal</u> in-serv		
	than	roll-ca	all trai	ning to	your	experienced	deputy	sheriffs?
								No

IF YOU ANSWERED	"YES"	TO Q.	22,	PLEASE	ANSWER	Q.	23-26.
OTHERWISE, PLEAS	E SKIE	TOQ	27			Oranie de la constante de la c	

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

24.	For those	experience	ed deputy	sheriffs	who atten	ded forma	1
$\mathbb{I}_{\mathcal{F}} = \mathbb{I}_{\mathcal{F}}$	in-service	training	during t	he last f	iscal year	, approxi-	* X
	mately wha	t was the	average	length of	training	in hours?	

25.	Where do	VOUE.	experienced	denutr	chariffe	taka	rheir	formal
	in-servic	e tra	ainine? (Pl	ease cil	ccre arr	that a	apply.	1

Ъ.	At the department's academy	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	62/2

Yes . . . 2

Number:

Average hours:

49/3

54-56/9s

57/2

1

The second

5

				36		
26	. W	hich of the following areas are covered in the formal n-service training? (Please circle all that apply.)	· · · · · · · · · · · · · · · · · · ·	And the second of the second o	3	Tow much emphasis in farmet
	а	. Departmental policies and procedures	W. 1830	0		think each of the following areas <u>should</u> receive? CARD 3
	b	. Weapons policy	64/2			Strong Moderate Little
	c,	Weapons training	65/2			a. Departmental policies and procedures 1 2 3
	d.	Criminal law and legal procedures				b. Weapons policy
	е.	Criminal evidence and investigative procedures	67/2			c. Weapons training
	£.	Preventive patrol techniques	68/2			d. Criminal law and legal procedures 1 2 3 12/4
	g.	Traffic control				e, Criminal evidence and investigative
	h.	Accident investigation	70/2			1 2 2
	i.	First aid and emergency medical treatment	71/2			f. Preventive patrol techniques
	j.	Report writing and preparation	72/2			g. Traffic control
	k.	Community and race relations	73/2	17. S.		h. Accident investigation
	1.	Crisis intervention and domestic dispute settlement	74/2	and the second		i. First aid and emergency medical treatment
	m.	Physical training and self-defense	75/2 7(,)		()	j. Report writing and preparation
	n.	Jyvenile policies and procedures	77/2			k. Community and race relations
7	0.	Other (please specify:)	78/2			1. Crisis intervention and the second
	1		,0,2			cuspute settlement
			79-80/02			and self-defense 1
			.0.7			policies and procedures 1 2 3
						o. Other (please specify:)
					28	28. Within the next two years, do you expect a change in the formal in-service training provided to your deputy sheriffs?
				- 10 Control of the C		Will begin in-service training 1
			*	Sales Constitution		Will increase it
				·	_	Will leave it unchanged
)	Will decrease it 4
					o ·	Will terminate in-service training 5

25/7

In-service training is not now provided

nor will it be begun 6

	NEITHER FORMAL ENTRY LEVEL NOR FORMAL IN- YOUR DEPUTIES, PLEASE SKIP TO Q. 31. OTH				
				**	
29.	In your opinion, to what extent is each a limitation on the overall effectivenes department?				
		Serious Limitation	Moderate n Limitation		
a.	Workload frequently prevents release of deputies for training	. 1	2 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 in your department?	ı all aspe	ects of trai	ning	
		extremely	satisfied .	1	
		/ery satis	sfied	2	
	.	atisfied		3	is de la companya de La companya de la co
)issatisfi	ied	4	
		/ery dissa	atisfied	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 been their careers as posses affine 2

have	begun their careers as peace officers?	
	Should strongly encourage 1	
	Should encourage ? 2	
	Should discourage	
	Is not a matter for the department to take a stand on 4	32/5
errec	e rank the following five policies in order of how tive you think they would be in encouraging deputy ffs 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	∃ *

37/6

		and	Adopted But Later Terminated	Never Adopted By the Department	
a.	Adjusting schedules to facil- itate class attendance				
6		. 1	2	3	
b.	Allowing time off to attend				38
	class	1	2	3	
c.	True emental sincidios f	. 1914 - 1914 - 1914 1914 - 1914 - 1914 - 1914 - 1914 - 1914 - 1914 - 1914 - 1914 - 1914 - 1914 - 1914 - 1914 - 1914 - 1914 - 1914	9	3	39
	books and tuision	1	2		
d.			<u> </u>	3	40,
	Increased pay based upon accumulated college credits				
	or academic degree(s)	. 1	2		
e.	Using academic education as	· 7	4	3	41/
<i>J</i>	part of the basis for				
	promotions	1 .	2		
			.	3	42/
	Promotion Policies				2(
Incr chal assi issu	eased pay based on college credit lenged as discriminatory against of gnments but less academic education	-chartes MI	In Comparabl	en Le	e(
Incr chal assi issu depa	eased pay based on college credit lenged as discriminatory against of gnments but less academic education e for your department? If so, has tment been affected?	-chartes MI	In Comparabl	in e	
Incr chal assi issu depa	eased pay based on college credit lenged as discriminatory against of gnments but less academic education of the for your department? If so, has the teen affected?	-chartes MI	In Comparabl	en le	
Incr chal assi issu depa	eased pay based on college credit lenged as discriminatory against of gnments but less academic education of the for your department? If so, has the teen affected?	-chartes MI	In Comparabl	en le	
Incr chal assi issu depa	eased pay based on college credit lenged as discriminatory against of gnments but less academic education of the for your department? If so, has timent been affected? O, the issue has not come up	on. Has this the policy	In Comparabl	in (e	
Incr chal assi issu depa No	eased pay based on college credit lenged as discriminatory against of gnments but less academic education of the for your department? If so, has the issue has not come up	on. Has this the policy	th comparablis become any at your	· · · 1	
Incr chal assi issu depa No	eased pay based on college credit lenged as discriminatory against of gnments but less academic education of the for your department? If so, has the issue has not come up	on. Has this the policy	th comparablis become any at your	· · · 1	
Incr chal assi issu depa No	eased pay based on college credit lenged as discriminatory against of gnments but less academic education of the for your department? If so, has the ten affected? O, the issue has not come up	on. Has this the policy	th comparablis become any at your	· · · 1	

ege credit and/or degrees has degainst deputies with compace education. Has this become so, has the policy at your
ved 2
otion policy has been revised 3
otion policy has <u>NOT</u> been
• • • • • • • • • • • • • • • • • • • •
m academic education that r to promotion to the first
m academic education that
m academic education that r to promotion to the first
m academic education that r to promotion to the first No minimum requirement 1
1

Bachelor's degree 6

Other (please specify:) . . . 7

45/8

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 <u>Is</u> 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
đ.	Jails and/or lockups	1	2	3	4	5 .	51/6
e.	Communications and dispatching	1	2	3	4	5	52/6
£.	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
1.		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
٥.	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
-3 .	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?		9
	Shift noncriminal matters to other agencies	. 1	
	Have sheriff's department continue current role	. 2	69/3
	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		
	No, subject is not suitable for training		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.

	D.11.	Arrest Policies Unchanged during Past 5 Years	Arrest Po	Not anged	Have:	
a.	Public intoxication	•. 1 danual dan manganas sanas	2	3		71/5
b.	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 pornorgraphic material	en din service de la companya. Panganan ang panganan ang pangan			en e	
		.1	2	3	4	75/5
f.	Gambling	1	*** 2	3	4	76/5
	IF ARRESTS HAVE CHANGED DO OF THESE OFFENSES, PLEASE SKIP TO Q. 44.	Anomak Q. 43.	OTHERWISE,	PLEASE		♦ 79-80/03
	OF THESE OFFENSES, PLEASE SKIP TO 0. 44. 43. For each offense for win Q. 42, how has the requirements?	which you report change affects Increased Manpower	ornerwise, and the contract of	in arwer	rests	\$79-80/03 BEGIN CARD 4
	43. For each offense for win Q. 42, how has the requirements?	which you report change affects Increased Manpower	otherwise, rted a change ed your manpow	in arwer	rests	BEGIN
•	43. For each offense for win Q. 42, how has the requirements?	which you report change affects Increased Manpower	ornerwise, and the contract of	in arwer	rests	BEGIN CARD 4
a. <	43. For each offense for win Q. 42, how has the requirements? Jublic intoxication	which you report change affects Increased Manpower Requirements	OTHERWISE, rted a change ed your manpow Not Affected Manpower Requirements	in arwer	rests reased npower trements	BEGIN
a • <	43. For each offense for win Q. 42, how has the requirements?	which you report change affects Increased Manpower Requirements 1	OTHERWISE, rted a change ed your manpow Not Affected Manpower Requirements 2	in arwer	rests reased npower irements 3	BEGIN CARD 4 :
a • <	43. For each offense for win Q. 42, how has the requirements? Tublic intoxication Possession of small amounts of marijuana	which you report change affects Increased Manpower Requirements	OTHERWISE, cted a change ed your manpow Not Affected Manpower Requirements 2 2	in arwer	rests reased npower Lrements 3	BEGIN CARD 4 10/4 11/4 12/4
	SKIP TO 0. 44. 43. For each offense for win Q. 42, how has the requirements? Sublic intoxication Possession of small amounts of marijuana Prostitution Homosexual acts between	which you report change affects Increased Manpower Requirements 1	OTHERWISE, rted a change ed your manpow Not Affected Manpower Requirements 2	in arwer	rests reased npower irements 3	BEGIN CARD 4 :

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

		of M	sworn S anpower Not	Will:	
			Change	Decrease	
a.	Patrol	1	2	3	16/4
Ъ.	Felony investigation	1	2	<i>9</i> 3	17/4
c.			74		
	fingerprinting			3	18/4
đ.	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		2	3	24/4
j.	Juvenile services	1	2	3	2()
k.	Training	1	2	Š	26/4
1.	Transporting prisoners	1	2	3	27/4
m.	Administrative services	1	. 2	3	28/4
n.	Emergency ambulance service	1	2	3	29/4
٥.	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

	No change expected	
	Nonsworn share of manpower will increase 2	
	Nonsworn share of manpower will decrease 3	37/4
Prov	rision of Services	
46.	How large is the geographical area to which you are the principal provider of law enforcement services?	en de la companya de
	Square miles:	38-42/9
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 -4 5/9s
	Does your department provide any municipalities with law	
48.	enforcement services on a contract basis?	

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 Years Ago 47-48 a. Complete law enforcement services 49-50/99 Specific law enforcement services: 51-52 b. Communications and dispatching (..... 53-54/99 55-56 57-58/99 59-60 61-62/99 63-64 65-66/99 67-68 69-70/99 ·71-72 73-74/99 79-80/ 4 BEGIN 50. Does your department operate a jail? CARD 5 No . . . 1 10/3 Yes . . . 2 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 11-12/99 52. How many law enforcement agencies outside your county 13-14/99 use your jail as their principal detention facility? . .

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
	•

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

Number:	16-17/9

15/7

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?

			10 1/	~ /^^
Number:			18-19	4/44

(

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

and	eas in which such decisions and problems most often come up, i rank them, starting with "1" for the area in which they me 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
1.	Other duties and responsibilities (please specify:)	42-43/13

a.	Law enforcement administration	44
Ъ.	Correctional administration	45
c.	Personnel management	46
d.	Labor relations/collocation beauty	47.
, e.	Law enforcement budgeting/planning and evaluation	48,
f.	Applied criminology	49,
g.	Criminalistics ,	50,
h.	Criminal law/criminal procedure	51,
i.	Corrections law	52/
j.	Law enforcement intollioner	53/
k.	Hostage negotiation	54/
1.	Crisis intervention	55/
m.	Counseling techniques	56/
n.	Drugs	57/
Ο.	Community relations	58/
p.	Other (please specifical)	9/
		71

a.	Law enforcement administration	6.
ъ.	Correctional administration	62
c.	Personnel management	6.
d.	Labor relations/collective bargaining	6
٤.	Law enforcement budgeting/planning and evaluation 1	6.
f.	Applied criminology	6
g.	Criminalistics	6
h.	Criminal law/criminal procedure	6
i.	Corrections law	6
j.	Law enforcement intelligence	7
k.	Hostage negotiation	7
1.	Crisis intervention	. 7
m.	Counseling techniques	7
n.	Drugs	. 7
ο.	Community relations	7
р.	Other (please specify:)	

	for yo	portant do you think each of the following are as goals our department? Please rank them, using "1" for the mportant, "2" for the next most important, and so on.		EGIN ARD
ı.	15	<u>RAN</u>	<u>K</u>	
	а.	Community satisfaction with sheriff's department		10,
	b.	Low reported crime rate	Thomas ea	11
e santaria.	C.	Low crime rate for major crimes committed on streets and highways		12
	d.	Low response time to calls for service		13
	e.	High clearance rate		14
*.	ψ f .	Other (please specify:)		15
60,		ich improvement in crime control and the administration		
60.	of jus in sta	tice do you think could be achieved through changes affing, organization, and policies of law enforcement es in general (local, county, and state)? A great deal of improvement	0	
60.	of jus in sta	tice do you think could be achieved through changes ffing, organization, and policies of law enforcement es in general (local, county, and state)?	0	
60,	of jus in sta	tice do you think could be achieved through changes affing, organization, and policies of law enforcement es in general (local, county, and state)? A great deal of improvement	1 2	16
	of jus in sta agenci	tice do you think could be achieved through changes ffing, organization, and policies of law enforcement es in general (local, county, and state)? A great deal of improvement Some improvement	1 2	16
	of jus in sta agenci	tice do you think could be achieved through changes iffing, organization, and policies of law enforcement es in general (local, county, and state)? A great deal of improvement	1 2	16
	of jus in sta agenci	tice do you think could be achieved through changes iffing, organization, and policies of law enforcement es in general (local, county, and state)? A great deal of improvement	1 2	16
	of jus in sta agenci	tice do you think could be achieved through changes iffing, organization, and policies of law enforcement es in general (local, county, and state)? A great deal of improvement	1 2	1

79-80/05

17-18/99

Sheriff's Background			
62. Please record your:			
	a. Age:	• •	19-20/9
	b. Sex: (please circle) .	M F	21/3
	c. Color or race:	0	
	White		22/4
	Black	2	
	Other (please specify:) 3	
	Election	· · · · 1	23/3
		0	(
54. Before you became Sheriff	, were you employed by this departme	ent?	
	No	1	24/3
	Yes	s 2	

)	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	
	g.				
art i	66.	In all, how many years have you worke			a
		in law enforcement?			26-27/99
)	67.	Have you ever served as Sheriff in an department?	other sheriff's		
			% No	. 1₩	28/3
*			Yes	. 2 ∜	
	68.	How many years have you worked in you (IF LESS THAN SIX MONTHS, PLEASE ENTE			29-30/99
	69.	How many years have you been Sheriff department? (IF LESS THAN SIX MONTHS			31-32/99

70. In which worked?	ch of the following types of agencies have you ever (Please circle all that apply.)		(
	a. Police department	1	33
	b. Prosecutor's office	<u>1</u>	34,
	c. Criminal defense office .	1	35
	d. Probation agency	1	36
	e. Parole agency		37
	f. Jail		38,
**	g. Prison	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	39,
	h. Military police≎		40,
	i. NONE OF THE ABOVE	X21	
l. Please c	circle the number indicating the extent of your academic on prior to starting your law enforcement career:		41/
l. Please o	circle the number indicating the outers is		4.1 /
l. Please of education	circle the number indicating the outers is		
l. Please of education	circle the number indicating the extent of your academic on prior to starting your law enforcement career: Less than high school diploma	. 01	
l. Please of education	circle the number indicating the extent of your academic on prior to starting your law enforcement career: Less than high school diploma	. 01	
l. Please c educatio	circle the number indicating the extent of your academic on prior to starting your law enforcement career: Less than high school diploma	. 01 . 02 . 03	
l. Please ceducation	circle the number indicating the extent of your academic on prior to starting your law enforcement career: Less than high school diploma	. 01 . 02 . 03 . 04	
l. Please ceducation	circle the number indicating the extent of your academic on prior to starting your law enforcement career: Less than high school diploma	. 01 . 02 . 03 . 04 . 05	42-43/
l. Please ceducation	circle the number indicating the extent of your academic on prior to starting your law enforcement career: Less than high school diploma	. 01 . 02 . 03 . 04 . 05	
l. Please ceducation	circle the number indicating the extent of your academic on prior to starting your law enforcement career: Less than high school diploma High school graduate 1 year of college 2 or 3 years of college Bachelor's degree Some graduate course work Master's degree	. 01 . 02 . 03 . 04 . 05	42-43/
1. Please ceducation	circle the number indicating the extent of your academic on prior to starting your law enforcement career: Less than high school diploma	. 01 . 02 . 03 . 04 . 05 . 06 . 07	42-43/
1. Please ceducation	circle the number indicating the extent of your academic on prior to starting your law enforcement career: Less than high school diploma High school graduate 1 year of college 2 or 3 years of college Bachelor's degree Some graduate course work Master's degree Graduate work beyond a Master's degree	. 01 . 02 . 03 . 04 . 05 . 06	41/

	Less than high school diploma	01 44-45/1
	High school graduate	
	l year of college	
	2 or 3 years of college	
	Bachelor's degree	
	Some graduate course work	6 · · · · · · · · · · · · · · · · · · ·
	Master's degree	
	Graduate work beyond the master's degree 08	
	LL.B., J.D., or other law degree	
	Ph.D. or other doctorate	
3	AT LEAST ONE COLLEGE DEGREE, PLEASE ERWISE, PLEASE SKIP TO Q. 74.	
 Please record y degree you have a. A.A.: b. B.A. or 	AT LEAST ONE COLLEGE DEGREE, PLEASE RWISE, PLEASE SKIP TO 0.74. Four area of specialization for each college earned.	46-47/99
Please record y degree you have	AT LEAST ONE COLLEGE DEGREE, PLEASE RWISE, PLEASE SKIP TO 0.74. Four area of specialization for each college earned.	
Please record y degree you have a. A.A.:	AT LEAST ONE COLLEGE DEGREE, PLEASE RWISE, PLEASE SKIP TO 0.74. Four area of specialization for each college earned.	46-47/99

	No	. 1	
	Yes	. 2	54
75. Did you receive financi	74, PLEASE ANSWER Q. 75. OTHERWISE, al assistance to continue your he following sources? (Please		
circle all that apply.)			
	a. Law Enforcement Education Program (L.E.E.P.)		55
	b. G.T. Bill	1	56
	c. Other federal programs	1	57
	d. State programs	1	58
	e. The law enforcement agency you were employed by	1	59
	f. Other financial aid		6(
	g. None	1	61
Have you been graduated from	the F.B.I. academy?		0
	No	1 .	
	Yes	2 .	62
you for your cooperation. An pics covered in this question	ny comments you care to make concerning nnaire 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.

TOTA	AL EMPLOYMENT	Full= Time	Parte Time	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
Ъ.	Supervisory deputy sheriffs (lowest level supervisors assigned primarily to law enforcement duties)			19-22 23-26/9s
Cor	rections:		•	
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
Cou	rt 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
Oth	: 11 . 12 . 12 . 12 . 12 . 12 . 12 . 12			
g.	All other deputy sheriffs (those \underline{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
1.	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 73-75
1.	Sheriff, undersheriff, and chief deputies			76-78/9s 79-80/07
k.	Professional and technical nonsworn personnel	•		10-12 13-15/98
1.	Other monsworn personnel	•		16-18 19-21/9

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?			85. Are applicants for sworn positions required to take a written examination?
	Full- Part-	Water		Yes, required by civil or merit service 1
	a. TOTAL EMPLOYMENT	26-30 31-35/9s	erental community likely	Yes, as a matter of departmental policy 2
	b. Deputy sheriffs	36-41 42-47/9s	e personal de la companya de la comp	No
	c. First-line supervisory deputies	48-52 53-57/9s		86. Is the position of deputy sheriff regulated by civil service?
	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	10.000	
	a Sheriff undersheriff and chief deputies	64-65 66-67/99	COLUMN TO THE PARTY OF THE PART	Yes2
	f. Professional and technical nonsworn personnel	68-70 71-72/9s	And The State of t	87. Does this department have written job descriptions for officers in the basic deputy sheriff position?
	g. Other nonsworn personnel	73-74 75-76/99	The Control of the Co	andre de la companya de la No La primerio de la companya de la com
		79-80/08	in the state of th	Yes 2
79.	How many deputy sheriffs voluntarily resigned from your department during the 12-month period from June 30, 1973	BEGIN CARD 9		88. What are the minimum and maximum annual salaries of the basic deputy sheriff position?
	to June 30, 1974?	10-12/9s		a. Minimum: Ş
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		b. Maximum: \$
81	How many deputy sheriffs were employed by your	6.		Workload and Office Information
	department on June 30, 1973?	16-20/9s		89. Total number of crimes reported in calendar year 1974:
00	How many deputy sheriffs were employed by your	nicitation of the state of the		a. Part I crimes:
02.	department on June 30, 1974?	21-25/9s_		b. Part II crimes:
83.	Do you currently accept lateral entrants (i.e., experienced deputies from other departments) directly into supervisory			90. Total number of arrests in calendar year 1974:
ng Na Salah Salah	ranks but below the level of Sheriff?			a. Part I crimes:
	Yes	26/4	A.	b. Part II crimes:
	No, lateral entrants are accepted only for the basic deputy sheriff position	0		91. Total number of calls for service in calendar year 1974:
, a	No, lateral entrants are not accepted at all			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.")
84.	Does your department participate in collective bargaining with a union which represents your deputies? No 1	27/3	10	Capacity:
			Table 1	

28/4

29/3

30/3

31-35/9s

36-40/9s

41-46/9s

47-52/9s

53-58/9s

59-64/9s

65-71/9s

72-77/9s

♦ 79-80/09

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.")	BEGIN 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):	
98. Annual operating expenditures for <u>training</u> for the last complete fiscal year (<u>excluding</u> salary of trainees): \$	_ 47-53/9s
	79-80/10



NATIONAL MANPOWER SURVEY - CRIMINAL JUSTICE SYSTEM

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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 purposeconly 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.

Survey Operations Division

OMB No.: 043-S75032

Approval Expires: July 31, 1976

LEAA No.: 3600-3

BSSR No.: 46713 1-5

6-9

16/8

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

	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
е	. Inadequate representation of minorities or women on force	14/7
f	. Other (please specify:)	15/7
- 1 ¹		
. W	hat do you feel is the <u>major</u> factor contributing to the manpower roblem you ranked "most serious" (i.e., ranked "l") in Q. 1?	
	General lack of qualified applicants	

Inadequate levels of compensation . . .

JMK: eml

		9	
		8	
			~3
3	. Does your department have a <u>critical manpower shortage</u> in any of the following personnel categories? (Please circle all that apply.)	0	8. How many employees do you actually ex
	a. Deputy sheriffs (basic sworn officers including deputies assigned to law enforcement, corrections activities and		the payroll by June 30, 1976?
	court services)1	17/2 .	
	b. Supervisory deputy sheriffs (deputies above the basic sworn position, but below chief deputy or undersheriff) 1	18/2	b. Number of nons
	c. Sheriff, undersheriff and chief deputies	19/2	Entry Level Standards
	d. Nonsworn personnel	20/2	9. Based upon your experience as an admin think is the minimum education a deput
	MARITIGED IN ANI OF THE ABOVE CATEGORIES	21/2	prior to joining your department?
4.	During the three years before the current recession (i.e., the years		Less than high school
	1971-74), how serious a problem were voluntary resignations among your deputy and supervisory deputy sheriffs?		High school diploma
	Critical problem 1		1 year of college .
	Serious problem 2		2 or 3 years of colle
	Moderate problem 3		Bachelor's degree
	Slight problem 4	· v.O	Education requirement
	No problem at all 5	22/€	10. What is the minimum education now requiply your department?
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 minimum required .
3			Less than high school
	No 1		High school diploma .
		23/3	1 year of college
6.	The state of the s		2 or 3 years of colleg
ें 0	categories would you need to fulfill effectively <u>all</u> the duties and responsibilities with which your department is charged?	5	Bachelor's degree .
eri Marina	a. Total number of sworn personnel	24-26/5	Other (please specify:
	b. Total number of nonsworn personnel	<i>्रि</i> 27 - 29/९	
7.	What was this department's employment in each of the following categories on June 30, 1975?	0	
	a. Number of sworn personnel	30-32/5	
	b. Number of nonsworn personnel	33-35/	

	a. Number of sworn personnel		36-38/9
	b. Number of nonsworn personne	el	
Entry Level Standards			· · · · · · · · · · · · · · · · · · ·
 Based upon your ex think is the minim prior to joining you 	perience as an administrator, wha um education a deputy sheriff sho our department?	it do you ould have	
	Less than high school diploma		
	ligh school diploma	2 · · · · · · · · · · · · · · · · · · ·	
	year of college		
2	or 3 years of college		
	achelor's degree		
	ducation requirement not relevant		
			42/7
by your department?	education now required of new de	puty sheriffs	•
	O minimum required		
Nc			d .
No.	minimum required		8 #
	ss than high school diploma	• • • • • • • • 2	
Hi	gh school diploma	· · · · · · · · · · 2	
Hi 0	gh school diploma	· · · · · · · · · · · · 2 · · · · · · ·	
0 Ri	gh school diploma	· · · · · · · · · · · · 2 · · · · · · ·	

50/6

51/4

52/2

53/2

54/2

55/2

56/2

57/2

11. What is the probability that a higher minimum education standard will be adopted at your department within the next two years?	The state of the s	14. Do you expect to begin providing any formal entry level training for your new deputy sheriffs within the next two years?
Will almost certainly be adopted \dots 1		Yes, definitely 1
Will probably be adopted 2		Yes, probably 2
Will probably NOT be adopted		Probably not 3
Will almost certainly NOT be adopted 4 44,	/5	Definitely not 4
		Don't know 5
12. Physical entry standards have been challenged on the grounds		Don't know
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?		IF YOU ANSWERED Q. 14, PLEASE SKIP TO Q. 21.
NO, the issue has not come up		
		15. Is formal entry level training provided to every new recruit?
YES, the issue has come up,		
but it has not yet been resolved		Yes
and the physical entry standards have been revised 3		No, not provided to recruits with prior law enforcement experience 2
but the physical entry standards have NOT been revised		No, other (please explain:) 3
OTHER (please specify:)	/4	
## 10 : 10 : 10 : 10 : 10 : 10 : 10 : 10		[[사이트 이번, 문화 및 회교 전문화 기교로 기교로 기관하다는 [기계를 하고 하고 있다. 그리고 있다. 그리고 있다. [18] [[18]
	- C. (2)	16. Where do your new recruits take their <u>formal</u> entry level training? (Please circle all that apply.)
Formal Entry Level Training	9	a. Within the department
	9 %	b. At a local educational institution
13. How many hours of formal (i.e., other than on-the-job) entry		[4] 보다 전에 가는 10 이렇게 하고 있는 회교로 보고 있는 하는 것은 하고 있는 사람들은 하는 기계를 받으면 보고 있는 사람들은 전에 가는 보고 있다.
level training are currently provided to your new recruits? (If none, please enter "0.")		c. At another law enforcement agency's academy 1
		d. At a regional training academy 1
Number of hours: 46-49/	/	e. At a state training academy
IF YOU ENTERED "O" IN Q. 13, PLEASE ANSWER Q. 14, OTHERWISE, PLEASE SKIP TO Q. 15.		f. Other (please specify:)
	•	
		And the second s

BEGIN CARD 2

17.	Where will your new recruits probably take their formal entry level training two years from now? (Please circle all that apply.)	0
	a. Within the department	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	61/2
	e. At a state training academy	62/2
	f. Other (please specify:) 1	63/2
W =		
	용성 보면 휴가 생활한 것으로 보는 이 기업을 받는 것을 받는 것이 되었다. 그렇게 하는 것으로 보는 것 같은 것이다. 공사하는 것은 그는 것이 나는 소설 <mark>(1986) 이 사람들은 사람들이 되었다. 그런 것은 사람들은 하는 것을 하는 것이다. 그런 것이다.</mark>	
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	
l c	Don't know	65/5
# () = ()	도는 선생님이 되었다. 그는 사람들이 들어 하고 있는 이 회사의 생활을 보려는 그 경우를 보고 있는 것이 되었다. 그는 사람들이 살아보고 있다. 그는 선생님의 생생님의 기업으로 보고 있는 것이 되는 것이 모든 것이 되었다.	
		79-80/01

	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
y	k. Community and race relations	1	20/2
	. Crisis intervention and domestic dispute settlement	1	21/2
	n. Physical training and self-defense	1	22/2
•	n. Juvenile policies and procedures	1	23/2
	o Other (please specify:)	13	24/2
	그녀에 하는 것 같아. 그는 것 같은 그래 하는 것을 하는 것 같아. 그는 것 같아.		

()

21.	How much emphasis	in formal	entry level	training	do you	think
	each of the follo	wing areas	should recei	.ve?	V	a de

			Moderate Emphasis		
a.	Departmental policies and procedures	1	∌2	3	25/4
Ъ.	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 0	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	. () 4
k.	Community and race relations »	1	2	3	35/4
1.	Crisis intervention and domestic dispute settlement	1	2	3	36/4
m.	Physical training and self-defense	1	2	3	37/4
o n.	Juvenile policies and procedures	1	2	3	38/4
٥,	Other (please specify:)	1	2 .	3	39/4

In-Service Training

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: Average hours: 43 25. Where do your experienced deputy sheriffs take their formal in-service training? (Please circle all that apply.) a. Within the department	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- 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- 25. Where do your experienced deputy sheriffs take their formal in-service training? (Please circle all that apply.) a. Within the department		-call training to your experienced deputy sheriffs?		
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 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 25. Where do your experienced deputy sheriffs take their formal in-service training? (Please circle all that apply.) a. Within the department 1 b. At a local educational institution 1 c. At another law enforcement agency's academy 1 d. At a regional training academy 1	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- 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- 25. Where do your experienced deputy sheriffs take their formal in-service training (Please circle all that apply.) a. Within the department 1 b. At a local educational institution 1 c. At another law enforcement agency's academy 1 d. At a regional training academy 1		No	. 1	e Personal de
Q. 23-26. OTHERWISE, PIEASE SKIP TO Q. 27. 23. Approximately how many of your experienced deputy sheriffs attended formal in-service training during the last fiscal year? Number: 124. 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: 25. Where do your experienced deputy sheriffs take their formal in-service training (Please circle all that apply.) a. Within the department	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- 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- 25. Where do your experienced deputy sheriffs take their formal in-service training? (Please circle all that apply.) a. Within the department		Yes	. 2	4
23. Approximately how many of your experienced deputy sheriffs attended formal in-service training during the last fiscal year? Number: 14. 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: 25. Where do your experienced deputy sheriffs take their formal in-service training (Please circle all that apply.) a. Within the department	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- 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- 25. Where do your experienced deputy sheriffs take their formal in-service training? (Please circle all that apply.) a. Within the department				
23. Approximately how many of your experienced deputy sheriffs attended formal in-service training during the last fiscal year? Number: 41 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 25. Where do your experienced deputy sheriffs take their formal in-service training? (Please circle all that apply.) a. Within the department	23. Approximately how many of your experienced deputy sheriffs attended formal in-service training during the last fiscal year? Number: 41- 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- 25. Where do your experienced deputy sheriffs take their formal in-service training? (Please circle all that apply.) a. Within the department	IF			
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attended formal in-service training during the last fiscal year? Number: 124. 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 25. Where do your experienced deputy sheriffs take their formal in-service training? (Please circle all that apply.) a. Within the department	attended formal in-service training during the last fiscal year? Number: 141- 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- 25. Where do your experienced deputy sheriffs take their formal in-service training? (Please circle all that apply.) a. Within the department				
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: Average hours: 43 25. Where do your experienced deputy sheriffs take their formal in-service training? (Please circle all that apply.) a. Within the department	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- 25. Where do your experienced deputy sheriffs take their formal in-service training? (Please circle all that apply.) a. Within the department	23.	attended formal in-service training during the last		
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: Average hours: 43 25. Where do your experienced deputy sheriffs take their formal in-service training? (Please circle all that apply.) a. Within the department	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- 25. Where do your experienced deputy sheriffs take their formal in-service training? (Please circle all that apply.) a. Within the department		Number:		41-4
in-service training during the last fiscal year, approximately what was the average length of training in hours? Average hours: 43 25. Where do your experienced deputy sheriffs take their formal in-service training? (Please circle all that apply.) a. Within the department	in-service training during the last fiscal year, approximately what was the average length of training in hours? Average hours: 43- 25. Where do your experienced deputy sheriffs take their formal in-service training? (Please circle all that apply.) a. Within the department				
in-service training during the last fiscal year, approximately what was the average length of training in hours? Average hours: 43 25. Where do your experienced deputy sheriffs take their formal in-service training? (Please circle all that apply.) a. Within the department	in-service training during the last fiscal year, approximately what was the average length of training in hours? Average hours: 43- 25. Where do your experienced deputy sheriffs take their formal in-service training? (Please circle all that apply.) a. Within the department	24.	For those experienced deputy sheriffs who attended formal		1
Average hours:	Average hours: 43- 25. Where do your experienced deputy sheriffs take their formal in-service training (Please circle all that apply.) a. Within the department		in-service training during the last fiscal year, approxi-	. 1	
25. Where do your experienced deputy sheriffs take their formal in-service training? (Please circle all that apply.) a. Within the department	25. Where do your experienced deputy sheriffs take their formal in-service training? (Please circle all that apply.) a. Within the department		mately what was the average length of training in hours?		
in-service training? (Please circle all that apply.) a. Within the department	in-service training? (Please circle all that apply.) a. Within the department		Average hours:		43-4
in-service training? (Please circle all that apply.) a. Within the department	in-service training? (Please circle all that apply.) a. Within the department			9	
a. Within the department	a. Within the department	25.			
b. At a local educational institution	b. At a local educational institution		in-service training (Please circle all that apply.)	ø	
c. At another law enforcement agency's academy	c. At another law enforcement agency's academy		a. Within the department	. 1	4
c. At another law enforcement agency's academy	c. At another law enforcement agency's academy		h. At a local educational		
d. At a regional training academy 1	agency's academy 1 d. Ata regional training academy 1			. 1	4
d. At⊌a regional training academy 1	agency's academy 1 d. Ata regional training academy 1		C. At another law enforcement		
그리면 살아보다 하는 그리를 하고 있다. 그렇게 되는 사람이 되었다는 것이 없는 그 것이 없는 그 것이 없는 그 것이다.	요리 집에 다른 이 하고 보면 하지 않아 없는 이 내가 되었다. 그 사람이 되었다. 그 사람이 되었다.	*		. 1	4
그리면 살아보다 하는 그리를 하고 있다. 그렇게 되는 사람이 되었다는 것이 없는 그 것이 없는 그 것이 없는 그 것이다.	요리 집에 다른 이 하고 보면 하지 않아 없는 이 내가 되었다. 그 사람이 되었다. 그 사람이 되었다.	*	agency 5 activity		
e. At a state training academy 1	e. At a state training academy 1	*		•	
문제 보이 보는 사람들은 없는 사람들은 사람들은 사람들이 가득하게 되었다면 하다. ###################################	그는 그들은 이렇게 한 것 때문을 하는 것도 되는 것 같아. 그런 하실하는 그는 그는 그들이 되는 학교에 하고 있다. 그는 학생들은 그는 것 같아. 그는 그는 그를 바다 하는 그는 것이 되었다.			. 1	5

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and apply.) " " and apply.)	
Departmental policies and procedures	53
Weapons policy	
Weapons training	54
	55
	56
oriminal evidence and investigative procedures	57
Preventive patrol techniques	. 58
Traffic control	
Accident invoced	59
	60,
	61,
	62,
Community and race relations	63/
Crisis intervention and domestic dispute settlement	
Physical training and self-defense	64/
	05/
	66/
Other (please specify:)	67/
요하는 아이들 하는 공연 이 없는 🚜 이 사람들은 사이를 하는 사람들이 사람들이 살아 없었다. 그 살아 모든 사람들이 없다.	
	Weapons policy

27	How	much	emphasis	s in f	orma1	in-service	training	do vou	think	each
D	of	the fo	ollowing	areas	shou l	d receive?	9			

•			Moderate Emphasis		
a.	Departmental policies and procedures .	. 1	2	3	10/4
Ъ.	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		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	. j. 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
1.	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
۰. ۰	Other (please specify:)	. 1	2	3	24/4

	Within the next two years, doby in-service training provided for	ou expect a cha or your deputy s	ange in the factorial sheriffs?	Formal	
e e e e e e e e e e e e e e e e e e e	Will begin in-	service trainin	ıg	• • • • 1.	
	Will increase				in the second se
	Will leave it t	unchanged	<i>\$</i> **	7	
	Will decrease i	it	Section 1	4	Ø8
	Will terminate	in-service trai	ining		
	In-service trai	ning is		r	
			η η	• • • • 6	25/7
29.	IF <u>NEITHER</u> FORMAL ENTRY LEVEL <u>NO</u> PROVIDED TO YOUR DEPUTIES, PLEAS PLEASE CONTINUE.		T. OTHERWISE	•	
• • • • • • • • • • • • • • • • • • • •	In your opinion, to what extent i a limitation on the overall effect department?	s each of the i	following fac	tors	
	department?	tiveness of tra	ining in you	r	
a. V	Workload frequently	Serious <u>Limitatio</u>	Moderate n Limitation	r	
a. T	Workload frequently prevents released deputies for training	Serious Limitatio	Moderate	r	26/4
a. v	Workload frequently prevents released deputies for training	Serious Limitatio ase 1	Moderate n Limitation	Not a Limitation	26/4
a. F c b. W o t	Workload frequently prevents released deputies for training	Serious Limitatio ase 1 use	Moderate n Limitation	Not a Limitation	26/4
a. Voca de la companya de la company	Workload frequently prevents released deputies for training	Serious Limitatio ase 1 ase	Moderate n Limitation	Not a Limitation 3	
a. Voole of the control of the contr	Workload frequently prevents released deputies for training	Serious Limitatio ase 1 ase	Moderate n Limitation 2	Not a Limitation 3	27/4 ⁻ 28/4
a. post. i. No are	Workload frequently prevents released deputies for training	Serious Limitatio ase 1 ase	Moderate n Limitation 2	Not a Limitation 3 3	27/4 ⁻ 28/4 29/4
a. post. i. No are	Workload frequently prevents released deputies for training	Serious Limitatio ase 1 ase	Moderate n Limitation 2 2 2	Not a Limitation 3 3	27/4 ⁻ 28/4

30. On the shall .		
30. On the whole, how satisfied are you with all aspects of training in your department?	ıg	
Extremely satisfied	1	
Very satisfied	2	
Satisfied		e de la companya del companya de la companya del companya de la co
Dissatistied		
Very dissatisfied		

Extremely dissatisfied .	• • 6	31/
Continuing Academic Education		
Academic Education		
31. In your judgment, should your department encourage deputy sherift		
to pursue a college degree program once they have begun their careers as peace officers? Should strongly encourage		
Should encourage	2	
Should discourage	. 3	
Is not a matter for the department to take a stand on	(1)	
	• • 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.		
a. Adjusting schedules to facilitate class attendance	RANK	
b. Allowing time off to attend class		33/6
		34/6
subsidies for books and tuition		35/6
d. Increased pay based upon accumulated college credits	· Last receivant communications	
하지는 것 같은 어떻게 하는 하는 이 사람들은 회사를 하지 않아 하는 아이를 하는 것이 되었다.	9	36/6
e. Using academic education as part of the basis for promotions		
		37/6
그리고 그리는 사람들이 아는 아이들이 아니는 아이들이 아니는 아이들이 어느 아이들이 아니는 아이들이 아니는 사람이 얼마나 나를 살아 나를 살아 다른 사람이 아니는 사람이 아니는 사람이 아니는 아니는 사람이 아니는	<i>Ø</i>	

		department		· *
	and the second s			17 M
and the state of t	Adopted	Adopted	Never	
	and	But Later	Adopted	* * *
	Continued	Terminate 1	by the Department	
a. Adjusting cohedut		TeamTHated	Department	
TO THE TAX AND DELICITION FOR ELECTIVE.	:e			
class attendance	1	2 .		
b. Allowing rime age	0	n '	3	38
b. Allowing time off to attend class	Ω		9. ************************************	37
	1	2		5
c. Departmental subsidies for books	· · · · · · · · · · · · · · · · · · ·	~	3	39,
and tuition		1,	0 1	
	. 1	2		
d. Increased pay based upon accu-			3	40,
mulated college credits or	ធ			Table 1
academic degree(s)	8			
A Section 2	• 5 1	2	3	
e. Using academic education as	Ø 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		3	41/
Part of the basis for		· ·		
promotions				
	• 1	2	3	
				42/
	and the second s			4
motion Policies			1. B	
		V .		1
In your oping				
	Cademic	**		1 1
be required of deputies prior to promo	tion to the fi	ion that sh	ould	rv.
TEAGLE & STORY	to the ti	rst supervi	sory	
	9	¥*.	9.0	
		₩.		
		•	#	
이 살림으로 그는 그들은 이 없었다. 하고요	No minimum requ	uirement .	• • • 1	
	No minimum requ			
	No minimum requ			
	No minimum requ	ol		
	No minimum requ	ol		
	No minimum requessione high school	ol		
	No minimum requ	ol		
	No minimum requessione high school dip	ol oloma		
	No minimum requessione high school	ol oloma		
	No minimum requisione high school dip ligh school dip lyear of colle	ol		
	No minimum requessione high school dip	ol		
	No minimum requisione high school dip ligh school dip lyear of colle	ol	• • • 3 • • • 4 • • 5	

35.	In your judgment, sho course in supervisory for their first promo promotion to a superv	uld deputies be <u>required</u> to take a special techniques either prior to being considered tion, or immediately following their first isory level?	6 6
		No, should not be required 1	
		Yes, should be required prior to being considered for promotion	
a a		Yes, should be required immediately following promotion	44/4
36.	Do you <u>currently requi</u> be completed?	re that a special course for supervisors	
0		No	
		Yes, prior to being considered for promotion	•
	• • • • • • • • • • • • • • • • • • •	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.)

		Ac	tivity formed power		Activi NOT Per		•
		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	
а,	Patrol	1	<u>\</u>	3	4	5 .	()
b.	Crime investigation, identification and fingerprinting	1	2	3	4	5	47/6
c.	Lockup and/or jail	1	2	. 3	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	31/6
g.	Administrative activities, general management	1	2	• 3	4	5	52/6
h.	Animal/dog control	1	2	3	4.	5	53/6
i) i.	Gun registration	P	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
1.	Responding to calls for service for noncriminal matters	1	2	3	4	5	57/5
m.	Other (please specify:)	1	2	3	4	5 .	58/6
			. 0		, P		1.00

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? 61-65/9s Square miles: 41. How many municipalities do you provide with law enforcement services as part of your basic responsibilities (i.e., not 66-67/99 on a contract basis)? 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.

79-80/03

OTHERWISE, PLEASE SKIP TO 0. 44.

BEGIN	
CARD 4	F.

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:	
	Two Currently Years Ago	
a. Complete law enforcement services	•	10-11 12-13/99
Specific law enforcement services:	W.	
b. Communications and dispatching	•	14-15 16-17/99 18-19
c. Crime laboratory services		20-21/99
d. Crime scene analysis		22-23 24-25/99
e. Lock-up facilities		26-27 28-29/99 30-31
f. Training		-32-33/99
g. Other (please specify:)		34-35 36-37/99
		0

44. Does your department operate a jail?

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 ⁰ 41-42/99 use your jail as their principal detention facility? .

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
a. 1	Lock-up facilities 1	46/2
е. :	Training 1	47/2
£,	Other (please specify:) 1	48/2
g. 1	None	49/2
ERVICES A	RE PROVIDED TO YOUR JURISDICTION	

IF ANY OF THE ABOVE SEI 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?

\mathbf{Yes} . \mathbf{v}

jurisdiction? (Please circle all that apply.) 51/2 a. Another sheriff's department. 1 52/2 b. County police 1 53/2

> 54/2 d. Other local police department(s) . . . 1

> 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?

		Service	s Will P	robably:	
		Expand	Not Change	Be <u>Reduced</u>	
a.	Communications and dispatching	1	2	3	56/4
ъ.	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
£.	Other service (please specify:)	1	2	3	61/4

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

		Rank Three Choices Only:	
а.	Management of law enforcement operations (patrol, investigation, field supervision)		10-11/13
ъ.	Management of corrections operations (jail administration)	and the second s	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
1 ,	Dealing with the news media (giving information, press conferences, and answering questions for newspapers, radio, and television)	4	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.	그래마 프로젝트 프로그램 등에 가는 것이 되었다. 그런 그는 그 전에 가장 그리고 있다면 그렇지 않는 그를 잃었다. 그리고 그리고 있다는 그를 모르는 그 그리고 있다.		
	meetings with governor, state commissions, legislators, and so on)		30-31/13
1.	Other duties and responsibilities (please specify:)		32-33/13

79-80/04

shops, trai	your experience, what kinds of special courses, work- ining sessions or seminars would you recommend as useful for your successors, to take? (Please circle	
all that ap		
a.	Law enforcement administration	34/2
ъ.	Correctional administration	35/2
c .	Personnel management	36/2
đ.	Law enforcement budgeting/planning and evaluation 1	37/2
e.	Criminal law/criminal procedures	= 38/2
£.	Corrections law	″ 39/2-
g.	Applied criminology	40/2
h .	Criminalistics	41/2
i.	Law enforcement intelligence	42/2
j.	Crisis intervention	43/2
k.	Drugs	44/2
1.	Race/ethnic relations	45/2
m.	Community relations	46/2
n.	Other (please specify:)	47/2
.	NONE	48/2

	a. Law enforcement administration	1	49/
	b. Correctional administration	1	50/
	c. Personnel management	1	51/:
	d. Law enforcement budgeting/planning and evaluation .	1	52/:
	e. Criminal law/criminal procedures	1 %	53/
	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
ð.	k. Drugs	. 1	59/2
44 - N. Bill 11 - Million F.	1. Race/ethnic relations	. 1	60/2
8	m. Community relations	1	61/2
	n. Other (please specify:)	1	62/2

D

		CARD 6
iff's Background		
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
How were you selected for	your current position?	
	Election 1	
	Other (please specify:) 2	14/3
Before you became Sheriff	, were you employed by this department?	
	Yes · · ·	
IF YOU ANSWERED "NO" TO	Q. 59, PLEASE ANSWER	
Q. 60. OTHERWISE, PLEAS	E SKIP TO Q. 61.	we will be a second of the sec
60. By what kind of orga	enization were you employed?	
	City police department	
and the second s	State police department	2
	Sheriff's department	
	Correctional agency	•
	Military	5
	The state of the s	6
	Other (please specify:)	7 / 16/8
The state of the s		

BEGIN

61.	In all, how many years have you worked in law enforcement?	17-1 19
62.	Have you ever served as Sheriff in another sheriff's department?	
i ji	No 1	3
e e	Yes 2	19/3
63.	How many years have you worked in your present department? (IF LESS THAN SIX MONTHS, PLEASE ENTER "O".)	20-21/99
64.	How many years have you been Sheriff of your present department?	
	(IF LESS THAN SIX MONTHS, PLEASE ENTER "O.")	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
6	d. Probation agency 1	27) 2
	e. Parole agency 1	28/2
	f. Jail 1	29/2
A.	g. Prison	30/2
	h. Military police 1	31/2
	i. NONE OF THE ABOVE	32/2

66.		indicating the extent of your academic ing your law enforcement career:		
		Less than high school diploma	01	
		High school graduate	02	
		l year of college	03	
		2 or 3 years of college	04	
		Bachelor's degree	05	
		Some graduate course work		
		Master's degree	07	н
	The production of the second o	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 academic education:	indicating your <u>current</u> level of	•	6
		Less than high school diploma	01	
de de		High school graduate	02	
		l year of college	03	
		2 or 3 years college degree	04	
		Bachelor's college degree	05	
ű.		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	35-36/1:

IF YOU HAVE EARNED AT LEAST ONE COLLEGE DEGREE, PLEASE ANSWER Q. 68. OTHERWISE, PLEASE SKIP TO Q. 69.

			94. g.2"
	a. A.A.:		37-38/9
9	b. B.A. or B.S.:		39-40/9
	c. M.A.:		41-42/9
· ·	d. Ph.D., LL.B. or J.D.:		43-44/9
+ 5 · · · ·			
	you continue your academic education after beginning your enforcement career?		and the second
	No.	. 1	, # . · ·
e ph	Yes		45/:
TF:	YOU ANSWERED "YES" TO Q. 69, PLEASE ANSWER Q. 70.		
	ERWISE, PLEASE SKIP TO Q. 71.		
70.	Did you receive financial assistance to continue your schooling	g .	
y. A	from any of the following sources? (Please circle all that		
	apply)		
	apply.)		
	a. Law Enforcement Education Program (L.E.E.P.)		46/2
5,			
	a. Law Enforcement Education Program (L.E.E.P.) b. G.I. Bill	. 1	47/:
	a. Law Enforcement Education Program (L.E.E.P.) b. G.I. Bill	. 1	47/2 48/2
	a. Law Enforcement Education Program (L.E.E.P.) b. G.I. Bill	. 1	47/2 48/2
	a. Law Enforcement Education Program (L.E.E.P.) b. G.I. Bill c. Other federal programs d. State programs e. The law enforcement agency you were employed by	. 1	47/2 48/2 49/2
	a. Law Enforcement Education Program (L.E.E.P.) b. G.I. Bill	. 1	46/2 47/2 48/2 49/2 50/2

71	Have VOU	been	graduated	from	the	F.B.I.	асасещу
, ±.	200,0				- 2		

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.

		111-	Part-	
		me	Time	
	· TOTAL EMPLOYMENT	4	\ 	10-12
4.				13-15/9s
	. Deputy sheriffs (basic sworn position including deputies assigned to law and			13-13/98
6,	activities, and court services)	4		16-18
				19-21/9s
C	TETT TAUGED INWITT ATTACASES IN	- T		13-211,98
	position, but below chief deputy or undersheriff)			22-23
	deposy of undersneriff)			24-25/99
đ	Sheriff, undersheriff, chief deputy, and so on			24-23/99
	deputy, and so on			28-29/99
e.	Nonsworn personnel	7		30-31/
11 1				32-33/ 59
70	그릇 그 모르는 이 이번에 그는 가는 이 지난 회에는 이 모르는 모르는 이 이 이 때문			34-33/33
73.				
	department during the 12-month period from June 30, 1973			
	to June 30, 1974?			
				34-35/99
ි 74.	스 # 18 시크스 및 그램으로 하는 사실을 보고 하는 것이 되었다. 그런 그렇게 되었다. 그 보고 있다.			
74.				
	12-month period from June 30, 1973 to June 30, 1974?			
	6 30, 19/4?	•	-	36-37/99
75				
	How many deputy sheriffs were employed by your department on June 30, 1973?			
	on June 30, 1973?			**
•		. •		38-40/9s
76.	How many all of the control of the c	W 14		
	How many deputy sheriffs were employed by your department on June 30, 1974?			
	on June 30, 1974?			en e
		•		41-43/9s
77.	Do vou current	1.5	1 60 1	<u>o</u>
	Do you currently accept lateral entrants (i.e., experienced deputies from other departments) discount			
	deputies from other departments) directly into supervisory			
	ranks but below the level of Sherift?			
X.	Yes			
		•	1	
	No, lateral entrants are accepted only for the			
e de la compansión de l	basic deputy sheriff position			
		• •	2	
A	No, lateral entrants are not accepted at all	#		
		•	. 3	44/4
N. Mari	도 그렇게 되는 나는 사람이 이번 이상을 하지않는 것 같은 사람이 되고 하다고 되었다.	11		

78.	Does your department participate in collective bargaining with a union which represents your deputies?	
	No 1	, o
• • • • • • • • • • • • • • • • • • •	$ ext{ t 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	46/4
80.	Does this department have written job descriptions for officers in the basic deputy sheriff position?	
	No 1	
	Yes 2	47/3
	Is the position of deputy sheriff regulated by civil service? No 1 Yes 2 What are the minimum and maximum annual salaries of the basic deputy sheriff position?	48/3
	a. Minimum: \$	49 - 53/9s
	b. Maximum: \$	54-58/9s
	load and Office Information 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
e e	b. Part II. crimes:	74-78/9s

79-80/08



NATIONAL MANPOWER SURVEY - CRIMINAL JUSTICE SYSTEM

BUREAU OF SOCIAL SCIENCE RESEARCH, INC.

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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,

Manuel M. Kretz

Director

Survey Operations Division

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.

	<u>RANK</u>	
а.	Inadequate number of authorized positions	10/7
ъ.	Inability to achieve or maintain authorized strength	11/7
c.	dictionary currover	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 <u>major</u> factor contributing to the manpower problem you ranked "most serious" (i.e., ranked "1") in 0. 1?

oblem you ranked "most serious" (i.e., ranked "1") in Q. 1?	
General lack of qualified applicants	
Lack of qualified minority or female applicants	
Inadequate levels of compensation	
Insufficient funds for training	
General budgetary problems	
Limited opportunities for advancement	
Other (please specify:)	& :

16/8

JMK: eml

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		20/2
e. All other personnel (please specify:)		21/2
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 or June 30, 1975?		
a. Number of assistant prosecutors	<u> </u>	23-25/9s
b. Number of investigators and paralegals	. •	26-28/9s
(excluding law students)		
c. Number of secretaries/typists/stenographers		29-3 9s
5. In your judgment, how many employees in each of the following	6.00	an included in the second
categories would you need to fulfill effectively all the duties		A STATE OF THE STA
and responsibilities with which your office is charged?		The state of the s
a. Total number of assistant prosecutors		32-35/9s
- Baran Para - Baran 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		
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
	er Erenner	
6. Given your current number of assistant prosecutors, and assuming		in the state of th
that, for the present, no increase in that number is possible,		The state of the s
how many additional staff in the following two groups could you		
effectively utilize in your current operations?		
a. Number of additional investigators		52-54/00
하는 사람들은 보다 보다 보다 보다 보다 보다 되었다. 그는 사람들은 사람들은 사람들은 사람들은 사람들이 되었다.	_	52-54 '9s
b. Number of additional paralegals (excluding law students)		55-57/9s
/evernable veil of the second	سيت	33-31138

	a. Number of	assistant prosecutors	58 -60/9
		investigators	61-63/9
		paralegals (excluding law students)	64-66/9
		secretaries/typists/stenographers	67-69/9
		other personnel (please specify:)	70-72/9
		other personner (predoc spectry.)	10-1213
6.		re the current recession (i.e., the years have an adequate supply of qualified of assistant prosecutor?	
		Not applicable (office employs no assistant prosecutors)l	
		No 2	•
		Yes	73/4
			To the second
9.	그 그 그 그 그 그 그 그 그 그 그 그 그 그 그 그 그 그 그	re the current recession (i.e., 1971- n were voluntary resignations among Not applicable (office employs	
		no assistant prosecutors) 1	
		Critical problem 2	
		Critical problem	e de la companya de l
		Serious problem	
		Serious problem 4	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.) 10/7 11/7 c. Excessive work overload; pressure too 12/7 d. Frustration, low status, inadequate public recognition and support, and so on. 13/7 e. Desire for broader legal experience 14/7 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? 12. Do you give hiring preference to law school graduates with experience as legal interns (e.g., clinical law program graduates)? Yes, clinical program giving any trial experience. . . 3 Yes, clinical program giving criminal prosecution Other (please specify:). 5 18/6

	-3	~			TOTHAT (I	.e., other than on-the-job)		
						prosecutors receive during		•
	their	first	year of	employmen	t:	180 miles		
								4
						NONE	. 1	
						One day or less (basic orientation only)	. 2	
	1					Two days to one week	. 3	Ø
\$ 1			i i			1 or 2 weeks	. 4	
						3 or 4 weeks	. 5	
						5 or 6 weeks	. 6	esperies and a second s
	, v			e de la companya de l		More than 6 weeks	. 7	19/
	[TT 1	OU ANS		•		SE SKIP TO Q. 16.	•	• 1 2
	.)		PLEASE	ANSWER Q.	_14.		· · · · · · · ·	
14.	OTHE	RWISE,	fice pro	vide <u>in-</u> ho	ouse forma	l (i.e., other than on-the- tant prosecutors?		
14.	OTHE	RWISE,	fice pro	vide <u>in-</u> ho	ouse forma		1	
14.	OTHE	RWISE,	fice pro	vide <u>in-</u> ho	new assisted Yes	tant prosecutors?		
14.	OTHE	RWISE,	fice pro	vide <u>in-</u> ho	new assisted Yes	tant prosecutors?		

IF YOU ANSWERED "YES" TO Q. 14, PLEASE ANSWER Q. 15. IF YOU ANSWERED "NO," PLEASE SKIP TO Q. 16.

	a. Constitutional law (arrest; search and	21/2
	seizure)	
5	b. Law of evidence	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	26/2
	g. Preliminary hearing procedures and tactics 1	27/2
	h. Jury selection	28/2
	i. Plea negotiation practices	29/2
	j. Criminal trial procedure	30/3
	k. Trial advocacy	31/
	1. Appellate advocacy	3(
	m. Juvenile/family laws and court procedure 1	33/
	.	34/
and Francisco		35/
	Control of the second of the s	36/
		37/
	q. Scientific evidence identification	38/
	r. Other (please specify:) 1	, , , , , ,
		j.
en e		S ₆
ntinuing Educatio		\$
Does your offi	ce have a policy that <u>requires</u> experienced assistant .g., persons who have completed at least one year as o participate in some type of job-related continuing	

•	r office provide <u>in-house</u> formal training for experienced t prosecutors?	
	Yes	
	No, but there are plans to begin providing it within two years 2	
2	No, and there are no plans to begin	
	providing it within two years 3	
	ANSWERED "YES" TO Q. 17, PLEASE ANSWER Q. 18. ANSWERED "NO," PLEASE SKIP TO Q. 19.	
training	the following topics are covered in your in-house formal provided for experienced assistant prosecutors? (Please ll that apply.)	
	a. Constitutional law (arrest; search and	
	seizure)	
	b. Law of evidence	
	c. Charging practices	•
•	d. Screening policies and procedures 1	
	e. Case investigation and/or case preparation 1	
	f. Pre-trial diversion/deferred prosecution procedures or programs	
	g. Preliminary hearing procedures and tactics 1	
	g. Preliminary hearing procedures and tactics 1	
	g. Preliminary hearing procedures and tactics 1 h. Jury selection	
	g. Preliminary hearing procedures and tactics	
	g. Preliminary hearing procedures and tactics 1 h. Jury selection	
	g. Preliminary hearing procedures and tactics 1 h. Jury selection	
	g. Preliminary hearing procedures and tactics	
	g. Preliminary hearing procedures and tactics	
	g. Preliminary hearing procedures and tactics	
	g. Preliminary hearing procedures and tactics	
	g. Preliminary hearing procedures and tactics	

3

Ù.

in the ofield	of prosecution?		
0	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		
0	assistance within the next two years	. 4	58,
· .			
8.	SWERED "YES" TO Q. 19, PLEASE ANSWER Q. 20. SWERED "NO," PLEASE SKIP TO Q. 21.		
00 177			
	of the following does your office use as sources of al continuing education? (Please circle all that apply.) a. National District Attorney's Association (NDAA).		5(,
	al continuing education? (Please circle all that apply.)	S-as	5 (,
	al continuing education? (Please circle all that apply.)	S-as	
	a. National District Attorney's Association (NDAA). b. National College of District Attorneys	. .	60
	al continuing education? (Please circle all that apply.) a. National District Attorney's Association (NDAA). b. National College of District Attorneys	. .	60
	a. National District Attorney's Association (NDAA). b. National College of District Attorneys	1	5. 60, 61, 62,
	a. National District Attorney's Association (NDAA). b. National College of District Attorneys c. University-related centers for continuing education	1	60 61
	a. National District Attorney's Association (NDAA). b. National College of District Attorneys c. University-related centers for continuing education	1	60 61
Approximate received an	a. National District Attorney's Association (NDAA). b. National College of District Attorneys c. University-related centers for continuing education	1	60 61

IF <u>NEITHER</u> FORMAL ENTRY-LEVEL <u>NOR</u> 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?

		Limitation	Limitation	Limitation	
	orkload frequently prevents release f assistant prosecutors for training .	. % 1	2	3	66/4
	orkload frequently prevents release f senior staff to provide training	. 1	2	3	67/4
c. Ir	nadequate training budget	. 1 .	2	3	68/4
	ecessary training resources are ot available locally	. 1	2	3	69/4
e. Ot	ther (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
Ğ	Dissatisfied 4
	Very dissatisfied 5
	Extremely dissatisfied 6

Serious Moderate

Not a

79-80/02

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.)

	1 6	Well Prepared	Adequately Prepared		Don't Know	
a.	Substantive criminal law					•
	(e.g., State Penal Code)	1	2	3	4	10/5
ь.	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
е.	Criminal trial procedure	1	2	3	4	14/5
£.	Trial advocacy	1	2	3	4	15/5
g.	Appellate advocacy	I	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

20/2

21/2

22/2

23/2

24/2

25/2

26/2

27/6

A. Plea/Sentence Negotiation

25. In your personal opinion, which of the following should actively participate in the plea/sentence negotiation process? (Please

	a. The prosecutor	1
	b. Gounsel for the defendant	1
	c. The defendant	Ï
	d. The Court	1
	e. Probation officer	1
	f. Ocher (please specify:)	1
	- g. No one; it should not be engaged in at all	1 1
personal opinio	ollowing statements most closely describes your on about how plea/sentence negotiation proceedings ded?	
personal opinion should be reco	on about how plea/sentence negotiation proceedings ded?	
personal opinion should be reconal a. Negotiation	n about how plea/sentence negotiation proceedings	
personal opinionshould be reconstant of the reco	on about how plea/sentence negotiation proceedings eded? as should be conducted only on an informal,	1
personal opinions should be reconstant of the re	as should be conducted only on an informal, cord, basis	2
personal opinions should be reconstant of the reconstant of the reconstant of the reconstant of the specific should be rec	on about how plea/sentence negotiation proceedings ded? as should be conducted only on an informal, cord, basis	2

Which of the followin			
	t whether or not there should be written		
standards or regulati	ons concerning plea/sentence negotiation?		
a. Plea/sentence neg	otiation should <u>not</u> be restricted by any		12 1 N.
written standards	or regulations	1	· · · · · · · · · · · · · · · · · · ·
· · · · · · · · · · · · · · · · · · ·	otiation should be standardized by adopting		
	to regulate its application		
	otiation should not be engaged in at ail		
d. Other view (pleas	se specify:)	4	28/5
	g statements most closely describes your		
personal opinion abou as an option to trial	t the future use of plea/sentence negotiation		
as an option to triar		•	
a. Plea/sentence neg	otiation should <u>not</u> be phased out	1	
	otiation should <u>not</u> be phased out		0
b. Plea/sentence neg		2	محسب
b. Plea/sentence neg	otiation should be phased out	2	محصية
b. Plea/sentence neg	otiation should be phased out	2	محنصه
b. Plea/sentence neg	otiation should be phased out	2	محصية
b. Plea/sentence neg	otiation should be phased out	2	محسب
b. Plea/sentence neg	otiation should be phased out	2	محصية
b. Plea/sentence neg	e specify:)	2	محصية
Which of the followin	e specify:)	2	محنصه
Which of the following sentence negotiation all that apply.)	g usually actively participate in the plea/process in your jurisdiction? (Please circle	2 3	29/4
Which of the followin sentence negotiation all that apply.)	g usually actively participate in the plea/process in your jurisdiction? (Please circle	2 3	29/ <i>4</i>
Which of the followin sentence negotiation all that apply.)	g usually <u>actively</u> participate in the plea/ process in your jurisdiction? (Please circle The prosecutor	2 3	30/2 31/2
Which of the followin sentence negotiation all that apply.)	g usually actively participate in the plea/ process in your jurisdiction? (Please circle The prosecutor	2 3 1 1	30/2 31/2 32/2
Which of the followin sentence negotiation all that apply.) a. b. c. d.	g usually actively participate in the plea/ process in your jurisdiction? (Please circle The prosecutor	2 3 1 1	30/2 31/2 32/2 33/2
Which of the followin sentence negotiation all that apply.) a. b. c. d. e.	g usually actively participate in the plea/ process in your jurisdiction? (Please circle The prosecutor. Counsel for the defendant The defendant The Court Probation officer	2 3 1 1 1 1	30/2 31/2 32/2 33/2 34/2
Which of the followin sentence negotiation all that apply.) a. b. c. d. e. f.	g usually actively participate in the plea/ process in your jurisdiction? (Please circle The prosecutor	2 3 1 1 1 1	30/2 31/2 32/2 33/2 34/2 35/2
Which of the followin sentence negotiation all that apply.) a. b. c. d. e.	g usually actively participate in the plea/ process in your jurisdiction? (Please circle The prosecutor. Counsel for the defendant The defendant The Court Probation officer	2 3 1 1 1 1	30/2 31/2 32/2 33/2 34/2
Which of the followin sentence negotiation all that apply.) a. b. c. d. e. f.	g usually actively participate in the plea/ process in your jurisdiction? (Please circle The prosecutor. Counsel for the defendant The defendant The Court Probation officer	2 3 1 1 1 1	30/2 31/2 32/2 33/2 34/2

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	
	When a plea/sentence is negotiated, that fact is entered	
	on the court record	
	the specific terms of the agreement on the court record	
#1 ***	Negotiations are not conducted in this juriodiction 5	37
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	
	Plea/sentence negotiations are not conducted in this jurisdiction. 3	38
32.	Do you anticipate a change within the next two years in your jurisdiction's requirements concerning the recording of plea/sentence negotiation proceedings?	
	그 마음과 사회 가는 이 중에 가장 하는 것이 되어 가는 것이 되었다. 그 사람들은 사람들은 사람들은 사람들은 사람들은 사람들은 사람들은 사람들은	18 18 May 1
	No, no change anticipated	
	No, no change anticipated	
	Yes, there are plans to begin entering on the court record	

jurisdiction's policies regarding the use or application of		
plea/sentence negotiation?		
No, no change anticipated	1	

Yes (please specify:)	. 2	
	-	
	-	
Even if you do not expect a policy change in your jurisdiction,		
do you anticipate a change within the next two years in the		
<pre>frequency with which your office utilizes the negotiated plea/ sentence?</pre>		
Sentence: A control of the control o		
No change anticipated .	1	
and the second of the second o		
Yes, increased use	. 2	
## - 보도 : : : : : : : : : : : : : : : : : :		
Yes, decreased use	. 3	
이 가 하다면 보고 하는데 보고 사람들 보다를 다니다. 그리는 하다 그 사람이 없었다.		
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?		4
어른 사람들은 사람들은 사람들이 되었다. 그들은 사람들이 되었다. 그런 사람들이 되었다. 그런 사람들이 되었다. 그는 사람들이 가는 사람들은 사람들은 사람들이 가장 하는 것이 되었다. 그는 사람들이 되었다. 그런 것이 되었다.		
No change expected	. 1	
Yes, will <u>increase</u> need for assistant prosecutors	, 2	
Yes, will <u>decrease</u> need for assistant prosecutors	. 3	2
그는 사람들은 그리고 있는 경우를 가게 되고 가장 하셨다면 하는 사람들이 되었다. 그리고 하는 사람들은 사람들이 되었다.		
그 가는 지금 한다. 한 경쟁에 전하는 가는 봤는데 되는데 그는 그를 모르는 그 그렇게 그렇게 되었다. 모르		

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.

Q		Arre Polic		Chang	es i	n Arrest	Polic	ies	Have:		
*			nged Past			Not Changed Arrests					
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
е.	Selling pornographic material	1		. 2		.3	4		5	•	47/6
f.	Gambling	1		2	<u>.</u>	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 2 2	3	49/4
b.	Possession of small amounts of marijuana		2	3	50/4
c.	Prostitution	1	2	3	51/4
d.	Homosexual acts between consenting adults		2	3	52/4
e.	Selling pornographic material		2	3	53/4
f.	Gambling		2	3	54/4

		and Marian. An Éireann	
C. <u>F</u>	Formal Pre-Trial Diversion Programs		Sec. of
20			
	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 <u>juveniles</u>	. 1	60/2-
	f. Other pre-trial diversion program(s) (please specify:)	. 1	61/2
			0 0 0
		, , ,	\$
* * * * * * * * * * * * * * * * * * * *			

	that apply.)	
а.	Deferred prosecution without rehabilitative services (i.e., adjournment in contemplation of dismissal) 1	6
b.	Deferred prosecution with rehabilitative services for defendants charged with drug law violations	6
٠,٠	Deferred prosecution with rehabilitative services for alcohol abuse defendants	6
d.	Deferred prosecution with rehabilitative services for mentally ill offenders	6
≥ .	Informal probation for <u>juveniles</u>	6
£.	Other pre-trial diversion program (please specify:) 1	6
в∙	NONE	6
Ī	NONE	6
I	F YOUR OFFICE ADMINISTERS ANY FORMAL PRE-TRIAL DIVERSION ROGRAM, PLEASE ANSWER Q. 41. OTHERWISE, PLEASE SKIP TO Q. 42.	6
I	F YOUR OFFICE ADMINISTERS ANY FORMAL PRE-TRIAL DIVERSION ROGRAM, PLEASE ANSWER Q. 41. OTHERWISE, PLEASE SKIP TO Q. 42. Has the administration of formal pre-trial diversion program(s) significantly affected the size of your	6
I	F YOUR OFFICE ADMINISTERS ANY FORMAL PRE-TRIAL DIVERSION ROGRAM, PLEASE ANSWER Q. 41. OTHERWISE, PLEASE SKIP TO Q. 42. Has the administration of formal pre-trial diversion program(s) significantly affected the size of your office workload?	6
I	F YOUR OFFICE ADMINISTERS ANY FORMAL PRE-TRIAL DIVERSION ROGRAM, PLEASE ANSWER Q. 41. OTHERWISE, PLEASE SKIP TO Q. 42. Has the administration of formal pre-trial diversion program(s) significantly affected the size of your office workload? No	6
T	F YOUR OFFICE ADMINISTERS ANY FORMAL PRE-TRIAL DIVERSION ROGRAM, PLEASE ANSWER Q. 41. OTHERWISE, PLEASE SKIP TO Q. 42. Has the administration of formal pre-trial diversion program(s) significantly affected the size of your office workload? No	6

42. Has the use of the available formal pre-trial diversion programs significantly affected the size of your office workload?

> Yes, workload has decreased substantially. . 2 Yes, workload has decreased somewhat 3 Yes, workload has increased somewhat 4 Yes, workload has increased substantially. . 5

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?

> Yes, will decrease use 4 Yes, will discontinue use of such programs entirely. . 5 71/7

79-80/03

70/6

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.)

		Peri	ivity formed power	and	Activi <u>NOT</u> Per		
		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	•
•	Prosecution of felonies	1,	2	3	4	5	10/6
	Prosecution of misdemeanors (excluding criminal ordinance violations)	1	2	3	• • • • • • • • • • • • • • • • • • •	5	11/6
	Prosecution of criminal ordinance violations	1	2	3	4	5	12/6
	Prosecution/adjudication of juveniles	1 .	2	3	4	5	13/6
	Prosecution of mental health commitment cases	1	2	3	4	14/6
٠.	Prosecution at probation/parole revocation hearings	1	2	à.	4	5	15/6
	Post-conviction collateral proceedings (e.g., habeas corpus)	1	2	. 3	4		16/6
	Appellate proceedings	1	2	3	4	5	17/6
r	Civil law responsibilities	1	2	3	4	5	18/6
	Other prosecution activities (please specify:)	1	2	3	4 4 4 4 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6	5	19/6

c.

f.

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.

Rank Three Choices Only	D
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
d. Dealing with defenders and defender offices	26-27/11
e. Dealing with other criminal justice agencies or offices (excluding defender offices)	28-29,711
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 b. Law of evidence	41/2
민준이는 사람들이 가는 사람들은 사람들이 되었다. 그는 사람들은 사람들이 되었다면 되었다.	42/2
c. Juvenile Bastice ida	
d. Jury selection	43/2
e. Plea neogriation practices 1	44/2
f. Trial advocacy	45/2
g. Appellate advocacy	46/2
h. General management/administration 1	47/2
i. Program management (e.g., pre-trial diversion, deferred prosecution)	48/2
j. Substantive criminal law developments 1	49/2
k. Scientific evidence identification	50/2
1. Polygraph use	51/2
m. Psychiatry and the law	52/2
n. Forensic pathology	53/2
o. Human relations	54/2
p. Community relations	55/2
q. Other (please specify:) 1	56/2
r. NONE	57/2

()

47. Have you taken any (post-law school) comprehensive or "omnib prosecutor training course(s) which, for example, cover many		
prosecution-related topics at one time?		
	No 1	
	Yes 2	58/3
8. In which, if any, of the following areas have you taken individual concentrated courses or specialty training? (Please circle at that apply.)	vidual, all	y .
a. Constitutional law (arrest; search and seiz	zure) 1	59/2
b. Law of evidence		60/2
c. Juvenile justice law		61/2
d. Jury selection	1	62/2
e. Plea negotiation practices		63/2
f. Trial advocacy		64/2
g. Appellate advocacy.		65/2
h. General management/administration		. 6()
i. Program management (e.g., pre-trial diversion) deferred prosecution)	an	67/2
j. Substantive criminal law developments		68/2
k Scientific evidence identification		69/2
1. Polygraph use		70/2
m. Psychiatry and the law		70/2
r. Forensic pathology.		72/2
o. Human relations		72/2
.p. Community relations		75/2
q. Other (please specify:)		
		75/2
r. NONE	ó	
	• • • • •	76/2

49. How much improvement in the a	dministration of justice do you think	
could be achieved through cha	nges in staffing, organization, and	the second second
policies of prosecutor office	s in general (local, county, and	
state)?	game and a country ; and	
	A great deal of improvement 1	
	A great deal of improvement 1	
	Some improvement 2	
	Some improvement	
	Tirala	
	Little or no improvement 3	77/4
50 What do you consider to be ab		ing the second of the second o
50. What do you consider to be the	e major obstacle to the proper	79-80/04
administration of justice in	your jurisdiction?	
		BEGIN
		CARD 05
The state of the s		10-11/99
Chief Prosecutor's Background		
51. Please record your:	a. Age:	12-13/99
	b. Sex: (Please circle) M F	14/3
		- 17.3
	c. Color or race:	.
		W
	White	
이 없는 하는 아이를 하고 있는데 없는	Black 2	
	Black	
	Other (please specify:) . 3	15/4
등 시간 이 학교는 경우 하나는 사고 그들이 어		

			()
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?		
٠,٠	bo 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
		3	
	IF YOU ANSWERED "NO PRIVATE PRACTICE MAINTAINED" IN Q. 53,	à.	
	PLEASE ANSWER Q. 54. OTHERWISE, PLEASE SKIP TO Q. 55.		
	그 사람들은 하는 이 모르는 그 사람들이 되는데 그는 그를 들어 살아 먹었다.		
	54. Is an outside law practice permitted?		
	Only civil practice permitted	. 1	
	Only criminal practice permitted	. 2	0
	Both permitted	. 3	
	Neither permitted	. 4	18/5
	도 하는 것이 되는 것을 보는 것이 되었다. 그는 사람들은 후 하는 생활이 되는 것을 살았다. 하는 것을 바라 하는 것을 하는 것 		The grant of the Mills The Mills of the Common The Common the Common And
55.	What is your exact title?		
			19-20/99
	그는 하는 사람들이 얼룩하다. 함께 하는 사람들은 사람들은 사람들이 되었다.		
56.	How were your originally selected for this position?	· \$	
e e e e e e e e e e e e e e e e e e e	Elected (partisan ballot)	. 1	
	Elected (nonpartisan ballot)	. 2	
	Appointed	. 3	
	Other (please specify:)	. 4	21/5
	人名英格兰姓氏 医克勒氏 医二氏试验检检尿病 医二氏性 医电影 化二基甲基二氯苯甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基甲基	Contraction .	

SS THAN SIX MONTHS, PLEASE ENTER "0.")	22-23/9
ord the number of years you have worked in the following F LESS THAN SIX MONTHS, PLEASE ENTER "O.")	
a. Attorney in a corporation counsel's office	24-25/9
b. Attorney in a prosecutor office	26-27/9
c. Attorney in a criminal defense office	28-29/9
d. Attorney in a Legal Services office (i.e., civil law)	30-31/9
e. Other criminal justice area (e.g., parole agency, police, etc.)	32-33/9
f. Private law practice only	34-35/9
g. Other legal occupation (please specify:)	36-37/99
하는 마음 그는 그는 그는 그들이 가는 사람들이 하는 것이 되었다. 그는 것이 되었다는 것이 되었다. 장이와 하는 경기를 보고 있었다는 것이 되는 것이 되었다. 그는 것이 되었다는 것이 되었다.	<i>♦</i> 79-80/05

BEGIN CARD 06

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-	Part-	
	하는 사람들은 살아가 수 있는 불편을 하는 것이 되었다.	Time	Time	
a.	TOTAL EMPLOYMENT	i	***************************************	10-12 13-15/9s
b .	Chief and assistant chief prosecutor(s)			16-18 19-21/9s
c.	Assistant prosecutors	-		22-24 25-27/9s
d.	Investigators (on your payroll)			28-30 31-33/9s
e.	Investigators (detailed to your office)		-	34-3) 37-39/9s
f.	Paralegals (excluding law students)			40-42 43-45/9s
g.,	Secretaries/typists/stenographers			46-48 49-51/9s
h.	All other personnel (please specify:)			52-54 55-57/9s
Annual Control of				

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 "O" 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
		00 02/37
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 ◆
	그렇게 얼마를 되는데 하고 있을 때문 그는 이 그리는 바라 그렇게 하는 것이 그렇게 하는데 하는데 하는데 다른데 하는데 되었다.	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

) .

6

Constitution of the consti		i	
Does your office utilize	law students?	No 1	
		Yes 2	20/3
IF YOU ANSWERED "YES" :	TO Q. 66, PLEASE ANSWER Q. 67 A	ND 68.	e de la companya de l
OTHERWISE, PLEASE SKIP	TO Q. 69.		
67. How many law studen	ts usually work at your office?		
a Number of	law students connected with cli		
	n (i.e., legal interns)		21-22/99
	law students NOT connected with		
	w program		23-24/99
		• • • • • • • • • • • • • • • • • • •	
8. Which of the following	ing tasks are law students at y	Our	
office permitted to	perform? (Please circle all t	hat apply?)	
			0-10
	Screening		. 25/2
b.	Suspect questioning	1	7~42
	Case investigation		
			27/2
. O d.	Preparation of briefs		28/2
	Legal research, abstracting,	and so on 1	29/2
	Prosecution of misdemeanor su under supervision		20/2
			30/2
g.	그는 그는 이는 이는 이를 가는 아이를 가는 아이를 가는 것이 하는 것 같아.	ts, under	Ţ,
	supervision		31/2
h.	Other (please specify:)	1	32/2

Caseload Information

0

69.	Approximately what proportion of your <u>felony</u> defendants during the last fiscal year were processed through plea/sentence	
	negociation? (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	
. 3 ¹	guilty without negotiations, and give your answer in	
	percentage form.)	35-36/99
y , k		
71	pproximately what number of cases in each of the following	
T a	categories were prosecuted or filed (via information or	
	indictment) by your office during the last complete fiscal	
	year?	•
is of	공업 (1. 18일) 등 시민(<u>원인(원)</u> 원인(원기 기능 전 기계 기능을 전 원인 기급하기 있는 시민이다.	07 (010
	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
	보는 하늘에 보는 한 일 하는 그들의 얼마를 보면 모든 사람이 되었다. 그는 그는 그는 그는 그는 그를 보는 것이다.	•
72.	Approximately what number of cases prosecuted or filed by your	79-80/07
	office during the last complete fiscal year resulted in each of	BEGIN
	the following dispositions?	CARD 08
	NUMBER OF CASES:	The second secon
	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	
	어느 그는 그의 가는 그들은 이번 그리고 하는 이번 이번 그는 사람들이 되었다. 그는 사람들은 이번 그로 주었다. 그리고	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
b.	는 보통 보통 하는 사용 선생님 보통 등 보다 하는 것이다. 경기가 보면 하다면 수가 2000 전쟁이 경기하기 하는 것 같다. 나는 사용 기계	

73. Approximately what number of appellate cases did your office 58-62/9s work on during the last complete fiscal year? 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 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 a. National District Attorney's Association (NDAA) 10/8 b. State Prosecutor Office. . . . 11/8 c. National College of District Attorneys. 12/8 d. State Attorney General 1 13/8 e. State Judicial Conference 14/8 f. Accredited law schools 15/8 g. State Planning Agency. 1 16/8 . h. State Court Administrator's Office 1 17/8 i. State Bar Association. 1 18/8 j. Other source (please 19/8

Expenditures

. Automotive

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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 treads 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.

Jumes M. Kretz

Director

Survey Operations Division

JMK: eml

OMB No.: 043-S75032

Approval Expires: July 31, 1976

LEAA No.: 3600-5

BSSR No.: 46715. 1-5

RANK

6-9

10/7

16/8

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.

a. Inadequate number of authorized positions. . .

Ъ.	Inability to achieve or maintain authorized strength	11/7
ċ.	High (excessive) turnover	12/7
đ.	Inadequate training of personnel	13/7
ė.	Inadequate representation of minorities or women on staff	14/7
f.	Other (please specify:)	15/7

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

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

4

y

Does your defender office currently have a critical manpower		(_
shortage in any of the following personnel categories? (Please circle all that apply.)		
Circle all that apply.)	4	
a. Assistant defenders	. 1	17/:
b. Investigators	. 1	18/2
c. Paralegals (excluding law students)	. 1	19/2
d. Secretaries/typists/stenographers		20/2
e. All other personnel (please specify:)		21/2
tida di disemperatura de la companya del companya del companya de la companya del la companya de la companya d		
f. NO CRITICAL SHORTAGES IN ANY OF THE ABOVE CATEGORIES	• • •	2010
	. 1	22/2
What was this office's employment in each of the following		
categories on June 30, 1975?		
a. Number of assistant defenders		23-25/9
b. Number of investigators and paralegals .		23-23/3
(excluding law students)	-	26-26
c. Number of secretaries/typists/stenographers		29-30/99
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; <u>Tate v. Short</u> , 401 U.S. 395, 1971; <u>Williams v. Illinois</u> , 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
는 사용하는 사람들은 사용하는 가게 되는 사람들이 가장하는 것이 되는 것이 되었다. 그런 사람들은 경기를 위한 경기를 통해 되었다. - 그는 사용하는 것이 말을 보고 있는 것이 되었다. 그런 사용하는 것이 되었는 것이 되었다. 그렇게 하는 것이		347
IF YOU ANSWERED "REASONABLY WELL," "ACCEPTABLY," OR		
"UNACCEPTABLY" IN Q. 5, PLEASE ANSWER Q. 6. OTHERWISE,		B

6. In your judgment, how many employees in each categories would your office need to achieve with the present Supreme Court mandate for o	<u>full</u> compliance
a. Total number of assistant defenders	32-34/9s
b. Total number of investigators	
c. Total number of paralegals (excluding	ing law students) 38-40/9s
d. Total number of secretaries/typists	s/stenographers 41-43/9s
e. Total number of other personnel (pl	lease specify) 44-46/9s
7. Given your current number of assistant defenders that, for the present, no increase in that number how many additional staff in the following two seffectively utilize in your current operations?	er is possible,
	nal investigators 47-49/9s
b. Number of addition (excluding law stu	nal paralegals 50-52/9s
8. How many employees do you actually expect to have by June 30, 1976?	ve on the payroll
a. Number of assistant defenders	s
b. Number of investigators	56-58/9s
c. Number of paralegals (excludi	ing law students) 59-61/9s
d. Number of secretaries/typists	s/stenographers 62-64/9s
e. Number of other personnel (p)	lease specify:) 65-67/9s

Entry Level Standards and Training

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?	
ar i	가는 발표하는 것이 되었다. 이번 가는 그는 이번 1000년 100년 전에 있는 이번 100년 100년 100년 100년 100년 100년 100년 100	
	Not applicable (office employs no assistant defenders) 1	
	No	
	Yes	68/4
	성기들의 보이 전문 전투로 들는 그리면 그는 말을 하고 들어가게 하는 것이 하였다.	
ο.	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	ų ·
	Critical problem	
	Serious problem	
	Moderate problem	****
	Slight problem5	()
	No problem at all 6	69/7
1.	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.) RANK	
	a. Salaries inadequate	70/7
		70/7
	b. Limited promotion opportunities	71/7
	c. Execssive 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
M.	f. Other reason (please specify:)	7()

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? 13. Do you give hiring preference to law school graduates with experience as legal interns (e.g., clinical law program graduates)? Yes, clinical program giving any 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-thejob) entry level training your new assistant defenders receive during their first year of employment: One day or less (basic orientation only). . . 2 1 or 2 weeks. 4 5 o⊋6 weeks. 6

13/8

IF YOUR OFFICE DOES NOT EMPLOY ASSISTANT DEFENDERS, PLEASE SKIP

IF YOU ANSWERED "NONE" IN Q. 14, PLEASE SKIP TO Q. 17. OTHERWISE, PLEASE ANSWER Q. 15.

79-80/01

	g for new assistant defenders?	
	Yes	
	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	
IF YOU ANSWERED "YES" TO Q IF YOU ANSWERED "NO," PLEAS	. 15, PLEASE ANSWER Q. 16. SE SKIP TO Q. 17.	
	는 사람들이 되었다. 아이들에 하는 물로 함께 보는 사람들이 하는 물로 모르는 모르는 - 사람들이 사용되었다. 그 사람들은 사람들이 사용되는 사람들이 되었다.	
thich of the following topics	s are usually covered in your	
in-house formal entry level t	raining? (Please circle all that	
ipply.)		
a. Constitutiona	l law (arrest; search and seizure) 1	
	ice	
	tices	•
	icies and procedures 1	•
e. Case investig	ation and/or case preparation 1	
	ersion/deferred prosecution	
	programs 1	
	earing procedures and tactics 1	1
h. Jury selectio	n	
i. Plea negotiat	ion practices 1	2
j. Criminal tria	1 procedure 1	2
k. Trial advocac	하는 그 않는 그렇게 가장 하는 것이 되었다. 그 가장 그런 사람들은 그는 그를 모르는 것이 되었다. 그 살림 그는 그를 보는 것이 없는 것이 없다.	2
	ocacy	2
그 하는 그 사람들은 사람들은 사람들은 사람들이 가장 살아 있는 것이 되었다면 하는 것이다.	ly law and court procedure 1	2
	nce.,	2
o. Polygraph use	그는 사람이 가는 이 속을 하고 한다면 하고 하고 있다면 가는 것이 되었다. 그는 것은 것은 모든 사람들이 되었다.	2
	riminal law developments 1	3
	idence identification 1	. 3
r. Other (please	specify:) 1	3.

Continuing Education

17. Does your office have a policy that <u>requires</u> 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

34/4

18. Does your office provide <u>in-house</u> formal training for experienced assistant defenders?

NO, but there are plans to begin providing it within two years 2

IF YOU ANSWERED "YES" TO Q. 18, PLEASE ANSWER Q. 19. OTHERWISE, PLEASE SKIP TO Q. 20.

)

()

ີດ

9

19. Which of the following topics are covered in your in-house formal training provided for experienced assistant defenders? (Please circle all that apply.)

ase c	ircle all that apply.)		
a.	Constitutional law (arrest; search and seizure)	.1	35/2
ь.	Law of evidence	1	36/2
c.	Charging practices	1	37/2
d.	Screening policies and procedures	1	38/2
е.	Case investigation and/or case preparation	1	39/2
f.	Pre-trial diversion/deferred prosecution		
•••		1	40/2
g.	Preliminary hearing procedures and tactics	1	41/2
h.	Jury selection	1	42/2
-1.	Plea negotiation practices	1	43/2
j.	Criminal trial procedure	1	44/2
k.	Trial advocacy	1	45/2
1.	Appellate advocacy	1.	46/2
m.	Juvenile/family law and court procedure	1	47/2
n.	Forensic science	1	48/2
٥.	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

	YES, assistance is routinely provided	
1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1	YES, assistance is provided as circumstances permit 2	
	NO, but there are plans to begin providing	
	assistance within the next two years	
	NO, and there are no plans to begin providing	
	assistance within the next two years	
TT 1:0::	ANGUERE HAROLL TV. O. OO. DIELOE ANGUERO O. O.	
	ANSWERED "YES" IN Q. 20, PLEASE ANSWER Q. 21. ANSWERED "NO," PLEASE SKIP TO Q. 22.	
111 100	ANOMERED NO, THEASE SKIP TO Q. 22.	
	rnal continuing education? (Please circle all that	
app]	y.)	
app]	y.) a. National College of Criminal Defense Lawyers	
app]	y.)	
app]	a. National College of Criminal Defense Lawyers and Public Defenders	
app]	y.) a. National College of Criminal Defense Lawyers	
app]	a. National College of Criminal Defense Lawyers and Public Defenders	
app]	a. National College of Criminal Defense Lawyers and Public Defenders	
appl	a. National College of Criminal Defense Lawyers and Public Defenders	
app]	a. National College of Criminal Defense Lawyers and Public Defenders	
appl	a. National College of Criminal Defense Lawyers and Public Defenders	
appl	a. National College of Criminal Defense Lawyers and Public Defenders	
Approxima	a. National College of Criminal Defense Lawyers and Public Defenders	

IF <u>NEITHER</u> FORMAL ENTRY-LEVEL TRAINING <u>NOR</u> 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?

ij.		į	Seri Limita			lerate .tatio		Not a nitatio	חל	
									-	
a.	Workload frequently prevents release of assistant defenders for training		. 1			2		3		61/4
ъ.	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			erse gener	e an ear neg	2	er emişanî	3	전하.편 ^모	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	
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.)

9 ()		Well Prepared	Adequately Prepared		Don't Know	
a.	Substantive criminal law					
	(e.g., State Penal Code)	. 1	2	3	4	67/5
ъ.	Constitutional law (e.g.,					
ф ·	search and seizure)	. 1	, 2	3	4	68/5
c.	Law of evidence	. 1	2	3	4	69/5
<u>d</u> .	Juvenile/family law and	e energia de la composición de la comp	Salah Sa Salah Salah Sa			\$1. () \$1. A*.
	court procedure			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
• t	Brief preparation	. 1	2	3	4	76/5
						idg

79-80/02

BEGIN

CARD 03

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.) 10/2 11/2 12/2 13/2 14/2 15/2 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 only on an informal, b. When a plea/sentence is negotiated, that fact should be 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

	a.	Plea/sentence negotiation should <u>not</u> be restricted by any written standards or regulations	ĺ
	Ъ.	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
	- 4		
	. 0		
) .	per	ch of the following statements most closely describes your sonal opinion about the future use of plea/sentence negotiation an option to trial?	
) .	per	sonal opinion about the future use of plea/sentence negotiation an option to trial?	1
•	per as	sonal opinion about the future use of plea/sentence negotiation an option to trial?	
	per as	sonal opinion about the future use of plea/sentence negotiation an option to trial? Plea/sentence negotiation should not be phased out	

18/5

19/4 -

	tence negotiation process in your jurisdiction? (Please circle		
all	that apply.)		
a.	The prosecutor	1	20
b.	Counsel for the defendant	1	21
c.	The defendant	1	22
d.	The Court		23
e.	Probation officer		24
f.	Other (please specify:)	1	25
₹ Whi	Plea/sentence negotiations are not conducted in this jurisdiction	1	26
Whi	jurisdiction	1	26
Whi	ch of the following statements most closely describes the rent record-keeping practice with respect to plea/sentence otiations in your jurisdiction? Negotiations are conducted only on an informal, off-the-	1	26
Whi cur neg	ch of the following statements most closely describes the rent record-keeping practice with respect to plea/sentence otiations in your jurisdiction? Negotiations are conducted only on an informal, off-the-record, basis	1	26
Whi cur neg	ch of the following statements most closely describes the rent record-keeping practice with respect to plea/sentence otiations in your jurisdiction? Negotiations are conducted only on an informal, off-the-	1	26
Whi cur neg	ch of the following statements most closely describes the rent record-keeping practice with respect to plea/sentence otiations in your jurisdiction? Negotiations are conducted only on an informal, off-the-record, basis When a plea/sentence is regotiated, that fact is entered	1 2	26
Whi cur neg a.	ch of the following statements most closely describes the rent record-keeping practice with respect to plea/sentence otiations in your jurisdiction? Negotiations are conducted only on an informal, off-the-record, basis	1 2 2	26
Whicur neg	ch of the following statements most closely describes the rent record-keeping practice with respect to plea/sentence otiations in your jurisdiction? Negotiations are conducted only on an informal, off-the-record, basis	1 1 2	26

32.	Whi gov	ch of the following statements most closely describes the verning of plea/sentence negotiations in your jurisdiction?	
	a.	Plea/sentence negotiations are not governed by written standards or regulations	
	b.	Plea/sentence negotiations <u>are</u> governed by at least some written standards or regulations	
	Ċ.	Plea/sentence negotiations are not conducted in this jurisdiction	28/4
33.	jur ser	you anticipate a change within the next two years in wour risdiction's requirements concerning the recording of plead the negotiation proceedings? No, no change anticipated	
		Yes, there are plans to begin documenting negotiations by entering the specific terms of the agreement on the court record	29/5
	3		

TOTTOGICTION 3	oolicies regarding t	THE TISE OF GA	bilcacion or		
plea/sentence n					
No, no chan	ge anticipated			1	
Yes (please	specify:)			· · · 2	
					3(

			Q		
ajara liika ka k		erika di kalendaria di Kal Kalendaria di Kalendaria d			
	4				or and the
ayan iyo ka anda wara anda bara			Ω		
			0		1
	not expect a policy				
	e a <u>change</u> within t which your office ut				
plea/sentence?	witch your office ut	TILZES CHE H	skortarsa		
pread pencence.)	
		No c	hange anticipated	i 1 .	
		No c	hange anticipated	1.	
			0		
		Yes,	increased use .	2	
		Yes,	0	2	31
		Yes,	increased use .	2	31
TE VOIL ANGLED	TO UVES!! TO O 35 P	Yes,	increased use . decreased use .	2	31
	D "YES" TO Q. 35, P	Yes,	increased use . decreased use .	2	31
	D "YES" TO Q. 35, P	Yes, Yes, LEASE ANSWER	increased use . decreased use .	2	31
OTHERWISE, PLI		Yes,	increased use . decreased use .	2	31
OTHERWISE, PLI	ASE SKIP TO Q. 37.	Yes, Yes, LEASE ANSWER	increased use . decreased use . Q. 36.	2	31
OTHERWISE, PLI	ASE SKIP TO Q. 37.	Yes, Yes, LEASE ANSWER	increased use . decreased use . Q. 36.	2	3)
OTHERWISE, PLI	ect this change in t	Yes, Yes, LEASE ANSWER he use of the	increased use . decreased use . Q. 36.	2	31
OTHERWISE, PLI	ASE SKIP TO Q. 37.	Yes, Yes, LEASE ANSWER he use of the	increased use . decreased use . Q. 36.	2	31
OTHERWISE, PLI	ect this change in the change your no change expected	Yes, Yes, LEASE ANSWER he use of the	increased use . decreased use . Q. 36. e negotiated stant defenders?	1	31
OTHERWISE, PLI	ect this change in t	Yes, Yes, LEASE ANSWER he use of the	increased use . decreased use . Q. 36. e negotiated stant defenders?	1	31
OTHERWISE, PLI	ASE SKIP TO Q. 37. ect this change in the sect to change your manage expected. Yes, will increase	Yes, Yes, LEASE ANSWER he use of the ed for assi	increased use . decreased use . Q. 36. e negotiated stant defenders?	· · · · 2 . · · · 3	
OTHERWISE, PLI	ect this change in the change your no change expected	Yes, Yes, LEASE ANSWER he use of the ed for assi	increased use . decreased use . Q. 36. e negotiated stant defenders?	· · · · 2 . · · · 3	
OTHERWISE, PLI	ASE SKIP TO Q. 37. ect this change in the sect to change your manage expected. Yes, will increase	Yes, Yes, LEASE ANSWER he use of the ed for assi	increased use . decreased use . Q. 36. e negotiated stant defenders?	· · · · 2 . · · · 3	31

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.

		Arre		Changes in	n Arrest	Policies	Have:		
			nged Past	Decreased Arrests					
a.	Public intoxication	1		2	3	4	5	3	33/6
b.	Possession of small amounts of marijuana	1		2	3	4	5	3	34/6
c.	Prostitution	1		⁰ 2	3	4	5	3	35/6
d.	Homosexual acts between consenting adults	1		2	3	4	5	•	36/6
е.	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?

		Limita	Not Affected Manpower Requirements	Decreased Manpower Requirements	
8.	Public intoxication	1 ,	2	3	39/4
b.	Possession of small amounts of marijuana			3	40/4
c.	Prostitution	1	2	3	41/4
d.	Homosexual acts between consenting adults		2	3	42/4/
e.	Selling pornographic material	1	2 "	3	43/4
f.	Gambling		2	3	44/4

	re any formal pre-trial diversion programs (e.g., deferred tion) operating in your jurisdiction?		
	Yes	1	
	No, but there are some in the planning stage	2	
		3	45
		oriente de la seconomia de la s Esta de la seconomia de la sec	
1	U ANSWERED "YES" IN Q. 39, PLEASE ANSWER Q. 40 AND 41. WISE, PLEASE SKIP TO Q. 44.		
in the state of th			
pr	ich of the following types of formal pre-trial diversion ograms are operating in your jurisdiction? (Please circle 1 that apply.)		•
a.	Deferred prosecution without rehabilitative services		
	(i.e., adjournment in contemplation of dismissal)	1,	46
b.	(i.e., adjournment in contemplation of dismissal)	1	
b.	(i.e., adjournment in contemplation of dismissal)	1	
b. c.	(i.e., adjournment in contemplation of dismissal) Deferred prosecution with rehabilitative services for defendants charged with drug violations Deferred prosecution with rehabilitative services for	1	47
	(i.e., adjournment in contemplation of dismissal) Deferred prosecution with rehabilitative services for defendants charged with drug violations Deferred prosecution with rehabilitative services for alcohol abuse defendants		47 48
c	(i.e., adjournment in contemplation of dismissal) Deferred prosecution with rehabilitative services for defendants charged with drug violations Deferred prosecution with rehabilitative services for alcohol abuse defendants Deferred prosecution with rehabilitative services for mentally ill offenders		47 48 49
c. d. e.	(i.e., adjournment in contemplation of dismissal) Deferred prosecution with rehabilitative services for defendants charged with drug violations Deferred prosecution with rehabilitative services for alcohol abuse defendants Deferred prosecution with rehabilitative services for mentally ill offenders Informal probation for juveniles		48 49 50
c. d. e.	(i.e., adjournment in contemplation of dismissal) Deferred prosecution with rehabilitative services for defendants charged with drug violations Deferred prosecution with rehabilitative services for alcohol abuse defendants Deferred prosecution with rehabilitative services for mentally ill offenders Informal probation for juveniles		48 49 50
c. d. e.	(i.e., adjournment in contemplation of dismissal) Deferred prosecution with rehabilitative services for defendants charged with drug violations Deferred prosecution with rehabilitative services for alcohol abuse defendants Deferred prosecution with rehabilitative services for mentally ill offenders Informal probation for juveniles		46 47 48 49 50 51

ar			
a.	Deferred prosecution without rehabilitative services (i.e., adjournment in contemplation of dismissal)	1	5
<u>b</u> .	Deferred prosecution with rehabilitative services for defendants charged with drug violations	1	5.
с.	Deferred prosecution with rehabilitative services for alcohol abuse defendants	1	5
đ.	Deferred prosecution with rehabilitative services for mentally ill offenders	1	5.
е.	Informal probation for juveniles	1	50
f.	Other pre-trial diversion program (please specify:)		
8.	NONE	1	
YOU	NONE		
YOU	NONE		57 58
YOU	NONE		
YOU EASE	NONE. R OFFICE ADMINISTERS ANY FORMAL PRE-TRIAL DIVERSION PROGRAM, ANSWER Q. 42. OTHERWISE, PLEASE SKIP TO Q. 43. Has the administration of formal pre-trial diversion program(s) significantly affected the size of your		
YOU EASE	NONE R OFFICE ADMINISTERS ANY FORMAL PRE-TRIAL DIVERSION PROGRAM, ANSWER Q. 42. OTHERWISE, PLEASE SKIP TO Q. 43. Has the administration of formal pre-trial diversion program(s) significantly affected the size of your office workload? No		
YOU EASE	NONE R OFFICE ADMINISTERS ANY FORMAL PRE-TRIAL DIVERSION PROGRAM, ANSWER Q. 42. OTHERWISE, PLEASE SKIP TO Q. 43. Has the administration of formal pre-trial diversion program(s) significantly affected the size of your office workload? No Yes, workload has decreased substantially	1	

•	ntly affected the size of your office workload?	
	No	
	Yes, workload has decreased substantially 2	
	Yes, workload has decreased somewhat 3	
	Yes, workload has increased somewhat 4	
alay (alama area) ee a Tarahaan	Yes, workload has increased substantially 5	60/6
office mak	rofessional judgment, will the degree to which your tes use of formal pre-trial diversion programs change next two years?	
office mar	No	
office mar	No	
office mar	Yes, will decrease use	
office mar	No	
office mar	Yes, will decrease use	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.)

		Per	forme	y Is d and Will:	Activi		
0		Increase	Stay about the Same		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
ъ.	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
đ.	Representation at mental health commitment hearings	1	2	3	4	5	65/6
е.	Representation of prisoner rights cases	1	2	3	4 0	5	66/6
£.	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
14.	Other representation or defense (please specify:)	1	2	3	4	5	73/6
							♦ 79 - 80/03

79-80/03

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)	18-19/1(_)
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.)

-23-

	Constitutional law (arrest; search and seizure)	1	30/2
ъ.	Law of evidence	. 1	31/2
c.	Juvenile justice law	1	32/2
đ.	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	i	39/2
k.	Scientific evidence identification	1	40/2
1.	Polygraph use	1	41/2
m.	Psychiatry and the law	1	42/2
n.	Forensic pathology	1	43/2
٥.	Human relations	1	44/2
p.	Community relations	1	45/2
ď٠	Other (please specify:)	1	46/2
r.	NONE	1	47/2

48.		urse(s)	school) comprehensive or "omnibus" which, for example, cover many		
	detense-letated topi		No	1	-
			Yes	2	48/3
				e e e e e e e e e e e e e e e e e e e	
49.		or spec	lowing areas have you taken individual, ialty training? (Please circle		
, iz a a conse	and the second s	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
	$\theta = \frac{1}{\sqrt{q}}$	9 8∙	Appellate advocacy	. 1	55/2
		h.	General management/administration	. 1	56,
		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
		1.	Polygraph use	. 1	60/2
		m.	Psychiatry and the law	. 1	61/2
		n.	Forensic pathology	. 1 · · · · ·	62/2
		0.	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
			and the second of
51.	What do you consider to be the major obstacle to the proper administration of justice in your jurisdiction?		
			1) a b
		£ 1.*	186 - 1 1
<u>Chie</u>	f Defender's Background		68-69/99
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

•	•		i (as chief def c on a part-tim	ender) on a full-t e basis?	time (35 hours/		
					Part-time	. 1	
					Full-time	. 2	74/3
	Do you	currently	have an outsi	de law practice?			
	s (11)		i de la companya de La companya de la co	Only civil		, 1	
			्रास्त्री प्रणान्त्रम् वर्षाः व्यवस्थान् स्टब्स्	Only criminal	ಹಾರ್ಯ ನಿರ್ವಹಣಗಳ ನ್ಯಂತ್ರವರ ನೀಡುವಾಗುತ್ತವೆ. ಮಾಡುವಿಟ್ಟಡೆ ಪ್ರತಾರ್ಥವಾಗಿ	. 2	
				Both civil and	criminal	. ₀ 3	8
				No private pra	actice maintained	. 4	75/5
	1	4		PRACTICE MAINTAINE ISE, PLEASE SKIP T			*. * * * * * * * * * * * * * * * * * *
		\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	B				
	55. Is	an outsi	ide law practic	e permitted?			
				Only civil pra	actice permitted	. 1	
					practice permitted.	2	
				Only criminal	bracere bermreed.	• •	
						. 3	

56.	What is your exact title?				
		4			
57.	How were you originally se	lected 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	. ε	5	
		Elected (partisan ballot)	. 7	,	6
		Elected (nonpartisan ballot)	. {	3	
		Other (please specify:))	77-78/10

					79 - 80/ 0 4

BEGIN CARD 05

58. How many years have you been chief defender? (IF LESS THAN SIX MONTHS, PLEASE ENTER "O,") 10 011/99 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 18-19/99 e. Other criminal justice area (e.g., 20-21/99 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.

v			Part-	
a.	TOTAL EMPLOYMENT,			26-28 29-31/9s 32-34
ь.	Chief and assistant chief defender(s)		-	35-37/9s
c.	Assistant defenders			38-40) · 41-43/9s 44-46
ď,	Investigators (on your payroll)		2	47-49/9s 50-52
e.	Investigators (detailed to your office)		0	53-55/9s 56-57
f.	Paralegals (excluding law students)	v <u>. 4 </u>		58-59/99
g.	Rehabilitative services staff (excluding	•		60-61
	secretarial personnel)	` 		62-63/99 64-65
	Secretaries/typists/stenographers			66 - 67/99 . 68 - 69
r.	All other personnel (please specify:)	*		70-71/99

79-80/05

	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 <u>part-time</u> assistant defenders work (as defenders)? Please enter "O" 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.	The state of the s	
	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?	16-17/9º
0.	이 그렇게 살아가 한 것을 하는데 하는데 하면 하고 하고 있다고 하다면 하다 나를 다고	
65°. "	How many assistant defenders were employed by your office on June 30, 1974?	18-19/99
w.		
66.	What are the minimum and maximum annual salaries for assistant defenders at your office?	and the second s
	a. Minimum \$	20-24/9s
	b. Maximum	25-29/9s

Does your office utilize law students?	No	. 1	
	Yes	. 2	30/
IF YOU ANSWERED "YES" TO Q. 67, PLEASE ANSWER Q. 68 AND OTHERWISE, PLEASE SKIP TO Q. 70.	69.		
68. How many law students usually work at your office?			
a. Number of law students connected with clinical			
law program (i.e., legal interns)			31-32/9
Number of law students NOT connected with clinical law program.			
program			33-34/9
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 or		1	39/2
f. Representation of misdemeanor clients, under supervision			
g. Representation of felony clients, unde		1	40/2
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 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.). . . 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? 51-56/9s b. Number of felony cases 57-62/9s c. Number of non-traffic 63-68/9s d. Number of juvenile 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
	е.	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
4		원이 그리는 없다고 있어뿐 글림을하는 나는 것이	l v salitar

76. Approximately what number of appellate cases did your office

50-54/9s

lease indicate whi	ch description	best fits y	our office:	į.		
Office is part	f a atata sub	lia dafandan	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	10		
Office is part	or a scace pub	ric deteudet	system		1	
Office is local	or county-base	ed	/		2	•
Attorney(s) unde	er government	contract to	provide /		24	
defense for ind	200		- #		3	
Private attorne	v(c) affilitat	ed with a la	s school pr	oorem		
			w sendor pr	ogram,		ø ja
Legal Aid Socie	ty (Criminal D	ivision)	· ·/· · ·		5	
Other (please sp	pecify:)	• • • • •			6	,
		V				. e
		The state of the s	1		hiran pagada	0
			. //			
			9			
n what year was you	r particular	defender of∉	o o o o o o o o o o o o o o o o o o o	shed?	19	56-
n what year was you	ir particular (defender of	ice establi	shed?	19	56-:
		0		shed?	19	56-5
n what year was you lease list the cour		0		shed?	19	56 -:
		0			19	56 - 5
		0			19	56-:
	nties served by	y your offic			19	56 -:
	nties served by	y your offic			19	56 -:
	nties served by	y your offic			19	56 ;
	nties served by	y your offic			19	56-4
	nties served by	y your offic			19	56-4
	nties served by	y your offic			19	56 -:

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							
4dminise	Plannin	Legal Reso	Appeal Advice	Trainir.	Other	NONE	
. 1	, 2	3	4	5	6	7	10/8
. 1	2	3	4	5	6	7	11/8
			3				
. 1	2	3	4	5	٠ 6	7	12/8
	H ₁						
		. J				<i>(</i>	13/8
j L	2 "	. 3	4	5	6		14/8
1	2	3		5	6	7	15/8
. 1	2	3	4	5	6	7	16/8
., 1	2	3	4	5	6	.7	17/8
1	2	3	4	5	6	7	18/8
. 1	2	3	4	5	6	7	19/8
1	2		4	5	6	7	20/8
		. 1 2 . 1 2 . 1 2 . 1 2 . 1 2 . 1 2 . 1 2 . 1 2 . 1 2				. 1 2 3 4 5 6 . 1 2 3 4 5 6	. 1 2 3 4 5 6 7 . 1 2 3 4 5 6 7 . 1 2 3 4 5 6 7 . 1 2 3 4 5 6 7 . 1 2 3 4 5 6 7 . 1 2 3 4 5 6 7 . 1 2 3 4 5 6 7 . 1 2 3 4 5 6 7 . 1 2 3 4 5 6 7 . 1 2 3 4 5 6 7 . 1 2 3 4 5 6 7 . 1 2 3 4 5 6 7 . 1 2 3 4 5 6 7 . 1 2 3 4 5 6 7 . 1 2 3 4 5 6 7 . 1 2 3 4 5 6 7 . 1 2 3 4 5 6 7 . 1 2 3 4 5 6 7 . 1 2 3 4 5 6 7 . 1 2 3 4 5 6 7

79-80/07

Expenditures

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

81. Total annual office expenditures for the last complete 21-28/9s

82. Annual payrold expenditures for the last complete 29-36/9s fiscal year (salaries and fringe benefits).

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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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.

James M. Kretz
Director
Survey Operations Division

OMB No.: 043-875032

Approval Expires: July 31, 1976

LEAA No.: 3600-7

BSSR No.: 46716 1-5 7 ID 6-9

10/7

11/7

12/7

13/7

14/7

15/7

16/8

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.

			RA	NK
	a.	Inadequate number of authorized positions		 ,
	b.	Inability to achieve or maintain authorized strength	-	
(c.	High (excessive) turnover		
•	d.	Inadequate training of personnel		
	e.	Inadequate representation of minorities or women on force		
	f.	Other (please specify:)		·
•		at do you feel is the major factor contributing to the manpower	٠,	
•		at do you feel is the <u>major</u> factor contributing to the manpower oblem you ranked "most serious" (i.e., ranked "1") in Q. 1? General lack of qualified applicants		1
•		oblem you ranked "most serious" (i.e., ranked "1") in Q. 1?	• . •	
•		General lack of qualified applicants	• •	2
		General lack of qualified applicants		2 3 4
		General lack of qualified applicants		2 3 4
		General lack of qualified applicants		2 3 4 5

JMK: em/

_	Paris services 1 officers (chards and silver from 1	
a.	Basic correctional officers (guards and other first-line custody or security personnel)	17/
F ₄	Supervisory correctional officers (first-line supervisors	,
	of guard, other custody, or security force)	18,
c.,	Middle management (correctional or guard force members	, d
	above first-line supervisors, but below assistant or deputy administrator)	19,
		+21
d.		0.0
	administrator(s)	20,
ė.	Psychiatrists	21,
£	Medical doctors	22,
**	The died of the contract of th	24,
g.	Nurses	23,
h.	Psychologists	24,
i.	Social workers	<i>⊮</i> 25∤
j.	Other counselors	- 2 6.
1.	Case aides	27/
k.		
10	Vocational teachers	28/
m.	Academic teachers	29/
		0
n.	Physical facilities maintenance personnel	30/
ο,	Food service personnel	31,
		20
р.	Secretaries/typists/stenographers	32,
q.	Other (please specify:)	33/
		- 1 42 본 - 11
		: :: :: : : : : : : : : : : : : : : :
r.	NO CRITICAL SHORTAGES IN ANY OF THE ABOVE CATEGORIES 1	34/

4. During the three years enfore the current recession (i.e., the years 1971-1974), how serious a problem were voluntary resignations among the following categories of personnel?

				Moderate Problem				
	Correctional officers	(6)				f		
a.	(basic and		* 9 6	7	D #	and the second	7	
Tr.	supervisory)	. 1	2	3	4	5	6	35/7
b .	Educational personnel	· 1	2 "	3	4	5	6	36/7
C .	Treatment personnel		2	3	4	5	6	37/7
d . ″	Medical personnel	150	2	3	4	5	6	38/7
			s -				given a medical	8 B
5.	During the three years by years 1971-1974), did yo of qualified applicants	our instit	ution ha	ve an ade	quate su	pply		
		9	9				Does	en eggi
					\$		Not .	
erapris en	to the second se		The second secon		\mathcal{B}	No Yes	Apply	$\boldsymbol{u}^{(i)}$
		. Correct	ional of	× 21 1				# 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
			n only)			1 2	. 3	39/4
#**	b	. Educați	onal per	sonnel .		1 2	3	40/4
		. Treatme	nt perso	nnel		1 2	3	41/4
		. Medical	personn	el	* * *	1 2	3	42/4
							7 - P	
6.	What was this facility categories on June 30,				followi	ng		
	a. Number of correc and supervisory)				• • • •			43-46/9
>	b. Number of freatm workers, counsel	ent person ors)			s, socia	The first of the second		47-49/9
	c. Number of educate academic)	ional pers		ocational				50-52/9
	d. Number of medica	l personne	1 (docto	rs and nu	rses) .			53-55/9
	e. All other person			rícal, fo	od servi	ce,		56-58/9

maintenance personnel, and so on)

7. In your judgment, how many employees in each of the following categories would you need to fulfill effectively <u>all</u> the duties and responsibilities with which you are charged in administering your facility?	. 0
a. Total number of correctional officers (basic and supervisory)	
- b. Total number of treatment personnel (psychiatrists, social workers, counselors)	59-62/9s
c. Total number of educational personnel (vocational,	63-65/9 ₈
d. Total number of medical personnel (doctors and nurses)	. 66-68/9s
e. Total number of other personnel (including clerical, food service, maintenance personnel and so on)	69-71/9s 72-74/9s
8. How many employees do you actually expect to have on the payroll	79-80/01 BEGIN CARD 2
a. Number of correctional personnel (basic and supervisory)	
b. Number of treatment personnel (psychiatrists, social workers, counselors)	. 10-13/9s
	14-16.
transcript educational personnel (vocational, academic) (17-19/9s
doctors and nurses)	20-22/9s
e. All other personnel (including clerical, food service, maintenance personnel and so on)	23-25/9s
	Repair of the second se

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 a is the minimum education a corr to joining your correctional fo	ectional officer should have prior	
Less than high	school diploma	. 1
High school di	ploma	
l cear of coll	ege	. 3
. 2 or 3 years o	f college	4
Bachelor's deg	ree	. 5
Education requ	irement not relevant to the job	. 6
10% What is the minimum education officers at your facility?		
	No minimum required	1.
	Less than high school diploma	2
game .	High school diploma	3
	1 year of college	4
	2 or 3 years of college	5
	Bachelor's degree	6
	Other (please specify:)	7
0.		

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

26/7

27/8

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? 29/6 YES, the issue has come up, and the physical entry standards have been revised 3 but the physical entry standards have NOT been revised 4 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 "O.") 30-33/9s Hours: IF YOUR FACILITY AS 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 "O.") 34-37/9s IF YOU ENTERED "O" 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 . . . Yes, probably . . . 2 Probably not 3 Definitely not . . . 4 38/€ Don't know 5 IF YOU ANSWERED Q. 15, PLEASE SKIP TO Q. 22. 16. Is formal entry level training provided to every new correctional officer? No, not provided to new correctional officers 17. Where do your new correctional officers take their formal entry level training? (Please circle all that apply.) Within the facility 41/ b. At another correctional facility . 42/ c. at a local educational institution d. At a regional training facility 1 e. At a state training facility 1 45/ f. Other (please specify:) 1

18.	Where will your new correctional officers probably take their formal entry level training two years from now? (Please circle all that apply.)		0
v in V	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.	_o 51/2
19.	Has the length of formal entry level training provided for your new correctional officers changed in the past five years?		
4	No, length unchanged	1	e de la companya de l
	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?		9
	No, no change expected	1	
	Yes, length expected to increase	2	
	Yes, length expected to decrease	3	
	Don't know	4	53/5

	<pre>1e all that apply.)</pre>	
	. Departmental policies and procedures	54
· E	. Report writing and preparation	55
c	Correctional law	56
d	. Principles of corrections	57
ę	. Security and weapons training	58
: f	. Supervision of prisoners	59
° , • 8	. Control and prevention of escapes and disturbances 1	60
	. Physical training and self defense	6
: i	. First aid and emergency medical treatment	6:
	. Counseling techniques	6:
1	. Vocational counseling	64
	. Race relations	" 6 .
τ	. Alcohol or drug treatment programs	6
1	. Other (please specify:)	6

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
	그들의 불호수에 일찍을 보여 있다. 이번 선택이 다시다 나는 한 시민 모양이다.	
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	33/2
	b. At another correctional facility 1	34/2
•	c. At a local educational institution	35/2
	d. At a regional training facility 1	· · · · · · 36/2
	e. At a state training facility 1	37/2
	f. Other (please specify:)	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	39/2
	b. Report writing and preparation	40/2
ne e	c. Correctional law	41/2
A to the second	d. Principles of corrections 1	42/7
ie.	e. Security and weapons training	43/2
	f. Supervision of prisoners	44/2
	g. Control and prevention of disturbances and escapes 1	45/2
e e	M. Physical training and self defense	46/2
	i. First aid and emergency medical treatment	47/2
	ja Counseling techniques	48/2
	k. Vocational counseling	49/:
. 6	1. Race relations	50/2
	m. Alcohol or drug treatment programs	51/6 i
	n. Other (please specify:)	52/2

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

		D			Moderate Emphasis	Little Emphasis		
a.	Departmental policies and procedures	•	•	1	2	3	7	53/4
ъ.	Report writing and preparation		•	1	2	3 Ž		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	ء ٠.•	. •	1	2	. 3	<i>b</i>	58/4
g.	Control and prevention of escapes and disturbances	•	•	e 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	2	62/4
k.	Vocational counseling	•		1.	2	3		63/4
	Race relations				2	3		64/4
	Alcohol or drug treatment programs				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-s	service training	• • • • • • •	. 1	
Will increase i	.t			
Will leave it u	inchanged		. 3	
Will decrease i	t		. 4	
Til terminate	in-service train	ing	. 5	
	ning is not now begun			<u>s</u>
Other (please s	specify:)	• • • • •	. 7	67/8

IF <u>NEITHER</u> FORMAL ENTRY LEVEL <u>NOR</u> 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

		Serious <u>Limitation</u>	Moderate Limitation I	Not a Limitation	
a i	Workload frequently prevents release of correctional officers for training		2 0	3	68
).	Workload frequently prevents release of senior staff to provide training			3	69
:.	Inadequate training budget	1	2	3	70
•	Necessary training resources are not available locally	1	2	3	s 71
•	Other (please specify:)	1	2	3	72.
					. 6
					a - 1
•	On the whole, how satisfied are you wi for your facility?	th all aspe	cts of train	ing	
		Extremely	satisfied .	1	ရေး ်ရ (၂)
		Very satis	fied	2	
		Satisfied	• • • •	3	j÷ Njaronij
		Dissatisfi	ed	4	
	A STATE OF THE STA	Very dissa	tisfied	5	
		Extremely	dissatisfied	6	73
		5 V			
<u> </u>	tinuing Academic Education				
<u> </u>	* * * * * * * * * * * * * * * * * * *				
2.	In your judgment, should your institut officers to pursue a college degree prtheir correctional careers?	ion encoura ogram once	ge correctio they have be	na I gun	
	Should stron	gly encoura	ge		
∴ -e.					
	Should encou	rage		2	•

Is not a matter for the institution to

74/5

79-80/0

CONTINUED

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?		
	경기에 집안함되고 (k. 말라고 있다.) 하는 그리고 그 글로 이 (m. .) 사는 스트	•	
	No, should not be required	L	
	Yes, should be required prior to being considered for	•	
	promotion	2	
sy i	Yes, should be required immediately following promotion	3	21
			•
37.	Do you <u>currently require</u> that a special course for supervisors be completed?		
	No	1	
	Yes, prior to being considered for promotion	2	
	Yes, immediately following promotion	3	22
	지ト 보고 있는데 아는 돈 만든다. 그리 노인 회에 그들은 맛요? 그		
Ope:	rations and Manpower Requirements		
	경기 기계 기계 시간 기계 경기 기계		
38.	Based upon your experience in corrections, would you support or	Assertation	
	oppose the training of correctional officers for inmata		
	그리고 그 전 맞이 불통을 하고 있다면 하면 하는 사람들은 중요한 이번 기계를 하다.		1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
	Would strongly support		\$4
ï	Would support	2	
	Would neither support nor oppose	3	
	Would oppose	4	
	Would strongly oppose	5	23
	하는 이번의 문혹 그렇지만 일으로 취득하면도 모르는 전에 하고 모르는 것이 없다.		
39.	Do you currently assign major counseling responsibilities to		
	correctional officers?		
	Yes, most correctional officers	1	
	Yes, to selected correctional officers	2	
all the County	No, to none	. 3	24
	요. 이 경영 보고 있는 경영 (1) 12 12 12 12 12 12 12 12 12 12 12 12 12		
	보이 책 하게 하는 그는 장이 제어가는 끝나고 쌀이 있는 것이다. 그는 그들은 한 장이 하는 몇 년 때 그는 것이다. 그는 사람이 하는 것이 살아 나를 하는 것이다.	10.4	
11 (1.2 × 1.7)	TE YOU ASSIGN MAJOR COUNSELING RESPONSIBILITIES TO ANY CORRECTIONAL]	
	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	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	
Das Other (please specify:)	30/2
41. Approximately what percentage of your total number of correctional officers have received specialized training in counseling techniques?	% 31-32/99
a. Psychiatrists	33/2
b. Psychologists	1 34/2
c. Social workers	1 35/2
d. Case aides or lay counselors 4	1 36/2
e. Vocational teachers	1 37/2
f. Academic teachers	1 38/2
g. Ex-offenders	1 939/2
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.)

		Perf	ivity ormed ower		Activit NOT Per		
		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		43/
c.	Medical services	1	2	3	4	5	44/
d.	Institutional industries programs	1	2	3	4	5	45/
	Vocational education	1	2	3	4	5	46/
e.	Academic teaching programs	1	2	3	4	5	47/
f.	Recreational programs	1	2	3	4	5	48/
g. h.	Alcohol or drug treatment programs	1	2	3	4	5. 5. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1.	49/
i.	Psychological counseling	. 1	2	3	4	5	50/
j.	Pre-release counseling	. 1	2	3	4	5	51/
	Family counseling	. 1	2	3	4	5	52/
	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,
٥.	Administration of community-based facilities or halfway houses	. 1	2	3	4	5	56,
р.	Administrative services	.0 1	2	3	4	5	57.
ď.	and the same and the same	. 1	2	3	4	5	58

그림에는 사람들이 가는 사람들이 되었다. 그는 사람들은 사람들은 생각을 하는 것들이 되었다. 그는 사람들은 사람들은 사람들은 사람들은 사람들은 사람들은 사람들은 사람들은	
44. Do you employ ex-offenders at your facility?	Work and Study Release Programs
	MOIR and Beddy Release Programs
Yes . Yes	
그는 사람들은 사람들이 있다면 하는 사람들이 많아 말라고 말라면 하셨습니다. 하는 사람들은 하는 하는 하는 사람들이 하는 사람들이 하는 사람들이 하는 사람들이 하는 사람들이 되었다.	47. During the past five years has any type of work release program
No, due to legal constraints 2	been started at your facility?
그러분이 그는 사람들은 동요 하나는 동안 하는 이 사람들이 하셨다. 동안 하는 사람들이 가득 동안 위험을 하는 것이 하는 것이다. 그는 사람들이 나를 하는 것이다.	
No, due to departmental policy 3	(The term "work release" refers to any program in which offenders
No, for other reasons (please specify:) 4 59/5	are permitted to leave the correctional facility to week at some
59/5	form of gainful employment, and return to the facility after work.)
	YES, a work release program:
TE VOIL ANGUEDED HYEGH TO O	Was started as a pilot project, but was subsequently
IF YOU ANSWERED "YES" TO Q. 44, PLEASE ANSWER Q. 45. OTHERWISE, PLEASE SKIP TO Q. 46.	terminated
1	
45. How many ex-offenders do you currently employ?	Was started as a pilot project and is still in operation , 2
	Was started as a regular program, but was subsequently
Number: 60-63/9s	terminated
46. Within the part tree many	Was started as a regular program and is still in operation 4
46. Within the next two years, do you expect to change your employment practices regarding ex-offenders?	
The second secon	NO, a work release program:
No, no change expected	Has NOT been adopted, but we plan to start one within the
	next two years
Yes, will begin hiring ex-offenders 2	
,我们就是一个大大,我们就会会会会会会会会会会会会会会会会会会会会会会会会会会会会会会会会会会会会	Has NOT been adopted, but we plan to start a prior project,
Yes, will increase hiring of ex-offenders 3	within the next two years 6
Yes, will decrease hiring of ex-offenders 4 64/5	Has NOT been adopted, and we are NOT planning to start any
1es, will decrease hiring of ex-offenders 4 64/5	within the next two years
	IF YOU CURRENTLY RUN A WORK RELEASE PROGRAM, PLEASE
그가 그는 그 그 그릇은 얼마나 🜓 그리는 마셨는데 하는데 하고 한 말을 하는데 하는데 살아 하는데 하는데 그는데 모든데 다른데 📳	ANSWER Q. 48. OTHERWISE, PLEASE SKIP TO Q. 49
	48. Has the adoption of a work release program changed your man-
요요. 그는 그렇게 되어 많아왔다. 그런데 하는 것은 하는 사람들이 모든 사람들이 되었다. 그는 사람들이 되었다.	power requirements, either in number of personnel or in types
[Hearth Control of the Control of t	of skills required?
그 이번 살아는 사고 하는 사람들은 이 하다고 되었습니다. 이 그리는 사람들은 이 분들은 사람들은 사람들이 되었다.	
그는 물통 보통한 경험을 받았다. 항공하는 사람들이 보고 있는데 보고 가득했다. 그는 회원 회원을 된다고 있는 모든 사람이 하였다.	YES, manpower requirements changed:
도면 말한다. 사용 하다 보는 경기 없는 것이라고 보고 하다면 하는 사람들이 되었습니다. 하다는 것 같은 것이라고 보고 모르겠다.	
공기 인 경험을 살 있는 일반이 함 경우가 되고 말면 보는데 이 사람들은 이 보고 말면이 유명한 발문이 받고 그리고 있는데 시간 모양이다.	More personnel were required, with different types of skills
사는 이 경우의 항송 가는 이 전 경우를 가는 하는 이 속으로 하게 하는 사람들이 얼마를 가게 되었다. 그리고 아니라 아니라 다른다.	공의 활성의 사용으로 가는 Navi 전 1명 살아는 것 같아. 한 학자 가는 이 사람들이 가는 가는 사람들이 가는 것을 가는 것 같아. 그렇게 하는 것 같아. 그렇게 하는 것 같아.
[발발] (B. 1986년 1987년) 발로 보고 발발 보고 마다 마다 마다 하는 사람들은 사람들은 사람들이 되는 것 같아. 1987년 [편]	More personnel were required, but with the same types
한 등 한 그 분들 사용 살이 하는 것도 하는데 이 보는데 이 그 이번 이 눈이를 가고 있는데 말하는 것을 하는데 가는데 이어가 되지 않다.	of skills
. 이 기본 가는 그는 그 가는 것이 모든 것이라면 보고 있는 것이다. 그 사람이는 그래에 가는 이 하는 것이 되는데 그는 것이다. 그는 것이다. . 이 기본 사람들은 그는 것을 받는 것이라면 보고 있는데 그는 것이다. 그 사람들은 그리고 있는데 되는데 가는데 되는데 되는데 되는데 되는데 되는데 되는데 되는데 되는데 되는데 되	Only a change in the types of skills was required 3
나는 보다는 그렇게 하는 일반을 만든 사람이 이렇게 되었다. 하는 이번 이렇게 함께 가장 하는 사람이 되었다. 그는 이번 이름이 나를 하는 것이 없다면 하는 것이 없다.	
지근 회의 문제를 가지할 만든데 모양한 그리고 얼마를 만든데 그리를 제한 환경 하지만 말했다고 말했다고 하지 그리고 있었다.	Fewer personnel were required 4
보다 이 교육 전환 전환 아이는 다른 사람들이 되었다. 그리고 그리고 얼마를 모르는 중요를 보는 중요를 모르는 것이다. 그리고 아이는	
보통 사람이 되고 있으면 하는 그들은 그리고 있는 것이 되었다. 그는 그 이 그는 그를 보고 있는 것이 되었다. 그는 그 이 이 그는 내 학생	NO, neither numbers of personnel nor the types of skills required were changed
그리다 그는 악리 하는 조리들의 이렇는 그는 사이가 얼마나랑 원리하게 되었다. 그는 사람들은 사람들은 사람들이 되었다.	required were changed

66/6

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	그렇게 하는 사람들이 하고 기계하고 하는 것은 것들은 가능한 가능 등에서 그 인터를 받는 것은 것이다.		A STATE OF THE STA
) <u>.</u>	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.)		A
	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	
	within the next two years	6	
•	Has <u>NOT</u> been adopted, and we are <u>NOT</u> planning to start any within the next two years	7	(<u>)</u> 67/8
	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 man- power requirements, either in <u>number</u> of personnel <u>or in types</u> of skills required?		
	YES, manpower requirements changed:		
	More personnel were required, with different types of skills		
	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	68/6
			()

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	10-1	11/12
ъ.	Budget and fiscal management (preparing budgets, estimating costs, day-to-day fiscal decisions, budget hearings and so on)	12-	13/12
с.	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
е.	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)	20-2	21/12
g.	Dealing with inmates' families	22-2	23/12
h.	Dealing with the news media (giving information, press conferences, and answering questions for newspapers, radio, and television)	24-:	25/12 ·
1:	Dealing with senior officials at the state and local level	26-:	27/12
j.	Dealing with outside activist groups	28-3	29/12
k.	Other duties and responsibilities (please specify:)		30/9

79-80/04

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espec	upon your experience, what kinds of special courses, works, training sessions, or seminars would you recommend as <u>ially</u> useful for your successors to take? (Please circle that apply.)		0
a.	Correctional administration	. 1	31/2
Ψ'	Facility management		32/2
	Classification/reclassification policies		
	Personnel management		33/2
e.	Labor relations and collective bargaining		34/2
	Budget management/planning and evaluation		35/2
8•	그 <u>있는</u> 사람들이 있는 것들이 되었다. 그는 사람들이 가장 하는 것이 되었다. 그 사람들이 되었다. 그 사람들이 가장 하는 것이다.		36/2
	Drug abuse/alcohol abuse program management	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	37/2
			38/2
1 (1) (1) (2) (3) (4) (4) (4) (4) (4) (4) (4) (4) (4) (4	Griminal law/correctional law	1	39/2
	Criminal law/correctional law	1.	40/2
	Applied criminology and criminalistics		41/2
Comment of the Commen	Personal/family counseling		42,2
	Prevention and control of escapes and disturbances	1 50 m	43/2
	Hostage negotiation		44/2
Att	Community resource development		45/2
P •		1	46/2
· • q.	and custody positions	1	47/2
	Other (please specify()	1.	48/2
″3¢ S.	NONE	1	49/2
			4

D	53.	MOTVS	ich of the following areas have you had special courses, hops, training sessions or seminars? (Please circle all apply.)	
	•	а.	Correctional administration	50/2
		ъ.		51/2
		c.	Classification/reclassification policies	52/2
		d.		53/2
	· · · · ·	e.	Labor relations and collective bargaining	54/2
		f.		55/2
		8.	Vocational education program management	56/2
		h.	Drug abuse/alcohol abuse program management	57/2
	· ' .	· i.	Juvenile services	-58/2
		j.	Criminal law/correctional law	59/2
		k.	Applied criminology and criminalistics	60/2
	· .	1.	Personal/family counseling	61/2
		5 m.	Prevention and control of escapes and disturbances 1	62/2
		n.	Hostage negotiation	63/2
		٥.	Community resource development	64/2
		р.	Race/ethnic relations	65/2
	*	q.	The use of women in security and custody positions 1	66/2
		r.	Other (please specify:)	67/2
				01/2
	•	s.	NONE	68/2

54.	for your i	ant do you think each of the following are as goals nstitution or facility? Please rank them, using "1" st important, "2" for the next most important, and so on.	
		RANK	
	a.	Vocational training	69/8
	ь.	Rehabilitation of offenders	70/8
	c.	Inmate maintenance (adequate housing, food, medical care)	71/8
ü	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
		on, and policies of correctional facilities/institutions (local, county, and state)? A great deal of improvement 1	
		Some improvement 2	
		Little or no improvement 3	76/4
6.		u consider to be the major obstacle to the proper tion of justice in your jurisdiction?	
W.			77-78/99
			70.00/05

Bacl	<u>kground</u>		
57	Please record your:		
٠, ٢٠	a. Age:		10-11/99
	b. Sex: (please circle) M	F	12/3
J	c. Color or race:		
	White	1	
	Black		
	Other (please specify:)	3	13/4
58.	How were you selected for your current position? (Please circle all that apply to you.)		
		•	14/2
	a. Competitive examination		15/2
	b. Exempt or political appointment c. Other (please specify:)		16/2
	c. Other (please specify:)		10/2
59.	Did you advance to your current position from within your state correctional system, or were you recruited from outside?		
	Promoted from within	i	*
			17/2
	Recruited from outside	2	17/3 1
	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		
	<pre>d current position?</pre>		
•	Adult Facility	1 Ž	er e
	Juvenile facility	€ .	
	Law enforcement agency	3	
	Probation/parole agency	4	10/2
e	Other (please specify:)	.	18/6
		1.0	

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61. In which of the sale.				
61. In which of the following areas have you ever worked? (Please circle all that apply.)			30	66
a. Prosecutor's office	19/2			e '
b. Criminal defense office	20/2			
c. Probation agency	21/2			
d. Parole agency	22/2			
e. Community-based correctional facility 1				
f. Law enforcement agency	23/2			
g. Military police	24/2			
h. MONE OF THE ADOLE	25/2			
h. NONE OF THE ABOVE	26/2			
62. Which of the following positions have you ever held? (Please				
	De de la companya de			.e 6
a. Correctional officer	27/2			
b. Correctional facility treatment or educational worker 1	2042			
C. Assistant or deputy correctional at a constant	2~~2	•]/(
custody	29/2	v, l	N.	
d. Assistant or deputy correctional administrator for treatment	This was a			6
e. Correctional warden supervises	30/2	<u>.</u>	1	
	31/2			
f. None of the above	32/2 -			
3. In all how	THE PROPERTY OF THE PROPERTY O			
3. In all, how many years have you worked in corrections?	33-34/99			
4. How many years have you worked at your present facility?				
(IF LESS THAN SIX MONTHS, PLEASE ENTER "O.")	35-36/99			
5. How many years have now				
5. How many years have you been head of your present facility? (IF LESS THAN SIX MONTHS, PLEASE ENTER "O.")			. • €	= -
	37-38/99			

	33	t :	100	

	No 1	
	Yes 2	3
		,
IF	ANSWERED "YES" IN Q. 66, PLEASE ANSWER Q. 67. OTHERWISE,	
	E SKIP TO Q. 68.	
67.	d you receive financial assistance to continue your schooling	
	com any of the following sources? (Please circle all that oply.)	
		4
	21 - 120 - 1	
	b. G.I. Bill	4
	c. Other federal programs 1	4
	d. State programs	4
	e. The agency or institution you were employed by 1	4
	f. Other financial aid	4
	g. NONE	4
	circle the number indicating your <u>current</u> level of its education.	
	Less than high school diploma	
	High school graduate	
	1 year of college	ſ.,
	2 or 3 years of college	
	Bachelor's degree	
	Some graduate course work	
	Master's degree	
	Graduate work beyond the Master's degree	
	LL.B., J.D. or other law degree	

IF YOU HAVE EARNED AT LEAST ONE COLLEGE DEGREE, PLEAS ANSWER Q. 69. OTHERWISE, PLEASE SKIP TO Q. 70.

	area of specialization for each college degree		()
': a. A.A.:			49-50/9
b. B.A. or B.S.:			
			51-52/9
c. M.A.:			53-54/99
d. Ph.D. or Law degree:			J.
Please circle the neducation prior to	number indicating the extent of your academic starting your corrections career.		55-56/99
	Less than high school diploma	. 01	
	High school graduate	02	
	1 year of college	03	
	2 or 3 years of college		•
	Bachelor's degree		
	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	1.75	57-58/11
you for your cooper pics covered in thi	ation. Any comments you care to make concerning s questionnaire would be most appreciated.		♦ 79 - 80/06

THE TATE OF THE PROPERTY OF TH		INSTITUTION/FACILITY	FACT SHEET	
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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.

	25 222 SS HOURG A WEEK AS PART-TIM	<u></u>	
•		Full- Part- Time Time	
а	. 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
¢.	Supervisory correctional officers (first-line supervisors of guard, other custody, or security force)		30-34 35-39/9s
d.	above first-line supervisors, but below assistant or		40-42
	deputy administrators)		43-45/9s
e.	Correctional administrator and deputy or		46-48
	assistant administrator(s)		49-51/9s
f.	Psychiatrists		52-53
			54-55/99
g.	Medical doctors		56-58 59-61/9s
			62-64
	Nurses	•	65-67/9s
i.	Psychologists		68-70
•			71-73/9s
•			79-80/07
•			10-12
J •	Social workers		13-15/9s ⁻
ς.	Other counselors		16-18
	그러는 것이 그 가입니다는 그러워 가장 하는 사람들은 선생님은 사람들이 되었다. 그는 그를 가장 하는 사람들은 사람들이 되었다.		19-21/9s 22-24
L.,	Case aides		25-27/9s
n.	Vocational teachers		28-30
	vocational teachers		31-33/9s
n.	Academic teachers		34-36
			37-39/9s 40-42
)	Physical facilities maintenance personnel		43-45/9s
) .	Food service personnel	0	46-49
	rood service personnel		50-53/9s
1.	Secretaries/typists/stenographers		54-56
	사람들에 가는 어디에 살아가 있는데 이렇게 가면 되는데 그 👂 맛이 있는데 그를 가는 한 글래마 나 있다.[1977	-	57-59/9s 60-64
•	All other (please specify:)		65-69/9s
	한 <u>- 1860년 왕사라는</u> 일본 사람들이 사라를 가는 경험을 받는다.		
			70 80/00

79-80/08

BEGIN	-
CARD 9	1
	1

			CARD 9
[TE	WILL TO A WON GROUPED FACTUARY DIRECT OVER TO CO.		(*)
IF	THIS IS A NON-SECURED FACILITY, PLEASE SKIP TO Q. 83. 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 <u>hire</u> 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?		20-23/9ε
		en e	1
76.	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	
4.0	No, lateral entrants from other correctional systems are not accepted at all	3	24/4 -
77.	Does thi institution/facility participate in collective bargaining with a union which represents your correctional officers?	8	
	No	1	
	n de la completa de La completa de la co	2	25//3
78.			
	to take a written examination?		
	No	1	
	Yes, stely as a matter of departmental policy	2	
	Yes, required by civil or merit service	3	25 14
	[발표·복제] : [1] : [1] : [1] : [1] : [1] : [2] : [2] : [2] : [3] : [3] : [3] : [4] : [4] : [4] : [4] : [4] : [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? 29-33/9s a. Minimum: 34-38/9s b. Maximum: \$ 82. How is the length of formal entry level training for correctional officers at your facility determined? \cdot () Determined by State correctional department . . . 1 Determined by administrator of facility 2 39/4 Workload and Facilities 83. How many immates or residents was this facility designed 40-43/9s 84. What was the average daily population of this facility 44-48/9s 85. How many inmates or residents were accommodated in this facility on June 30, 1975? 49-53/9s 54-58/9s

			CARL) T(
86.	How many inmates or residents were newly admitted to your facility during the last fiscal year?	0	91. Which of the following best describes the orientation of your facility?	
	Number:	59-63/9s	Reception, classification, diagnostic, hospital, or psychiatric center	:
87.	How many inmates or residents were discharged from your facility during the last fiscol year?		Conventional prison facility	
	Number:	64-68/9s	Farm	
88 -	When was your present physical facility built or converted to use as a correctional institution? (WHEN DATES ARE DIFFERENT,		Forestry camp	
	PLEASE RECORD BOTH.) a. Year built:	69-72/9s	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)	
	b. Year converted:	73-76/9s	Other type of facility (please specify:)	0/8
89.	Sex of immates/residents:	4		
	Male only, 1			
	Female only 2		Expenditures	
	Both sexes 3	14	NOTE: IF PRECISE FIGURES ARE NOT AVAILABLE, PLEASE GIVE YOUR BEST ESTIMATE.	
90.	Which of the following best describes the extent of security in your facility?	and the second s		
	Non-secured	S. C.	92. Total annual facility expenditures for the last complete fiscal year	i/9£
	Minimum security	* Categoriese cate	93. Annual payroll expenditures for the last complete fiscal year (salaries and fringe benefits)	/9s
q	Maximum security 4	ti prose fina	94. Annual operating expenditures for training for the last	
	Other security (please specify:) 5	78/6	complete fiscal year (excluding salary of trainees) \$ 27-34,	/9s
		the state of the s	79-80,	/10
	마이 마스트 (1995년 1일 시간 1일	79-80/09		



NATIONAL MANPOWER SURVEY - CRIMINAL JUSTICE SYSTEM BUREAU OF SOCIAL SCIENCE RESEARCH, INC.

1850 M Street, N. W. Washington, D. C. 20036

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NATIONAL MANPOWER SURVEY - CRIMINAL JUSTICE SYSTEM BUREAU OF SOCIAL SCIENCE RESEARCH, INC. - 1990 M STREET. N. W. - WASHINGTON, D. C. 20035

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Harold Wool Project Director 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 <u>personally</u> 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.

James M. Kretz

Survey Operations Division

OMB No.: 043-S75072

Approval Expires: July 31, 1976

LEAA No.: 3600-7a

BSSR No.: 46717

6-9

1-5

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
<i>.</i>	b. Inability to achieve or maintain authorized strength		11/7
	c. High (excessive) turnover		12/7
	d. Inadequate training of personnel		13/7
e s _e less	e. Inadequate representation of minorities or women on staff		14/7
1	f. Other (please specify:)		15/7
2.	What do you feel is the <u>major</u> factor contributing to the manpower problem you ranked "most serious" (i.e., ranked "l") in Q. 1?		
·.	General lack of qualified applicants		
	Lack of qualified minority or female applicants		
	Inadequate levels of compensation		
	Insufficient funds for training		
	General budgetary problems		
	Limited opportunities for advancement 6		
	Other (please specify:)		16/8
			Visus .

JMK: em1

pply.			
=	a. Child care worker (including other child care staff su	ch	
<u>:</u> "	as houseparents, group supervisors, matrons and other		
	first line custodial staff)	1	17
	b. Staff supervisors (first-line supervisors of		
	child care workers)	1	18
<u>.</u>	c. Director, assistant directors, assistant		
	superintendents, and so on	i	19
			13,
**	d. Psychiatrists	1	20
	e. Medical doctors		
	e. Medical doctors	1	21,
•	f. Nurses	1	22,
	g. Psychologists	. 1	23,
	h. Social workers	. 1	24,
•	i. Other counselors	. 1	25/
	j. Case aides	en e	200
		€ €	26/
	k. Vocational teachers	. 1	27/
	1. Academic teachers	. 1	28/
	m. Physical facilities maintenance personnel	1 7	29/
			चार्ड .
•	n. Food service personnel	. 1	30/
	o. Secretaries/typists/stenographers		
		. <u>L</u>	31/
	p. Other (please specify:)	. 1	32/
		.	
	q. NO CRITICAL SHORTAGES IN ANY OF THE ABOVE CATEGORIES		

the following categories of personnel?		During the three years before the current recession (i.e., the year 1971-1974), how serious a problem were voluntary resignations among the following categories of personnel?	:s,
--	--	--	-----

		or bor	Jounet:				1.5	•
		Critical Problem	Serious Problem	Moderate Problem	Slight Problem	No Problem at All	Does Not Apply	
a.	Americ Antivers Blid				- 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1			
	staff supervisors		2	3 . ,	4	5	6	. 27:75
Ъ.	Educational personnel	. 1	2	3	4	5	6	34/7 35/7
c.,	Treatment personnel .	. 1	2	3	4			
	Medical personnel			.	4	5	6	36/7
			2	3	4	5	6	37/7
5.	During the three years 1971-1974), did your in applicants in the follow	istitution	have an	adequate	on (i.e., supply o	the years f qualifie	đ	

		<u>No</u>	<u>Yes</u>	Does Not <u>Apply</u>	
a.	Child care workers and				Ø.
	staff supervisors		2	3	38/4
b .	Educational personnel	. 1	2	3 / 1	39/4
c.	Treatment personnel	. 1	2	3	40/4
đ.	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	
e,	Ъ.	Number of treatment personnel (psychiatrists, social workers, counselors)	42-44/9s
	c. d.	Number of educational personnel (vocational, academic)	45-47/9s 48-50/9s
	e.	Number of other personnel (including clerical, food service, maintenance personnel, and so on).	51-53/9s

$^{\prime\prime}$	
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?	79-80 BEGI: CARD
a. Number of child care workers (house parents, group supervisors, matrons, etc.) and staff supervisors	()12
b. Number of treatment personnel (psychiatrists, social workers, counselors)	13-15
c. Number of educational personnel (vocational, academic)	16-18
d. Number of medical personnel (doctors and nurses)e. Number of other personnel (including clerical,	19-21
food service, maintenance personnel, and so on)	22-24

Entry Level Standards

9.	Based upon your experience			
	is the minimum education a	child	care worker should	have prior to
	joining your staff?			and the state of t

			Less than high school diploma	1
			High school diploma	2
			l year of college	3
		$M_{ m c} = 1$	2 or 3 years of college	4
	0		Bachelor's degree	5
		. • • • • • • • • • • • • • • • • • • •	Education requirement not relevant to the job	
			Televane to the job	
10.		minimum education no your facility?	required of new child care	
	WOLKELS AL	your facility:		
			No minimum required	1

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 adopt	ed	4

Less than high school diploma. . . 2 1 year of college. 4 2 or 3 years of college. 5 Bachelor's degree. 6 Other (please specify:) 7

27/5

25/7

26/8

				الم
low many hours of fo	rmal (i.e., other than on	-the-job) basic	***	
The state of the s	are usually provided to			
	oyees? (IF YOU HAVE NO F	ORMAL ORIENTATION		· · · · · · · · · · · · · · · · · · ·
COURSE, PLEASE ENTER	"0.")			
		Hours:		28-30
low many hours of fo	rmal (i.e., other than on	-the-ich) entry level		
	ide for your new child ca			
	NTRY-LEVEL TRAINING FOR C			
PLEASE ENTER "O.")				
		Hours:		31-33
IF YOUR ENTERED "O	" IN Q. 13, PLEASE ANSWER	Q. 14.		7.7.7
OTHERWISE, PLEASE	SKIP TO Q. 15.			
	o begin providing any for			
training for yo	o begin providing any for ur new child care workers			
		within the next		0
training for yo		Yes, definitely		0
training for yo		within the next		O
training for yo		Yes, definitely Yes, probably	2	0
training for yo		Yes, definitely Yes, probably Probably not	2	0
training for yo		Yes, definitely Yes, probably Probably not Definitely not	2 3 4	0
training for yo		Yes, definitely Yes, probably Probably not	2	34
training for yo	ur new child care workers	Yes, definitely Yes, probably Probably not Definitely not Don't know	2 3 4	34
training for yo	ur new child care workers	Yes, definitely Yes, probably Probably not Definitely not Don't know	2 3 4	34
training for yo	ur new child care workers	Yes, definitely Yes, probably Probably not Definitely not Don't know	2 3 4	34
training for yo	ur new child care workers	Yes, definitely Yes, probably Probably not Definitely not Don't know	2 3 4	34
training for yo two years?	ur new child care workers	Yes, definitely Yes, probably Probably not Definitely not Don't know OU ANSWERED Q. 14, SE SKIP TO Q. 21.	2 3 4	34
training for yo two years?	ur new child care workers	Yes, definitely Yes, probably Probably not Definitely not Don't know OU ANSWERED Q. 14, SE SKIP TO Q. 21.	2 3 4	34
training for yo two years?	TF YOU PLEA	Yes, definitely Yes, probably Probably not Definitely not Don't know OU ANSWERED Q. 14, SE SKIP TO Q. 21.	2 3 4 5	34
training for yo two years?	TF YOU PLEA	Yes, definitely Yes, probably Probably not Definitely not Don't know OU ANSWERED Q. 14, SE SKIP TO Q. 21.	2 3 4 5	34
training for yo two years?	TF YOU PLEATED TO THE TO THE TENT OF THE T	Yes, definitely Yes, probably Probably not Definitely not Don't know OU ANSWERED Q. 14, SE SKIP TO Q. 21. ery new child care child care workers	2 3 4 5	34
training for yo two years?	TF YOU PLEA	Yes, definitely Yes, probably Probably not Definitely not Don't know OU ANSWERED Q. 14, SE SKIP TO Q. 21. ery new child care child care workers	2 3 4 5	34

	raining? (Please circle all that apply.)	1.	36/2
	a. Within the facility		
	b. At another correctional facility		37/2
	c. At a local educational institution		38/2
	d. At a regional training facility		39/2
1)	e. At a state training facility		40/2
•	f. Other (please specify:)	1	41/2
	nere will your new child care workers probably take their formal entrevel training two years from now? (Please circle all that apply.)	F y 30	
	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
i. Jakoberta	e. At a state training facility	1	46/2
	f. Other (please specify:)	\mathbf{I}_{θ}^{q}	47/2
e			
	as the length of formal entry level training provided for your new hild care workers changed in the past five years?		
•	No, length unchanged	1	
	Yes, length increased	2	
	Yes, length decreased	03	48/4

19. Do you expect that the length of formal entry level training provided to your new child care workers will be changed duri the next two years?		()
No, no change expected	1	en étal de la constante de la
Yes, length expected to incre	ease2	TTTPOPPAGESTURE AND A
Yes, length expected to decr	ease3	
Don't know	4	49/
20. Which of the following areas are covered in the formal entry training provided to your new child care workers? (Please call that apply.)	level ircle	
a. Departmental policies and procedures	1	50/
b. Report writing and preparation		51/
c. Juvenile and family law		52/
조네트 이번 말에 되었다. 목록하면 그는 그는 나는 나는 사람들이 살아 있다.		
d. Child and adolescent psychology		· () _{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 treatm	ment 1	58/
j. Counseling techniques	1 ,	59/
k. Vocational counseling	1	60/
1. Race relations	1	61/
m. Alcohol or drug treatment programs	· · · · · · · · · · · · · · · · · · ·	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?

			Moderate Emphasis		
a.	Departmental policies and procedures	1	2	. 3	64/4
ъ.	Report writing and preparation	1	2	3	65/4
c.	Juvenile and family law	1	2	3	66/4
đ.	Child and adolescent psychology	1	2	3	67/4
е.	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
.1.	Race relations	. 1	2	3	75/4
m.	Alcohol or drug treatment programs	1	2	3	76/4
n.	Other (plase specify:):	1	2	3	77/4
					♦

79-80/02

()

Formal In-Service Training

22. Is formal in-service training provided to your experienced child

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

> 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.)

а.	Within the facility	17/2
	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.)

	а.	Departmental policies and procedures 1	23/
	Ь.	Report writing and preparation 1	24/
	c.	Juvenile and family law 1	25/:
. ja	d.	Child and adolescent psychology 1	26/2
		Supervision of juveniles 1	27/2
		Maintenance of discipline 1	28/2
		Management of disruptive behavior 1	29/2
	ì.		
. j		First aid and emergency medical treatment 1	30/2
		Counseling techniques	31/2
	100	Vocational counseling	32/2
		Race relations	33/2
m		Alcohol or drug treatment programs 1	34/2
			35/2
***	•	Other (please specify:) 1	36/2

4/.	How much emphasis	in formal in a		
	of the fall-	in formal in-service	training do you	think each
	or the lottowing	areas should receive?	· · · · · · · · · · · · · · · · · · ·	

		Strong Emphasis	Moderate Emphasis	Little Emphasis	to improvement and the desired special
а	Departmental policies and procedures	1	2	3	37/
Ъ.	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	
e.		1	2	3	40/
f.	Maintenance of discipline	1	2	3	41/
g.	Management of disruptive behavior		2		42/
h.	Methods of sex education		2	3	43/
	First aid and emergency medical treatment			3	44/
4 11	Counseling techniques		2	3 -	()45/
	Vocational counseling	1	2	3	46/
	Race relations.	L	2	3	47/
	Alcohol or drug freatment programs		2	3	48/
	그는 이 전도 이 전통 경기를 보고 있다. 그렇게 되었다. 그 사람들은 그 사람들은 바람이에 모든 이상 이	1	2	3	49/4
	Other (please specify:)	1	2	3	050/4

	-13-	art in the second			
28. Within the next two year	s, do you expect a c	hange in th	e formal		
in-service training prov	ided for your experi	enced child	care worke	rs?	
	Will begin in-	service tra	ining	1	
	Will increase	1t		2	
	Will leave it			2	
	WITT YEAVE IC	unchanged .	• • • • •	3	
	Will decrease	4 +		/.	
	W-41 40010436			• • •	
	Will terminate	in-service	trainine.	5	
	In-service tra	ining is no	t now		
	provided nor w			6	
	Other (please	specify:) .		7	51/8
					4
는 보기에는 한 시간, 3 일 하는 것,					
				•	
IF NEITHER FORMAL ENTRY	Y-LEVEL <u>NOR</u> FORMAL I	N-SERVICE TI	RAINING IS		•
PROVIDED TO YOUR CHILD		E SKIP TO Q	. 31.		
OTHERWISE, PLEASE CONT	LNUE.		السنسسا		•
29. In your opinion, to what	extent is each of the	he following	. fastawa a		
limitation on the overall					
facility?		raturng tot	your		
보냈다. 그 아이들의 모든 생각이		Serious	Moderate	Not a	
			Marilla Salara Salara	Limitation	
			The state of the s		
a. Workload frequently pre	vents release				
of child care workers f		1	2	3	52/4
b. Workload frequently pre	vents release				*
of senior staff to prov	ide training	1	2	3	53/4
				•	
c. Inadequate training bud	get	1	2	3	54/4
d. Necessary training reso					ing the state of t
available locally		4	2	. 3	55/4
레르 시장 그들은 학생이 하는데					
e. Other (please specify:)			2	3	56/4

30. On the whole, how satisfied are you with all aspects of training for your facility?		€ 33
Extremely satisfied	1	
Very satisfied	2	
Satisfied	3	And the second s
Dissatisfied	4	And the second s
Very dissatisfied	5	and the second s
Extremely dissatisfied.	6 57/7	A Company of the Comp
Continuing Academic Education		And the state of t
		Alexandra (Alexandra (
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	Pr
Is not a matter for the institution to take a stand on	13	34
이번도 이번 하는 것이 하고 하는 사람이 되는 사람들은 살이 되었다.		
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)		
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
Ъ.	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
n 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

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

completed?

79-80/0

70/4

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.)

								•
		Per	tivity formed	and	Activi <u>NOT</u> Per	ty Is formed,		
		Increase	Stay about the Same	Doczease	and probably will NOT be added during the next 2 years	but probably WILL be added during the next 2 years		
a. Ju	venile custody	1	2	3	4	5	•	10/6
ь. С	lassification and evaluation of uveniles	, 1	2	3	<u>.</u> ., 4	5	•	11/6
· •			- 4		•			12/6
	edical services	1	2	3	4	5		•
	ocational education	1	2	3	y 4	5		13/6
	cademic teaching programs	1	2	3	4	5		14/6
f. Re	ecreational programs	1	2	3	4	5		15/6
g. Al	lcohol or drug treatment programs	1	2	3	4	5		16/6
h. Ps	sychological counseling	1	2	3	4	5		17/6
i. Pı	re-release counseling	1.	2	3	4	.5		18/6
j. Fa	amily counseling	1	2	3	4	5		19/6
k. Jo	ob counseling and job placement	1	2	3	4	5		20/6
1. W	ork release programs	1	2	3	4	5		21/6
m. St	tudy release programs	1	2 ,,	3	4	5		22/6
n. Ac	lministration of community-based		انين	0				
fa	acilities or halfway houses	1	2	3	4	5		23/6
o. Ac	dministrative services	1	2	3	4	5		24/6
p. Ot	ther (please specify:)	1	2	3	4	5		25/6

D

care workers? Yes, to most child care workers	1	
Yes, to selected child care workers.	2	20
No, to none		26
IF YOU ASSIGN MAJOR COUNSELING RESPONSIBILITIES TO ANY CHILD CAR WORKERS, PLEASE ANSWER Q. 39. OTHERWISE, PLEASE SKIP TO Q. 41.	- A -	
39. Do your child care workers receive training for their counsel duties? (Please circle all that apply.)	ling	
a. No, no specialized training is required for child care		
workers serving as counselors	1	27
b. Yes, part of basic entry level training	1	28
c. Yes, special in-service training course	1	29
d. Yes, child care workers are encouraged to enroll in	in the second	
college programs	1	30
e. Yes, special course at a state training facility		•
e. Yes, special course at a state training facility		•
	1 ₀	•
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	1 ₀	•
IF YOU ANSWERED "NO" TO Q. 39, PLEASE SKIP TO Q. 41. OTHERWISE, PLEASE ANSWER Q. 40.	1 ₀	31 32 ()
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?	1 ₀	33-34
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? Which of the following do you utilize as counselors? (Please circle all that apply.) a. Psychiatrists.	1 ₀	33-34
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? Which of the following do you utilize as counselors? (Please circle all that apply.) a. Psychiatrists. b. Psychologists.	1 ₀	33-34 33-34 35 36
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? Which of the following do you utilize as counselors? (Please circle all that apply.) a. Psychiatrists. b. Psychologists. c. Social workers.	- % - % - 1 - 1	33-34 35-36 36
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?	1 1 1	33-34 35-36 37-38
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? Which of the following do you utilize as counselors? (Please circle all that apply.) a. Psychiatrists. b. Psychologists. c. Social workers d. Case aides or lay counselors	1 1 1	33-34 35-36 37-38 39
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?	1 1 1	33-34 35-36 37-38

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:	
ř	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
	IF YOU CURRENTLY RUN A WORK RELEASE PROGRAM, PLEASE ANSWER Q. 43. OTHERWISE, PLEASE SKIP TO Q. 44.	
	The the adenter of a real value around shound your	
*	43. Has the adoption of a work release program changed your manpower requirements, either in <u>number</u> of personnel <u>or</u>	
	in types of skills required?	
	YES, manpower requirements changed:	
r	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

43/8

	이 그는 내가 되는 사람들이 하는 것이 되는 것으로 그는 그릇이 있습니다. 그는 그는 그는 그를 보고 있는 것이 되는 것이다. 그는 것이 없는 것이다.		
4.	During the past five years, has any type of study release program been started at your facility?		
* 0	(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.	ĺ	
	Was started as a pilot project, and is still in operation	2	
	Was started as a regular program, but was subsequently terminated.		
	Was started as a regular program, and is still in operation 4	3 +	
	NO, a study release program:		
	Has NOT been adopted, but we plan to start one within the next two years.		
	Has <u>NOT</u> been adopted, but we plan to start a pilot project within the next two years		
	within the next two years .	•	
			4()
	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 <u>number</u> of personnel or in <u>types</u> of skills?		
	YES, manpower requirements changed:	erener	
vá	More personnel were required, with different types of skills		
	More personnel were required, but with the same types of skills.		6
in the second	Only a change in the types of skills was required		
	Fewer personnel were required		
	NO, neither numbers of personnel nor the types of skills required was changed		*
•			46/6

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

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
ъ.	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

(.)

.7.	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	57/2
	d. Personnel management	L 58/2
	e. Labor relations and collective bargaining]	L 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	63/2
	j. Juvenile and family law	. 6()
	k. Child and adolescent psychology 1	65/2
	1. Personal/family counseling 1	66/2
	m. Prevention of disturbances and maintenance of discipline	
	of discipline	67/2
		68/2
	o. Community resource development	69/2
	이 보이 하는 경험에 되어 들었으로 했습니다. 그들은 그리고 있다면 그렇지 않는데 하는데 하는데 하는데 하는데 하는데 하는데 하는데 하는데 하는데 하	70/2
	q. Other (please specify.)	71/2
	r. NONE	
	T. NONE	72/2
		•

WO	which of the fol rkshops, training at apply.)	lowing areas have you had special courses, sessions or seminars? (Please circle all	
	a.	Correctional administration 1	10/2
	b .	Facility management	11/2
	. c.	Classification/reclassification policies 1	12/2
	d.	Personnel management	13/2
	· e.		14/2
		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
	Ţ." i.		18/2
	. j.	Juvenile and family law	19/2
		Child and adolescent psychology 1	20/2
		Personal/family counseling 1	21/2
		Prevention of disturbances and maintenance	21/2
		of discipline	22/2
9	• n.	Crisis intervention	23/2 -
	· · · o.	Community resource development	24/2
	p.	Race/ethnic relations	25/2
	q. «	Other (please specify:) 1	26/2
4		NONE	27/2

c <u></u>	<u>st</u> importa	nt, "2" for the next most important, and so on.		
			RANK	
	zy* a	. Rehabilitation of juvenile offenders		28
	.;; b	. Vocational training		29
	2 2 % C	. Academic education		30
	e _z u _c d	. Maintenance of juvenile residents (adequate housing, food, medical care)		31
	241 e	. Maintenance of discipline in the facility		32
	عدد f	. Job placement of released juveniles		33
	≟ ÷ ₹, g	. Effective counseling of juveniles		34
	h	. Other (please specify:)		35
				. (
justice organi:	e do you t zation, an	ment in crime control and the administration of hink could be achieved through changes in staffing, d policies of juvenile correctional facilities/general (local, county, and state)?		
		A great deal of improvement	. 1	
		Some improvement	. 2	
		Little or no improvement	.º 3	36
	and the second second	ider to be the major obstacle to the proper f juvenile justice in your jurisdiction?		
		한 이렇게 되고 있는데 그렇게 하고 하면 하면 하는데 하면 하면 하는데 되었다.		

Background		
52. Please record your:		39-40/99
b. Sex: (please circle) M	F	41/3
c. Color or race:		
White A	. 1	
Black	. 2	
Other (please specify:) .	. 3	42/4
그는 사람들이 가는 바로 가는 것이 들어 있다. 그렇게 되는 것이 되었다는 것이 되었다. 그는 것이 되었다. 		
	. #*	
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	
ج بن 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	sy a se Tida	
Other (please specify:)		47/6

37-38/99

56. In which of the following types of agencies have you ever worked? (Please circle all that apply.)	0
a. Prosecutor's office	48/2
b. Criminal defense office	49/2
c. Probation agency	50/2
d. Parole agency	51/2
e. Community correctional facility or local corrections agency	52/2
Go f. Law enforcement agency 1	53/2
g. Adult correctional facility 1	54/2
h. NONE OF THE ABOVE	55/2
57. Which of the following positions have you ever held? (Please circle all that apply.)	
a. Child care worker	56/2
b. Juvenile facility treatment or educational worker 1	57/2
another juvenile facility	58/2
d. Superintendent or director at another juvenile facility	
ze; e. None of the above	59/2
58. In all, how many year's have you worked in juvenile corrections?	60/2 61-62/99
어른 사람들에 그들은 생각하게 하는데 하는데 보고 있는데 이 사람들은 이 그는 그들은 그들은 사람들이 되었다. 그는 [_] 이 그들은 말해. ^^() ^() 이 나는 나를 하는데 되는 것을 하는데 이 나는 것을 하는데 말을 하는데 되는데 되는데 되었다.	
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
경기에 가장 보고 있는데 보다는 것 같아 되었다. 그런데 보고 있는데 되었다. 그런데 하는데 보다는 것을 보다 하는데 되었다. 그런데 그런데 되었다. 그런데 되었다. 	

corrections career		
	No 1	
	Yes2	67
IF YOU ANSWERED PLEASE SKIP TO C	"YES" IN Q. 61, PLEASE ANSWER Q. 62. OTHERWISE,	
	we financial assistance to continue your om any of the following sources? (Please	
Circle air tr	lat apply.)	
	L.E.E.P. (Law Enforcement Education Program) 1	<u>L</u> 68
: a		
: a	. L.E.E.P. (Law Enforcement Education Program) 1	լ 69
- b	L.E.E.P. (Law Enforcement Education Program) 1	[6!
a b c	L.E.E.P. (Law Enforcement Education Program) 1 G.I. Bill	L 69
a b c d	L.E.E.P. (Law Enforcement Education Program) 1 G.I. Bill	L 70

1

O

ΰ

	ion.	er indicating your current level of academic		()
		Less than high school diploma	. 01	
		High school graduate	. 02	
		l year of college	. 03	
		2 or 3 years of college	. 04	
		Bachelor's degree	. 05	
		Some graduate course work	. 06	
		Master's degree	. 07	
en de la servició La companyación de la companyación		Graduate work beyond the Master's degree.	. 08	
e de la companya de l La companya de la companya de		LL.B., J.D., or other law degree	. 09	
	·	Ph.D. or other doctorate	. 10	10-11/1
			*	
1		LEAST ONE COLLEGE DEGREE, PLEASE ANSWER LEASE SKIP TO 0. 65.		
i		LEAST ONE COLLEGE DEGREE, PLEASE ANSWER LEASE SKIP TO Q. 65.		
Q. 64 64. P1	lease record your	EASE SKIP TO Q. 65.		
Q. 64 64. P1	lease record your	EASE SKIP TO Q. 65.		12-13/9
Q. 64 64. P1	Lease record your egree you have ea	EASE SKIP TO Q. 65.		12-13/9
Q. 64 64. Pl de	Lease record your egree you have eat A.A.: B.A. or B.S.:	EASE SKIP TO Q. 65.		

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	
2 or 3 years of college	
Bachelor's degree	
Some graduate course work	
Master's degree	
Graduate work beyond the Master's degree 08	
LL.B., J.D., or other law degree 09	
Ph.D. or other doctorate	0-21/11

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

AND EMPLOYEES WORKING LESS THAN 35 HOURS A WEEK AS PART-TIME. Full- Part-Time Time		īme.]			What was this facility's employees on June 30, 1975? NOTE: COUNT EMPLOYEES WORKING	· . · · ·
Time Time 225 TOTAL EMPLOYMENT						
TOTAL EMPLOYMENT 25 Child care workers (including other child care staff such as houseparents, group supervisors, matrons and other first line custodial staff) 28 Staff supervisors (first-line supervisors of child care staff, etc.) 34 Director or superintendent, assistant directors, assistant superintendents, and so on 43 Psychiatrists 49 Medical doctors 52 Nurses 61 Psychologists 64 Social workers 70 Other counselors 13 Case aides 16 Vocational teachers 22 Vocational teachers 22		F-3				
as houseparents, group supervisors, matrons and other first line custodial staff). Staff supervisors (first-line supervisors of child care staff, etc.). Director or superintendent, assistant directors, assistant superintendents, and so on	2-24 5-27/9		•		TOTAL EMPLOYMENT	TOTA
as houseparents, group supervisors, matrons and other first line custodial staff). Staff supervisors (first-line supervisors of child care staff, etc.). Director or superintendent, assistant directors, assistant superintendents, and so on. Psychiatrists. Medical doctors. Social workers. Other counselors. Case aides. Vocational teachers.				care staff such	Child care workers (including o	Ch i l
Staff, etc.) 37 Director or superintendent, assistant superintendents, and so on 40 Psychiatrists 46 Medical doctors 52 Nurses 61 Psychologists 67 Social workers 70 Other counselors 10 Case aides 19 Vocational teachers 22 25 25	8-30 1-33/9	***************************************	•	ns and other	as houseparents, group supervis	as h
Staff, etc.) 37 Director or superintendent, assistant superintendents, and so on 40 Psychiatrists 46 Medical doctors 52 Nurses 61 Psychologists 67 Social workers 70 Other counselors 10 Case aides 19 Vocational teachers 22 25 25	4-36			of child care	Staff supervisors (first-line s	Stai
superintendents, and so on 43 Psychiatrists. 46 Medical doctors. 52 55 58 Nurses. 61 Psychologists. 67 Social workers. 70 Social workers. 73 Co. 13 Case aides. 19 Vocational teachers. 22 25 25	7-39/9	-	•		•	
Psychiatrists 49- Medical doctors 52- 55- 58- Nurses 61- Psychologists 67- Social workers 70- 73- 73- 0 Other counselors 13- Case aides 19- Vocational teachers 22- 25- 25-	0-42 3-45/9		•			
Medical doctors. 52 55 58 Nurses. 61 Psychologists. 64 670 70 73. 79 80 60 Compared to the counselors of t	6-48 9-51/9				Pevchiatriete	Peve
Nurses 58 61 64 67 70 Social workers 73 0 80 C. 10 0 13 Case aides 19 Vocational teachers 22 25 25	2-54	And the second s	• 			
Nurses 61- 64 Psychologists 770 Social workers 73 79 80 Case aides 16 Vocational teachers 225	5-57/9 8-60		• 		Medical doctors	Medi
Psychologists. 67- Social workers 79- Bit Case aides 16 Case aides 19 Vocational teachers 225	1-63/9		•		Nurses	Nurs
73- 79 88 C. Other counselors	4-66 7-69/9		•		Psychologists ,	Psyc
79. Bl C. 10 Other counselors	0-72 3-75 / 9		•	• • • • • •	Social workers	Soci
Other counselors	•					
Case aides	9-80/					
Other counselors 13 Case aides 16 19 22 Vocational teachers 25	BEGIN CARD (* .
Case aides 16 19 19 Vocational teachers 22 25 25	0-12 3-15/				Other counselors	Oth
Vocational teachers	6-18 9-21/					
	2-24 5-27/				그런 잃었는데, 뭐 된 보다.	
	T (0	• —		Vocational teachers	Voc
Academic teachers:	8-30 1-33/				Academic teachers:	Aca

3			Full-		
			Time	Time	
	0.	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
					n
	₩ 				
., 1	67.	How many child care workers voluntarily resigned 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
				· · · · · · · · ·	T.
	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 ta written examination?	ake		
		No		1	
		Yes, solely as a matter of departmental p	olicy	2	
	· (在	Yes, required by civil or merit service.		3	70/4
	72.	Does this institution or facility have written job descripti the basic position of child care worker?	ons fo		
			No .	1	
	0		Yes.	2	71/3
()				*	

V.		and the second second
73.	Is the position of child care worker regulated by civil service?	
· .	No \cdot \cdot \cdot 1	
3 •	Yes 2	72/3
		¥
74.	Does this institution/facility participate in collective bargaining	
4	with a union which represents your child care workers?	
	No 1	
	Yes 2	73/3
		79-80/07
75.	What are the minimum and maximum salaries for basic child care	
	worker positions?	BEGIN CARD 08
	a. Minimum: \$	10-14/9s
	b. Maximum: \$	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 his administrative of the same	
•	Other (please specify:)	2014
		20/4
Work	load and Facilities	and Grant Co.
77.	How many residents was this facility designed to accommodate?	21-24/04
W.		21-24/9s
78.		
/0.	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:	25-28/9s
	b. Year converted	29-32/9s
79.	What was the average daily population of this facility during	
	the last fiscal year?	33-36/9s
		7.

)	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 "O.").	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
\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \			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?	e e e e e e e e e e e e e e e e e e e
		Non-secured 1	
	r LA	Minimum security 2	
		Medium security	
		Maximum security 4	
		Other security (please specify:) 5	60/6

6. Which of the following best describes your facility?	
). Which of the following best describes your facility.	
Detention facility 1	
Shelter	
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
xpenditures	
NOTE: IF PRECISE FIGURES ARE NOT AVAILABLE, PLEASE GIVE YOUR BEST ESTIMATE.	
7. Total annual facility expenditures for the last complete	62-66/9s
fical war	
fiscal year	
8. Annual payroll expenditures for the last complete fiscal	
	67-71/9s
8. Annual payroll expenditures for the last complete fiscal year (salaries and fring benefits)	67-71/9s
8. Annual payroll expenditures for the last complete fiscal year (salaries and fring@ benefits)	
8. Annual payroll expenditures for the last complete fiscal year (salaries and fring benefits)	67-71/9s
8. Annual payroll expenditures for the last complete fiscal year (salaries and fringe benefits)	67-71/9s 72-77/9s
8. Annual payroll expenditures for the last complete fiscal year (salaries and fringe benefits)	67-71/9s 72-77/9s



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 BUREAU OF SOCIAL SCIENCE RESEARCH, INC. - 1990 M STREET, N. W. - WASHINGTON, D. C. 20030

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Harold Wool Project Director 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,

ames M. Kretz

Director

Survey Operations Division

OMB No.: 043-S75032

Approval Expires: July 31, 1976

LEAA No.: 3600-6

BSSR No.: 46718 1-5

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16/8

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.

	serious problem, "2" for the next most serious, and so on.	
	RANK	
a.	Inadequate number of authorized positions	10/7
ъ.	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 <u>major</u> factor contributing to the manpower problem you ranked "most serious" (i.e, ranked "1") in Q. 1?	
•	General lack of qualified applicants	
E,	Lack of qualified minority or female applicants 2	
	Inadequate levels of compensation	
	Insufficient funds for training	

Limited opportunities for advancement 6

	your office have a <u>critical manpower shortage</u> in any of the wing personnel categories? (Please circle all that apply.)		(,)
- 8	Probation/parole officers	1	1
Ъ	Probation/parole supervisory officers (first-line supervisors of probation/parole officers)	1	
- c	Probation/parole administrators (probation/parole executives, assistant or deputy directors, and so on)	1	
· d	Paraprofessionals (persons without academic credentials who work as case aides directly involved in servicing offenders)	1	
е	Secretaries/typists/stenographers	1	2
- f	Other (please specify:)	1	2
1971	NO CRITICAL SHORTAGES IN ANY OF THE ABOVE CATEGORIES	1	()
	Critical problem	1 *	
	Serious problem	2	Į.
	Moderate problem	3	4
	Slight problem	4	
	No problem at all	5	2
	그리고 있는 그는 그 살아보고 있는 생각하는 그렇게 살아가 나를 하는 사람들이 모든 이 어떤 후에 모르는 사람들이 되었다.		
19.71	ng the three years before the current recession (i.e., the years 1974), did your office have an adequate supply of qualified cants for the position of probation/parole officer?		
19.71	1974), did your office have an adequate supply of qualified	1	

D	6.	What was this office's employment in each of the following categories on June 30, 1975?	
	₍ 4	a. Number of probation/parole officers	26-29/9s
	22	b. Number of probation/parole supervisory officers and office management (including all supervisory and management personnel)	30 - 32/9s
	2	c. Number of paraprofessionals (persons without academic credentials who work as case aides directly involved in servicing offenders)	33 - 35/9s
	5, 4	d. All other personnel (including clerical personnel)	36-38/9s
0	7.	In your judgment, how many employees in each of the following categories would you need to fulfill effectively <u>all</u> the duties and responsibilities with which your office is charged?	•
	•	a. Total number of probation/parole officers	39 - 42/9s
ib		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
0	9	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

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	The control of the co	COMPANY AND
One year of college	19	Silver and the second s
2 or 3 years of college	/9	Service of the servic
Bachelor's degree with social science concentration 4 Bachelor's degree in any field	/9	Section 1.
Bachelor's degree in any field	/9	Site of the second seco
M.S.W	/9	
Master's degree in any field	/9	A control of the second
Master's degree in any field	/9	
Other (please specify:)	/9	Principal Princi
		Ü.,
10. What is the minimum education now required of new probation/ parole officers by your office?		
High school diploma		
One year of college		
2 or 3 years of college		þ.
Bachelor's degree with social science concentration 4		
Bachelor's degree in any field 5	7 3 -	
M.S.W		
Master's degree in any field	daitzedkoore	
Other (please specify:)	/9	
		7
	. 8	
	and the second second	
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	3	
Will probably NOT be adopted 3		
Will almost certainly NOT be adopted 4 67	/5	>

Formal Entry	Leve	el Tra	rining

()

. How many hours	of <u>formal</u> (i.e., other than on-the-job) entry are currently provided to new <u>paraprofessionals</u> ?	
(TF NONE PLEA	SE ENTER "O.")	
(22 1/01/11)		60.70/2
•	Number of hours:	68-70/9
How many hours	of formal (i.e., other than on-the-job) entry	
level training	g are currently provided to your new probation/	
parole officer	s? (IF NONE, PLEASE ENTER "O.")	
	Number of hours:	71-73/9
TE VOIL ENTERE	O "O" IN Q, 13, PLEASE ANSWER Q. 14.	
	EASE SKIP TO Q. 15.	
14. Do you exp	pect to begin providing any formal entry level for your new probation/parole officers within	
	two years?	
	Yes, definitely 1	
	Yes, probably 2	
	Probably not 3	
	Definitely not 4	
e in the second		74/6
	Don't know 5	, , , , , , , , , , , , , , , , , , , ,
36		
	IF YOU ANSWERED Q. 14,	
	PLEASE SKIP TO Q. 21.	
Is formal ent	ry level training provided to every new	
probation/par	ole officer?	
	Yes	
		•
	No, not provided to new probation/parole	
	officers with prior experience	•
	No, other (please explain:)	75/4
		79-80/0
99		/9-00/0

BEGIN	ī
CARD	2

	-6-	CARD 2
		•
16.	Where do your new probation/parole officers take their <u>formal</u> entry level training? (Please circle all that apply.)	*. ()
	35 a. Within the local office or agency 1	10/2
	b. At a local educational institution 1	11/:
	c. At the state probation/parole office 1	12/:
	d. Provided by local court(s) 1	13/:
	e. Other (please specify:) 1	14/
-1-		
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/
	b. At a local educational institution 1	16/
	c. At the state probation/parole office 1	17/
	d. Provided by local court(s) 1	· ()18/
	e. Other (please specify:)	19,
		La propinsi de la companya de la com
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	digital was not been digital to be a second of the second
	Yes, length increased 2	
	us Yes, length decreased 3	20
	(홍리 시간) 전 시간 사람들이 있는 것은 일이 살아가 되었다. 그 사람들이 되었다.	
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?	₩
Ñ.	No, no change expected 1	
	Yes, length expected to increase 2	
	Yes, length expected to decrease 3	

	Don't know 4	21

9	Ļ	rain.	of the following areas are covered in the formal entry level ing provided to your new probation/parole officers? (Please e all that apply.)	
	, , , c	a.	Office policies and procedures	22/
	٠,٠		Case report writing	23/
	• .2	c.	Investigation techniques (i.e., pre-trial and pre- sentence)	24/
	•	d.	Case supervision	25/
	5 4	e.	Counseling techniques	26/
	55		Pre-release planning and counseling	27/
			Vocational counseling	28/
	÷ /	h.	Race relations	29/
		i.	Crisis intervention	30/
	•	j.		31/
	٠c	k.	Juvenile and family law	32/
)	61		. The contribution of the contribution of the contribution ${m g}$, which is the contribution ${m g}$, which is the contribution of ${m g}$	33/2
	52	m.	Juvenile aftercare	34/2
6.			Alcohol and drug programs	35/2
P			Community resource utilization	36/2
			Other (please specify:)	37/2

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

			Moderate Emphasis		
to 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 y	2	3	41/4
∵ ''e.	Counseling techniques	1	2 2 12 12 12 12 12 13 14 15 16 16 16 16 16 16 16 16 16 16 16 16 16	3. 3.	42/4
 .	Pre-release planning and counseling	مناحد بر فعدل الداخد ا	2	3 **	43/4
72 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	()/4
1.	Juvenile intake policies and procedures	1 1 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4	2	3 3	49/4
7€ m.	Juvenile aftercare	1	2	3	50/4
7° 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
		**************************************			Algorithms of the second

In-Service Training

22. Does your office provide <u>formal</u> in-service training to experienced probation/parole officers?

	No .	• • •	1		
diri.	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.	Approxima	ately how	many of	your exper	cienced	prol	pation	n/parole	offic	ers
	attended	tormal i	n-service	training	during	the	last	fiscal	year?	
· . ,								•		

accended total	mar in-service training du	ring the last fiscal year?		
		Number:		55 - 57/9s
rormal in-ser	perienced probation/parole vice training during the value was the average length	last fiscal year		
		Average hours:		58-60/9s
formal in-ser	experienced probation/parvice training? (Please co	cole officers take their ircle all that apply.)		
	the state of the s	local office or agency	. 1	61/2
		educational institution		62/2
		probation/parole office		63/2
		local court(s)		64/2
		se specify:)		65/2
			•	0 57 <u>2</u> ♦
· · · · · · · · · · · · · · · · · · ·			• The second second	79-80/02
training prov	following areas are covere ided to your experienced pe all that apply.)	ed in the formal in-service probation/parole officers?		BEGIN CARD 3
a. Office po	licies and procedures		1	10/2
b. Case repo	rt writing		1	11/2
		-trial and pre-sentence)		12/2
	And the second of the second o	• • • • • • • • • • • • • • • • • • • •		13/2
				14/2
				15/2
. g. Vocationa	l counseling			
				16/2
i. Crisis in	tervention		. L	17/2 18/2
· · · · · · · · · · · · · · · · · · ·	law			
			. I ∧_siri	19/2
A ***				20/2
(数)		ures		21/2
		• • • • • • • • • • • • • • • • • • • •		22/2
				23/2
		• • • • • • • • • • • •		24/2
p. Other (ple	ase specity:)		1	25/2

			Moderate Emphasis		
a.	Office policies and procedures	1	2	3	. 2
b.	Case report writing	1 .	2	^ 3	2
c.	Investigation techniques (i.e., pretrial and pre-sentence)	. 1	2	3	ę 2
d.	Case supervision	1	2	3	. 2
e.	Counseling techniques	1)	2	3	3
f.	Pre-recease planning and counseling	1 "	° 2	3	3
g.	Vocational counseling	1 *	° 2	3 .	, 3
h.	Race relations	1	2	3	3
i.	Crisis intervention	, 1	2	3	3
j.	Criminal law	• 1	2	3	3
k.	Juvenile and family law	1	2	3 .	3
1.	Juvenile intake policies and procedures procedures	1	2.	3 .	
m.	Juvenile aftercare	1 .	2	3	3
n.	Alcohol and drug programs	1	2	3 ,	3
٥.	Community resource utilization	1	2	3	4
р.	Other (please specify:)	1	2	3 .	ā 4
in-	hin the next two years, do you expect a cheservice training provided for your experiencers?				Ĉ.
	₩ill begin in-serv	ice trai	ning	1	
D.	Will increase it	motivate inju		2	9
	. Will leave it unch				
	Will decrease it			4	
	. Will terminate in-	service	training	5	
	그녀는 그 사이트를 가게 되는 것 같은 것이다. 그는 것 같아 되었다. 그 그녀야 하였을 때가 되어 했다고 있다.	* 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1			
	In-service trainin provided nor will			6	(

IF NEITHER FORMAL ENTRY LEVEL NOR FORMAL IN-SERVICE TRAINING IS PROVIDED , 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
	Ъ.	Workload frequently prevents release of senior staff to provide training	1	2 2	3	44/4
	c.	Inadequate training budget	i	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	$oldsymbol{\cdot}$
Very satisfied	2
Satisfied	• • • • 3
Dissatisfied	4
Very dissatisfied .	• • • • 5
Extremely dissatisf	ied 6 🕄

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	strongly encourage 1
Should	encourage 2
Should	discourage 3
	a matter for the to take a stand on 4

32.	Please rank the following five policies in effective you think they would be in encour parole officers to continue their academic	aging prob	ation/		
				RANK	
	a. Adjusting schedu class attendance				50/6
	/3. b. Allowing time of	ef to atter	nd class	e de la company de la comp La company de la company d	51/6
	se c. Subsidies for bo tuition	* · · · · · · · · · · · · · · · · · · ·		·	52/6
	d. Increased pay be college credits degree(s)	or academ	ic		53/6
	e. Using academic و the basis for «p				54/6
33.	Which, if any, of the following policies hadopted?		fice ever Adopted	Never Adopted	O
		and Continued	Eut Later Terminated	By the Office	
	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,		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 ⊕⊙ც	59/4

			- C
34.	Increased pay based on college credit and/or degrees has been challen 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	Т	
	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	į.
	Other (please specify:)	5 .	
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?		
35.	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		
35.	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?		
35.	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		
35.	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	2	
	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	2	

3

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36.	In your opinion, what is the minimum academic ed	lucation	that
12 11 11	should be required of probation/parole officers	prior to	٠
	promotion to the first supervisory level?		©±.

High school diploma

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	<i>:</i> 5
M.S.W	. 6
Master's degree in any field	. 7
Other (please specify:)	. 8

37. In your judgment, should probation/parole officers be <u>required</u> 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 requi	red		I
		9		
Yes, should	be required	prior to	ລ	G# :
· · · · · · · · · · · · · · · · · · ·	dered for pro	7.		2
Yes, should	be required	immediate	1y	
following P	romotion .			3

38. Do you <u>currently require</u> that a special course for supervisors be completed?

103

No . ,	
Yes, prior to being consider	
promotion	
Yes, immediately following	promotion 3

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.)

		Per.	tivity formed power		Activi <u>NOT</u> Per:		d	
		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		
а.	Supervision of adult parolees	1	2	3	4	5	ļ	10/6
Ď.	Supervision of juveniles in aftercare	1	.2	3	4	5	. 1	L1/6
c.	Supervision of adult probationers (felons)	1	2	3	4	5	1	L2/6
d.	Supervision of adult probationers (misdemeanants)	1	2	3	4	5		L3/6
e.	Supervision of juvenile probationers	1	2	3	4	5	1	L4/6
Ė.			2	3	4	5		L5/6
g.	Pre-hearing investigations for juveniles	1	2	3	4	5		L6/6
h.	Pre-sentence investigations	1	2	3	4	5		L7/6
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	,	L9/6
k.	Juvenile court intake	1	2	3	4	5	2	20/6
1.	Juvenile placement services	1	2	3	4	5	2	1/6
m.	Job counseling and job placement	1	2	3	4	5 -5	2	2/6
n.	Pre-release counseling (i.e., release from correctional facility)	1	- 2	3	4	5	2 ع	3/6
	Coordination and development of community services for offenders	1	2	3	4	5	2	4/6
p.	Office administrative services	1	2	3	4	5		5/6
d.	Other (please specify:) #	1	2	3	4	5	2	6/6

79()/(

40. Do you employ ex-offenders as probation/parole officers? Yes	Pre-Trial Diversion Programs FOR ADULTS
No, due to legal constraints 2	IF YOUR OFFICE DEALS ONLY WITH JUVENILES, PLEASE SKIP TO Q. 52. OTHERWISE, PLEASE CONTINUE.
No, due to office policy	43. Are any pre-trial diversion programs other than deferred prosecution available in your jurisdiction for adults?
	No 1
41. Do you employ ex-offenders as paraprofessionals (such as investigators or case aides)?	Yes 2 Don't know 3 30/4
Yes	IF YOU ANSWERED "YES" TO Q. 43, PLEASE CONTINUE, WITH Q. 44.
No, due to legal constraints	IF YOU DID NOT ANSWER "YES," PLEASE SKIP TO Q. 48. 44. How many years have the program(s) in your jurisdiction been
No, for other reasons (please specify:) 4 28/5	operating? (IF LESS THAN 6 MONTHS, PLEASE ENTER "O.") Number of years: 31-32/9
42. Do you expect to change within the next two years your employment practices regarding ex-offenders?	45. Which of the following administer pre-trial diversion programs other than deferred prosecution for adults in your jurisdiction? (Please circle all that apply.)
No, no change expected	a. This office
Yes, will begin hiring ex-offenders 2	b. Local corrections agency 1 34/2
Yes, will increase hiring of ex-offenders 3 3	c. The Court
Yes, will decrease hiring of ex-offenders 4 29/5	d. Prosecutor's office 1 36/2
THE WOVEN OFFICER DELICE ONLY WITHIN ADVISED DELICED OF THE OWN OWN OF THE OWN OWN OF THE OWN	e. Bail agency
IF. YOUR OFFICE DEALS ONLY WITH ADULT PAROLES, PLEASE SKIP TO Q. 61. OTHERWISE, PLEASE CONTINUE.	f. Private agency
	.:
	46. Approximately how many of your probation/parole officers are assigned primarily to the program(s)? (IF NONE, PLEASE ENTER "O.")

21 N	probation/parole officers assigned primarily to the program(s) to increase, decrease or remain unchanged?	(
9	remain unchanged?	
	Increase 1	
	Decrease	
NA F	Remain unchanged 3	44
		77
Are for	deferred prosecution program(s) available in your jurisdiction adults?	
	No 1	
A.S.	Yes 2	
	Don't know 3	45/
		e e e
L	YOU ANSWERED "YES" TO Q. 48, PLEASE CONTINUE. YOU DID NOT ANSWER "YES," PLEASE SKIP TO Q. 52.	Q
L	How many years have the program(s) in your jurisdiction been operating? (IF LESS THAN 6 MONTHS, PLEASE ENTER "C.")	
L	How many years have the program(s) in ways in its	46-47/
49.	How many years have the program(s) in your jurisdiction been operating? (IF LESS THAN 6 MONTHS, PLEASE ENTER "6.") Approximately how many of your probation/parole officers are assigned primarily to the adult deferred process.	46-47/
49.	How many years have the program(s) in your jurisdiction been operating? (IF LESS THAN 6 MONTHS, PLEASE ENTER "G.") Approximately how many of your probation/parole officers are assigned primarily to the adult deferred prosecution program(s)? (IF NONE, PLEASE ENTER "O.")	46-47/ 48-51/
49. 50.	How many years have the program(s) in your jurisdiction been operating? (IF LESS THAN 6 MONTHS, PLEASE ENTER "C.") Approximately how many of your probation/parole officers are assigned primarily to the adult deferred prosecution program(s)? (IF NONE, PLEASE ENTER "O.") 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 and approach as the second contract of th	
49. 50.	How many years have the program(s) in your jurisdiction been operating? (IF LESS THAN 6 MONTHS, PLEASE ENTER "G.") Approximately how many of your probation/parole officers are assigned primarily to the adult deferred prosecution program(s)? (IF NONE, PLEASE ENTER "O.") Over the next two years, do you expect the number of your probation/parole officers assigned primarily to the number of your probation/parole officers assigned primarily.	
49. 50.	How many years have the program(s) in your jurisdiction been operating? (IF LESS THAN 6 MONTHS, PLEASE ENTER "C.") Approximately how many of your probation/parole officers are assigned primarily to the adult deferred prosecution program(s)? (IF NONE, PLEASE ENTER "O.") 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 and approach as the second contract of th	
49. 50.	How many years have the program(s) in your jurisdiction been operating? (IF LESS THAN 6 MONTHS, PLEASE ENTER "C.") Approximately how many of your probation/parole officers are assigned primarily to the adult deferred prosecution program(s)? (IF NONE, PLEASE ENTER "O.") 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?	
49. 50.	How many years have the program(s) in your jurisdiction been operating? (IF LESS THAN 6 MONTHS, PLEASE ENTER "G.") Approximately how many of your probation/parole officers are assigned primarily to the adult deferred prosecution program(s)? (IF NONE, PLEASE ENTER "O.") 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 Increase Increase Increase Increase	

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 "O.")

54. Which of the following administer the formal diversion program(s) in your jurisdiction? (Please circle all that apply.)

> b. Local corrections agency . . . 1 58/2 c. The Court 1 59/2

Number of years:

a. This office 1

d. Prosecutor's office 1 60/2 e. Bail agency 1 61/2

62/2 f. Private agency 1

54-56/9

			1 1	
	55.	Approximately how many of your probation/aftercare counselors		
		are assigned primarily to the formal juvenile diversion		
•	139	program(s)? (IF NONE, PLEASE ENTER "O.")	•"	64-67/9
	56.	Over the next two years, do you expect the number of your	T a	
	20.	probation/aftercare counselors assigned primarily to the		
6.4		formal juvenile diversion program(s) to increase, decrease	. ·**.	
	6	or remain unchanged?		
				g n
				9
		Increase	L	
	ė			
		Decrease	<u>}</u>	
* 1	·		2	\$ 134
		Remain unchanged 3	}	68/4
				- 1
				-
57.		informal probation or consent decree programs or procedures	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	-
		., the avoidance of formal court proceedings through		
		rvision without court order) available for juveniles in		
No. 1	your	jurisdiction?		4
				-
		No	- P	
			,	
		1 es	•	
		Don't know 3	.	Chulo
	(g)	Jan Doll C Kilow		()9/4
1	IF	YOU ANSWERED "YES" TO Q. 57, PLEASE CONTINUE, WITH Q. 58.		
	IF	YOU DID NOT ANSWER "YES," PLEASE SKIP TO Q. 61.	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	
	L			
	58 🖑	How many years have the program(s) or procedures in your	4	
	JU.,	jurisdiction been operating? (IF LESS THAN 6 MONTHS,		
	Ñ	PLEASE ENTER "O.")		
1 to 1 to 1				arculos
		Number of years:		70-73/9
			•	Page 1
	P			
	59.	Approximately how many of your probation/aftercare		
	♥. ``	counselors are assigned primarily to work with informal		
		probation or consent decree cases? (IF NONE, PLEASE		
وهندينا بياضها العا	enter ou de la constitución de l	ENTER "O.")	37	74-77/9
		이 살으로 있는 이 사람들이 얼마나 있는 그리고 있다. 그리고 그리고 있다.	0	
			ě	*
3	60.	Over the next two years, do you expect the number of		
<u></u>	i Bjantisk et et	probation/aftercare counselors assigned primarily to	B	
		work with the informal probation or consent decree cases	1.5	Typ
		to increase, decrease or remain unchanged?		0
- 194 - 19		Increase 1	lasa sarah	
d _e		and the state of t	•	()
ਖ		Decrease	<u>!</u>	
		그 젊은 그는 그 그림을 하는 그 바라 그 가게 된 것이 하나가 들어난 동안 하시지 않아 나를 하시다.		1

Remain unchanged . . .

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, staring with "1" for the area in which they come up the most often.

• •	-	Rank Three Choices Only	
14	√ a.	Supervising staff casework activities	10/9
	. b.	Own case investigation and supervision	11/
1		Budget and fiscal management (preparing budgets, estimating costs, day-to-day fiscal decisions, budget hearings, and so on)	12/1
	·; d.	Personnel management (discipline, employee and personnel matters, union bargaining)	13/:
11	е.	Planning and evaluation (setting goals and reviewing agency performance against objectives)	14/:
. :	f.	Dealing with other criminal justice agencies (judges, prosecutors, defenders, sheriffs, police, and so on)	15/
7.	., 8.	Dealing with state officials (correspondence and meetings with governor, state commissions, legislators, and so on)	16/9
•	h.	Other duties and responsibilities (please specify:)	717/

Based upon your experience, what kinds of special courses, wor shops, training sessions or seminars would you recommend as	k-	1
especially useful for your successors to take? (Please circle		
255 a. Probation/parole administration	.	
b. Personnel management	· (a) . 1	
c. Budgeting/planning and evaluation	1	19/ 20/
d. Criminal law and procedures	0	
e. Correctional law		21/2
f. Juvenile and family law		22/2
g. Applied criminology		23/2
n. Principles of corrections		24/2
i. Principles of social work	1	25/2
212 j. Juvenile services	• • 1	26/2
k. Drug abuse/alcohol abuse programs	1 .	27/2
2.4 1. Vocational education programs	. 1	28/2
7; m. Counseling techniques	· • 1	29/2
7 in. Crisis intervention		30/2
o. Identification and use of community resources .	• • 1	31/2
2 7 P. Community relations	• • 1	32/2
2.4 q. Race/ethnic relations	• • .1	33/2
??or. Other (please specify:)	• • 1	34/2
	• • 1	35/2

63.	In which of the following areas have you had special courses, workshops, training sessions or seminars? (Please circle all that apply.)	
	7 22 a. Probation/parole at	1
	2 2 a. Probation/parole administration	37/
	b. Personnel management	38/2
	32.1 c. Budgeting/planning and evaluation	39/2
	225 d. Criminal law and procedures	40/2
	c.c.e. Correctional law	41/2
6	227 f. Juvenile and family law	42/2
	2: 8. Applied criminology	
	2.7 h. Principles of corrections	43/2
		44/2
3 -	i. Principles of social work	45/2
	j. Juvenile services	46/2
e e	-52 k. Drug abuse/alcohol abuse programs	47/2
	z . 1. Vocational education programs	48/2
	m. Courseling techniques	49/2
	n. Crisis intervention	50/2
	7: 0. Identification and use of community resources 1	
	p. Community relations	51/2
		52/2
	q. Race/ethnic relations	53/2
	r. Other (please specify:)	54/2
	B. NONE	range of the second second

 \bigcirc

important, "2"		, t		RANK	
24/ a. Lo	w probation/parol	le violation	rates		
ı∵z b. Re	habilitation of o	offenders .			ం <u>్</u> రీ 5
Z'z c. Jo	b placement				
	herence to probat				59
	w recidivism rate				. 60
	ner (please speci		to the Control of the	.0	ф
	50 500		A _p u o		. 61
			3		i i
How much impro-	vement in crime c	ontrol and t	he administrati	on of	
	think could be a	chizeved by c	manges In Stall	riig,	o.
organization,	and policies of p	robation/par	ore agencies in	general	•
(local, county	and state)?			19. Or.	
(local, county	and policies of p and state)?		eal of improvem	19. Or.	
(local, county	and policies of p and state)?	A great d		entl	
(local, county	and policies of p and state)?	A great d	eal of improvem	ent 1	62
(local, county	and state)?	A great d Some impr	eal of improvem ovement	ent 1 2 3	62
What do you con	and state)?	A great d Some impr Little or	eal of improvem ovement	ent 1 2 3	
What do you con	and state)? 247 sider to be the i	A great d Some impr Little or	eal of improvem ovement	ent 1 2 3	
What do you con	and state)? 247 sider to be the i	A great d Some impr Little or	eal of improvem ovement	ent 1 2 3	
What do you con	and state)? 247 sider to be the i	A great d Some impr Little or	eal of improvem ovement	ent 1 2 3	•
What do you con	and state)? 247 sider to be the i	A great d Some impr Little or	eal of improvem ovement	ent 1 2 3	0.0
What do you con	and state)? 247 sider to be the i	A great d Some impr Little or	eal of improvem ovement	ent 1 2 3	
What do you con	and state)? 247 sider to be the i	A great d Some impr Little or	eal of improvem ovement	ent 1 2 3	
What do you con	and state)? 247 sider to be the i	A great d Some impr Little or	eal of improvem ovement	ent 1 2 3	

D	•	Back	ground	
		67	Please	,

67.	Please record your:	
	°:-? a. Age	65-66/99
	7.5 b. Sex (please circle) M F	67/3
	c. Color or race:	
	White	
	Black	
	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
v	c. Selected by judge 1	71/2
	d. Other (please specify:) 1	72/2
) 		
, gr (b)		
		, b
69.	Did you advance to your current position from within this agency, or were you recruited from outside?	
	From within 1	$\left(\frac{1}{2} \left(\frac{1}{2} \right) + \frac{1}{2} \left(\frac{1}{2} \right) \right) = \frac{1}{2} \left(\frac{1}{2} \left(\frac{1}{2} \right) + \frac{1}{2} \left(\frac{1}{2} \right) \right)$
	2 56 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:)	74/4
9		

				BEGI
	-26-			CARD
71.	In which of the following areas have you ever worked? (Please circle all that apply.)	. 12		And the same of th
	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,
	د ﴿ وَ عَلَى اللَّهِ اللَّهِ عَلَى اللَّهِ عَلَى اللَّهِ عَلَى اللَّهِ عَلَى اللَّهِ عَلَى اللَّهِ عَلَى اللَّ	• • •	1	15.
	g. Mental health agency		IJ	[″] 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,
3	- d. Assistant or deputy chief probacion/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? .		0	24-25/
74.	How many years have you worked in this office? (IF LESS THAN SIX MONTHS, PLEASE ENTER "O.")	0	9	26-27/

75. Now many years have you been head of this office?
(IF LESS THAN SIX MONTHS, PLEASE ENTER "O.")

	나는 얼마 집에서 하는 사람들이 가다니다 (報) 그렇게 되었다.		
	No	1	
	Yes	2	30
20 C C	ERED "YES" TO Q. 76, PLEASE ANSWER ERWISE, PLEASE SKIP TO Q. 78.	N	
	receive financial assistance to continue your school of the following sources? (Please circle all that	ing	
.76 a.	Law Enforcement Education (rogram (L.E.E.P.)	i	3:
₹** b.	G.I. Bill	1	32
	Other federal programs		3:
2 /1 d.	State programs	1	34
: e.	The agency or institution you were employed by .	1	3.
f.	Other financial aid	1	3(
_ 8.	NONE	1	37
		•	. /
Please circle academic educ			
Please circle academic educ	the number indicating your <u>current</u> level of cation. High school graduate	01	
Please circle academic educ	eation.		
Please circle academic educ	eation. High school graduate	02	
Please circle academic educ	High school graduate	02	
Please circle academic educ	High school graduate 1 year of college 2 or 3 years of college Bachelor's degree	02	
Please circle academic educ	High school graduate 1 year of college 2 or 3 years of college Bachelor's degree Some graduate course work	02 03 04 05	
Please circle academic educ	High school graduate 1 year of college 2 or 3 years of college Bachelor's degree Some graduate course work Master's degree (other than M.S.W.)	02 03 04 05	
Please circle academic educ	High school graduate 1 year of college 2 or 3 years of college Bachelor's degree Some graduate course work Master's degree (other than M.S.W.)	0203040506	
Please circle academic educ	High school graduate 1 year of college 2 or 3 years of college Bachelor's degree Some graduate course work Master's degree (other than M.S.W.)	0203040506	

IF YOU HAVE EARNED AT LEAST ONE COLLEGE DEGREE, PLEASE ANSWER Q. 79. OTHERWISE, PLEASE SKIP TO Q. 80.

and the second

()

79.	Please	record your ar	ea of specialization for each college degree		0
* . · ·	you nav	ve earned,	일 하는 사람들은 사람들이 가득하는 것이 되었다. 	ۑٛ	40-41/99
	. 145 a.	. A.A.:		1	
0)	b	B.A. or B.S.:		1.	42-43/95
					44-45/99
, w		. M.A.:			46-47/99
	17-	. M.S.W.: Ph.D. or Law degree:		9 (1.00) 6 (1.00) (1.00)	48-49/99
80.	Please educat	circle the nution prior to s	mber indicating the extent of your academic tarting your probation/parole career.		
		10 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	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	
	2 / 3		M.S.W	07	
			Graduate work beyond the Master degree .	08	4
			LL.B. or J.D. or other law degree	09	
		251	Ph.D. or other doctorate	10	50-51/1:
T:	ıank you	for your coope	ration. Any comments you care to make condern	iing	79-80/0

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 The highest level state office whose sole area of An administrative office that neither renders direct service to parolees or probationers nor is the highest

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

the topics covered in this questionnaire would be most appreciated.

BEGIN CARD 8

)

O3. For which of the following functions is your office responsible? (Please circle all that apply.) Adult parole	92. What are the maximum and minimum annual salaries your office is a 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 parole officer position: 27.	Basic probation officer position:	
Basic parole officer position: 34	e. √ a. Minimum: \$	23-27/9
37- c. Minimum: \$ 33-37/9 38-42/	25 b. Maximum: \$	28-32/9
Office and Caseload Information 33. For which of the following functions is your office responsible? (Please circle all that apply.) Adult parole	Basic parole officer position:	v &2
Pre-release Pre-release (1.e., pre-release (1.e., pre-aftercare) Number of JUVENILE Investigations: 23. For which of the following functions is your office responsible? (Flease circle all that apply.) Adult parole	31. c. Minimum: \$	33-37/9
Adult parole	3 d. Maximum: \$	38-42/9
Adult parole		
Adult parole	Office and Caseload Information	
Adult parole	93 For which of the fall to the same of th	
Adult probation		, n
Juvenile parole/aftercare	کے خ Adult parole	43/2
Juvenile parole/aftercare		D· 44/2
Juvenile probation		
94. Is your office administratively attached directly to a court? No 1 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: 3 a. Pre-trial (e.g., bail or ROR). 48-52/ b. Pre-sentence . 53-57/ c. Pre-release . 58-62/ d. Other (please specify:) 63-67/ Number of JUVENILE Investigations: 3 2 e. Pre-hearing . 10-1/-99 3 2 7 f. Pre-release (i.e., pre-aftercare) . 15-19/9	그는 사람들은 항상 💘 이 모든 이 등을 모든 사람들은 사람들에 가는 사람들이 되었다. 그는 사람들은 사람들은 사람들이 되었다.	
No 1 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: 3 a. Pre-trial (e.g., bail or ROR) . 48-52/ b. Pre-sentence . 53-57/ c. Pre-release . 58-62/ 3 of Other (please specify:) . 63-67/ Number of JUVENILE Investigations: 3 2 a. Pre-hearing . 10-1/-/9 3 7 27 f. Pre-release (i.e., pre-aftercare) . 15-19/9		
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: 1.	그리고 살아를 가는 사람들이 가지 않는 것이 되었다. 그 사람들은 사람들은 사람들은 사람들은 사람들이 되었다. 그 사람들은 사람들은 사람들은 사람들은 사람들은 사람들은 사람들은 사람들은	
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:		
office during the last complete calendar year? (PLEASE ENTER "N/A" FOR TYPES OF CASES NOT HANDLED BY YOUR OFFICE.) Number of ADULT Investigations: a. Pre-trial (e.g., bail or ROR). 48-52/9 b. Pre-sentence	그리고 있는 아이는 사람들이 가득하는 것이 없는 사람들이 하는 것이 없는 그리고 없었다. 그 이렇게 되었다.	47/3
3. Pre-trial (e.g., bail or ROR). 48-52/9 b. Pre-sentence 53-57/9 c. Pre-release 58-62/9 c. Other (please specify:) 63-67/9 c. Other (please specify:) 79-80/09 Number of JUVENILE Investigations: 10-1/-/9 3.27 c. Pre-hearing 10-1/-/9 3.27 c. Pre-release (i.e., pre-aftercare) 15-19/99	office during the last complete calendar year? (PLEASE ENTER "N/A"	
b. Pre-sentence	Number of <u>ADULT</u> Investigations:	
c. Pre-release	a. Pre-trial (e.g., bail or ROR)	48-52/
Other (please specify:) 63-67/9 Number of JUVENILE Investigations: 32 e. Pre-hearing 10-1/99 328 f. Pre-release (i.e., pre- aftercare) 15-19/99	b. Pre-sentence	53-57/
Number of <u>JUVENILE</u> Investigations: 32 e. Pre-hearing	c. Pre-release	58-62/9
Number of <u>JUVENILE</u> Investigations: 327 e. Pre-hearing	d. Other (please specify:)	63-67/5 ◆
327 e. Pre-hearing	$\hat{t} : \hat{a} \cdot \hat{\gamma}$	79-80/08
578 f. Pre-release (i.e., pre-	이 그는 사람들은 물속에 하는 그로 이번 그렇지 않는 아이를 불러 다셔지지만 하게지 않는 그들이 그리고 하셨다는 것 같은 것을 하는 것 같다.	10_1/./0
aftercare)		10-(
는 그렇지만 나는 그에 보고 있다. 전 바람이 하기를 받고 나라 못했다. 전화 보고 있는 것이 하면 하다고 한 바람이 되었다.		15-19/9
and the control of th	으로 보고 있는 것이 되는 것이 되는 것이 되는 것이 없는 모모님 없는 것이 되는 보고 무료 나무요 등 45.8 분이 보고 보는 분이 보고 보고 보 고 보 고 보고 보고 있다.	

『 duri:	eximately how large ng the last calendar S NOT HANDLED BY YOU	was the office's average monthly caseloa r year? (PLEASE ENTER "N/A" FOR TYPES OF JR OFFICE.)	d
J. S.		Number of probation cases:	
		ತ್ತು a. Adult	25-29/
		531 b. Juvenile	30-34/
		Number of parole or aftercare cas	es:
		332 c. Adult	35-39/
		d. Juvenile	40-44/
Expenditur NOTE: IF PLEASE GI	PRECISE FIGURES AR VE YOUR BEST ESTIMA	E NOT AVAILABLE,	
37: 97. Total fisca	annual office expe	enditures for the last complete	45-52/
98. Annua yar	l <u>payroll</u> expenditu (salaries and fring	res for the last complete fiscal e benefits)	53-60/
330 99. Annua compl	l operating expendi ete fiscal year (ex	tures for <u>fraining</u> for the last cluding salary of trainees) \$	60-67/

79-80/09



MANDATED BY PUBLIC LAW \$3-83

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. 44074** WASHINGTON, D.C.

FIRST CLASS MAIL

CONTINUED

4 OF 5



MANDATED BY PUBLIC LAW 93-83

NATIONAL MANPOWER SURVEY - CRIMINAL JUSTICE SYSTEM Bureau of Social Science Research, Inc. • 1990 M Street, N.W. • Washington, D.C. 20036 (202) 223-4300

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Harold Wool 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 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 the questionnaire or about the study, please feel free to call me at (202) 223-4308.

Sincerely,

James M. Kretz, Director Survey Operations Division

0

6-9 PLEASE NOTE: 1. Most questions are to be answered by circling the number next to the appropriate response. Only a few questions require written-in answers. 2. "Full-time" is defined for this questionnaire as 35 or more hours per week. 3. THE PHRASE "THIS COURT" IS IMPORTANT. IT MEANS "ONLY THE COURT WHICH IS NAMED ON THE ADDRESS LABEL ON THE OUTSIDE COVER OF THE OUESTIONNAIRE." 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.

OMB No.: 043-S75032

LEAA No.: 3600-8

BSSP No.: 46719

Approval Expires: July 31, 1976

No . . . 1

Yes . . . 2

12/3

1-5

IF YOU ANSWERED "NO" IN Q. 4, PLEASE CONTINUE. IF YOU ANSWERED "YES," PLEASE SKIP TO Q. 10.

4. Is this court an Appellate Court of Last Resort in your State?

5. This court is a(n): Trial Court of Limited or Special Jurisdiction	13/4		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
6. What is the jurisdiction of this court?			
Criminal only			9. Approximately what proportion of cases heard by this court in the last fiscal/calendar year were heard en banc?
Both criminal and civil 3	14/4		All Appellate Courts: Judicial Personnel
7. How are cases usually assigned? (Please circle only one answer.)			10. As of June 30, 1975 what was the number of permanent judgeships authorized for this court?
Cases are assigned to courtrooms and are heard by panels on a rotating basis			Number:
Cases are assigned according to subject matter, to panels of judges who specialize in certain types of cases		A CALLACTOR CALL	As of June 30, 1975 how many of those permanent judgeships were vacant? (IF NONE, PLEASE ENTER "O.")
Cases are assigned regardless of subject matter to panels on the basis of who has time in their caseload			Number:
Some other criterion (please specify:)	15/5		12. Now 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.")
	, i.		Number:
			IF YOU ENTERED "O" 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?

()

1.

Number of judge-days:

25-26/99

16/6

17-18/9

19-20/9

21-22/9

23-24/99

	PLEASE ENTER "O.")	27-28/5
	Number:	2 July Special Comments
		To be seen
1	IF YOU ENTERED "O" IN Q. 14, PLEASE SKIP TO Q. 16. OTHERWISE, PLEASE ANSWER Q. 15.	SERVICE CONTRACTOR CON
	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
	Judicial Personnel	
		e
L6.	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- Part-	
		31-23/9s 341 //9s
	Full- Part- time time	34()/9£ 37-39/9£
	a. TOTAL	34()/9ε. 37-39/9ε 40-42/9ε
	Full- Part- time time	34()/9£ 37-39/9£
	a. TOTAL	34()/9ε 37-39/9ε 40-42/9ε 43-45/9ε 46-48/9ε 49-51/9ε
	a. TOTAL	34()/9: 37-39/9: 40-42/9: 43-45/9: 46-48/9:
	a. TOTAL b. Clerk of the Court and Deputy Clerk(s) c. Law clerks d. Staff attorneys	34()/9ε 37-39/9ε 40-42/9ε 43-45/9ε 46-48/9ε 49-51/9ε 52-54/9ε
	a. TOTAL b. Clerk of the Court and Deputy Clerk(s) c. Law clerks d. Staff attorneys e. Professional and technical personnel (computer specialists, budget specialists,	34()/9ε 37-39/9ε 40-42/9ε 43-45/9ε 46-48/9ε 49-51/9ε 52-54/9ε 55-57/9ε 58-60/9ε
	a. TOTAL b. Clerk of the Court and Deputy Clerk(s) c. Law clerks d. Staff attorneys e. Professional and technical personnel (computer specialists, budget specialists, and so on)	34()/9ε 37-39/9ε 40-42/9ε 43-45/9ε 46-48/9ε 49-51/9ε 52-54/9ε 55-57/9ε 58-60/9ε 61-63/9ε
	a. TOTAL b. Clerk of the Court and Deputy Clerk(s) c. Law clerks d. Staff attorneys e. Professional and technical personnel (computer specialists, budget specialists,	34()/98 37-39/98 40-42/98 43-45/98 46-48/98 52-54/98 55-57/98 58-60/98 61-63/98 64-66/98
	a. TOTAL b. Clerk of the Court and Deputy Clerk(s) c. Law clerks d. Staff attorneys e. Professional and technical personnel (computer specialists, budget specialists, and so on) f. Clerical and secretarial personnel	34()/98 37-39/98 40-42/98 43-45/98 46-48/98 52-54/98 55-57/98 58-60/98 61-63/98 64-66/98
	a. TOTAL b. Clerk of the Court and Deputy Clerk(s) c. Law clerks d. Staff attorneys e. Professional and technical personnel (computer specialists, budget specialists, and so on)	34()/9ε 37-39/9ε 40-42/9ε 43-45/9ε 46-48/9ε 49-51/9ε 52-54/9ε 55-57/9ε 58-60/9ε 61-63/9ε

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.)

3

			Not Covered		overed		No Personnel	
			by Such a System		County System		in This Category	BEGIN CARD 02
	a.	Clerk of the Court	. 1	2	3	4	5	10/6
	ъ.	Deputy Clerk(s) of the Court	I	2	3	4	5	11/6
	c.	Professional or technical personnel (e.g., computer or budget specialists)		2	3	4	5	12/6
	d.	Clerical or secretarial personnel	. 1	2	3	4	5	13/6
逐步	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.	Sta	any "in-house" (i.e., within the property of the property of the personnel who	inuing edu	cation	provide	urts of	this ny of	
a,					Yes	•	2	
			0		Don	't know	3	17/4
19.	lea pro	any <u>assistance</u> (such as tuit eve) for obtaining formal tra evided for any of the non-jud s court?	ining or	continut	ing educ	cation		
					No		1	
					Yes		2	18/4
T de					Don	t know	3	
								6

IF <u>NEITHER</u> IN-HOUSE TRAINING <u>NOR</u> ASSISTANCE FOR TRAINING IS PROVIDED, PLEASE SKIP TO Q. 21. OTHERWISE, PLEASE ANSWER Q. 20.

One 2 Days More Day or to Than Don't Less 1 Wk. 1 Wk. None Know a. Clerk of the Court 1 2 3 4 5 19 b. Deputy Clerk(s) of the Court 1 2 3 4 5 20 c. Law Clerks 1 2 3 4 5 21 d. Staff attorneys 1 2 3 4 5 22 e. Professional or technical personnel 1 2 3 4 5 23 f. Clerical or secretarial personnel 1 2 3 4 5 24 eload Information ASE FILL IN THE FOLLOWING INFORMATION (Q. 21-24) CONCERNING THIS AT'S CASELOAD DURING FISCAL YEAR 1975 ACCORDING TO THE STATISTICS T BY THIS COURT (IF EXACT FIGURES ARE NOT AVAILABLE, FLEASE USE B SEST ESTIMATE): a. Total number of appeals decided: 30-34 1) With oral arguments: 35-39 2) With written opinion: 40-44 c. Total number of appeals otherwise terminated: 1) By counsel	,	the	cation during t average length	?	Dear ye	ar anh	roximat	ely wh	at wa	S	
Day or to Than Don't Less 1 Wk. 1 Wk. None Know a. Clerk of the Court . 1 2 3 4 5 19 b. Deputy Clerk(s) of the Court . 1 2 3 4 5 20 c. Law Clerks . 1 2 3 4 5 21 d. Staff attorneys 1 2 3 4 5 22 e. Professional or technical personnel 1 2 3 4 5 23 f. Clerical or secretarial personnel 1 2 3 4 5 24 eload Information ASE FILL IN THE FOLLOWING INFORMATION (Q. 21-24) CONCERNING THIS RT'S CASELOAD DURING FISCAL YEAR 1975 ACCORDING TO THE STATISTICS TBY THIS COURT (IF EXACT FIGURES ARE NOT AVAILABLE, FLEASE USE R BEST ESTIMATE): a. Total number of appeals filed:	= 10 Teg 10						***				
Less 1 Wk. 1 Wk. None Know											
a. Clerk of the Court					#** ·						
b. Deputy Clerk(s) of the Court					(E)	Less	I WK.	1 WK.	None	Know	
Court		а.	Clerk of the Co	ourt		1	2	3	4	5	19/
Court		ъ.	Deputy Clerk(s) of the							
c. Law Clerks			Court	•		1	2	3	4	5	20/
d. Staff attorneys			T (11 t				n.				
e. Professional or technical personnel		C.	Law Clerks .	• • •	• • • •	1	2	3	4	5	21/
e. Professional or technical personnel	4	d.	Staff attorneys		e je ka	7	5 0				00/
f. Clerical or secretarial personnel	t - 1 - 1	3,					4	3	4	.	22/
f. Clerical or secretarial personnel		e.						1			
f. Clerical or secretarial personnel			personnel	• • •		1	2	3	4	5	23/
personnel		£	Clausani							5 g	•
load Information SE FILL IN THE FOLLOWING INFORMATION (Q. 21-24) CONCERNING THIS T'S CASELOAD DURING FISCAL YEAR 1975 ACCORDING TO THE STATISTICS BY THIS COURT (IF EXACT FIGURES ARE NOT AVAILABLE, PLEASE USE BEST ESTIMATE): a. Total number of appeals filed: b. Total number of appeals decided: 1) With oral arguments: 25-29 2) With written opinion: 40-44 40-44 C. Total number of appeals otherwise terminated: 1) By counsel		**									
SE FILL IN THE FOLLOWING INFORMATION (Q. 21-24) CONCERNING THIS T'S CASELOAD DURING FISCAL YEAR 1975 ACCORDING TO THE STATISTICS BY THIS COURT (IF EXACT FIGURES ARE NOT AVAILABLE, PLEASE USE BEST ESTIMATE): a. Total number of appeals filed: 1) With oral arguments: 25-29 2) With written opinion: 40-44 c. Total number of appeals otherwise terminated: 1) By counsel			personner	• • • • •	•	_ +	2	3	4	5	24/
SE FILL IN THE FOLLOWING INFORMATION (Q. 21-24) CONCERNING THIS T'S CASELOAD DURING FISCAL YEAR 1975 ACCORDING TO THE STATISTICS BY THIS COURT (IF EXACT FIGURES ARE NOT AVAILABLE, PLEASE USE BEST ESTIMATE): a. Total number of appeals filed: 1) With oral arguments: 25-29 2) With written opinion: 40-44 c. Total number of appeals otherwise terminated: 1) By counsel	*										•
SE FILL IN THE FOLLOWING INFORMATION (Q. 21-24) CONCERNING THIS T'S CASELOAD DURING FISCAL YEAR 1975 ACCORDING TO THE STATISTICS BY THIS COURT (IF EXACT FIGURES ARE NOT AVAILABLE, PLEASE USE BEST ESTIMATE): a. Total number of appeals filed: b. Total number of appeals decided: 1) With oral arguments: 25-29 2) With written opinion: 40-44 40-44 2) By counsel. 45-49 45-49 2) By the Court (either on its own or by motion	load I	Infor									
BY THIS COURT (IF EXACT FIGURES ARE NOT AVAILABLE, PLEASE USE BEST ESTIMATE): a. Total number of appeals filed: b. Total number of appeals decided: 1) With oral arguments: 25-29 20 With written opinion: 40-44 c. Total number of appeals otherwise terminated: 1) By counsel		<u> </u>	mation						,	A Section 1	
b. Total number of appeals decided: 1) With oral arguments: 2) With written opinion: 40-44 c. Total number of appeals otherwise terminated: 1) By counsel. 45-49 2) By the Court (either on its own or by motion											0
b. Total number of appeals decided: 1) With oral arguments: 2) With written opinion: 40-44 c. Total number of appeals otherwise terminated: 1) By counsel. 45-49 2) By the Court (either on its own or by motion	SE FIL T'S CA BY TH	LL IN ASELO HIS C	THE FOLLOWING AD DURING FISCA OURT (IF EXACT	L YEAR 197	'5 ACCOR	1-24) CO	ONCERNI	AMT COT.	00		• 0
1) With oral arguments:	SE FIL T'S CA BY TH BEST	LL IN ASELO HIS C ESTI	THE FOLLOWING AD DURING FISCA OURT (IF EXACT MATE):	L YEAR 197 FIGURES AR	5 ACCOR E NOT A	1-24) CO	ONCERNI	AMT COT.	00		O
1) With oral arguments:	SE FIL T'S CA BY TH BEST	LL IN ASELO HIS C ESTI	THE FOLLOWING AD DURING FISCA OURT (IF EXACT MATE):	L YEAR 197 FIGURES AR	5 ACCOR E NOT A	1-24) CO	ONCERNI	AMT COT.	00		25-29/
2) With written opinion:	SE FII T'S CA BY TH BEST a. T	LL IN ASELO HIS C ESTI Cotal	THE FOLLOWING AD DURING FISCA OURT (IF EXACT MATE): number of appe	L YEAR 197 FIGURES AR als filed:	5 ACCOR E NOT A	1-24) CO	ONCERNI	AMT COT.	00		
2) With written opinion: 40-44, c. Total number of appeals otherwise terminated: 1) By counsel	SE FII T'S CA BY TH BEST	LL IN ASELO HIS C ESTI Cotal	THE FOLLOWING AD DURING FISCA OURT (IF EXACT MATE): number of appe	L YEAR 197 FIGURES AR als filed:	5 ACCOR E NOT A	1-24) CO	ONCERNI	AMT COT.	00		25-29/ 30-34/
c. Total number of appeals otherwise terminated: 1) By counsel	SE FIL T'S CA BY TH BEST a. T b. T	LL IN ASELO HIS C ESTI Cotal	THE FOLLOWING AD DURING FISCA OURT (IF EXACT MATE): number of appe number of appe	L YEAR 197 FIGURES AR als filed: als decide	5 ACCOR E NOT A	1-24) CO	ONCERNI	AMT COT.	00		30-34/
1) By counsel	SE FIL T'S CA BY TH BEST a. T b. T	LL IN ASELO HIS C ESTI Cotal Cotal	THE FOLLOWING AD DURING FISCA OURT (IF EXACT MATE): number of appe number of appe ith oral argume	L YEAR 197 FIGURES AR als filed: als decide	5 ACCOR E NOT A	1-24) CO	ONCERNI	AMT COT.	00		30-34/
1) By counsel	SE FII T'S CA BY TH BEST a. T b. T	LL IN ASELO HIS C ESTI Cotal Cotal	THE FOLLOWING AD DURING FISCA OURT (IF EXACT MATE): number of appe number of appe ith oral argume	L YEAR 197 FIGURES AR als filed: als decide	5 ACCOR E NOT A	1-24) CO	ONCERNI	AMT COT.	00		30-34/ 35-39/
2) By the Court (either on its own or by motion	SE FII T'S CA BY TH BEST a. T b. T	LL IN ASELO HIS C ESTI Fotal Fotal L) W	THE FOLLOWING AD DURING FISCA OURT (IF EXACT MATE): number of appe number of appe ith oral argume ith written opin	L YEAR 197 FIGURES AR als filed: als decide nts:	5 ACCOR	1-24) CODING TO VALLABLI	ONCERNI THE ST	AMT COT.	00		30-34/ 35-39/
2) By the Court (either on its own or by motion	SE FII T'S CA BY TH BEST a. T b. T 1	LL IN ASELO HIS C ESTI Fotal Fotal L) W	THE FOLLOWING AD DURING FISCA OURT (IF EXACT MATE): number of appe number of appe ith oral argume ith written opin	L YEAR 197 FIGURES AR als filed: als decide nts:	5 ACCOR	1-24) CODING TO VALLABLI	ONCERNI THE ST	AMT COT.	00		30-34/ 35-39/
	SE FII T'S CA BY TH BEST a. T b. T 2 c. T	LL IN ASELO HIS C ESTI Cotal Cotal () W	THE FOLLOWING AD DURING FISCA OURT (IF EXACT MATE): number of appendent of appendent or all arguments of appendent or appendent of app	L YEAR 197 FIGURES AR als filed: als decide nts:	5 ACCOR	1-24) CODING TO VALLABLI	ONCERNI THE ST	AMT COT.	00		30-34/ 35-39/ 40-44/
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	SE FII T'S CA BY TH BEST a. T b. T 2 c. T	LL IN ASELO HIS C ESTI Cotal Cotal L) W Cotal	THE FOLLOWING AD DURING FISCA OURT (IF EXACT MATE): number of apperature of apperature of arguments of apperature	E YEAR 197 FIGURES AR als filed: als decide nts: nion:	5 ACCOR E NOT A	1-24) CODING TO VAILABLE	ONCERNI THE ST	AMT COT.	00		
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IF WITHIN THIS COURT'S JURISDICTION:	
22. a. Number of criminal appeals filed:	
b. Number of criminal appeals decided:	55-59/9
1) With oral arguments:	60-64/9
2) With written opinion:	65/69/9
c. Number of criminal appeals otherwise terminated:	70-74/9s ◆
1) By counsel:	79-80/02 10-14/9s
2) By the Court (either on its own or by motion of a party)	15-19/9s
IF WITHIN THIS COURT'S JURISDICTION:	20-24/9s
23. a. Number of non-criminal appeals (including civil appeals arising out of criminal matters) filed:	
b. Number of non-criminal appeals decided:	25-29/9s
1) With oral arguments:	30-34/9s
2) With written opinion:	35-39/9 _s
c. Number of non-criminal appeals otherwise terminated:	40-44/9s
1) By counsel:	_ 45-49/9s-
2) By the Court (att)	50-54/9s
action of a party):	55-59/9s
24. Approximately what number of <u>pro se</u> 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

Trial Courts

25.	How many discretionary criminal appeals (including	BEGIN C. OZ
	writs of certiorari) were <u>filed</u> during fiscal year 1975?	10-14/95
26.	How many discretionary criminal appeals (including writs of certiorari) were granted during fiscal year 1975?	15-19/9s
		13 13/34
	IF THERE IS AN INTERMEDIATE APPELLATE COURT IN YOUR STATE, PLEASE ANSWER Q. 27. OTHER- WISE, PLEASE SKIP TO Q. 76.	
A =		
27.	Are there <u>any</u> types of cases which come to this court by direct appeal from the original jurisdiction court?	
	No 1	
	Yes 2	20/3
		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:	A CONTRACTOR OF THE PROPERTY O
	Types of Cases Number	
	하고 있는 그리고 있는 이번 이번 그는 그는 사람들이 그리고 있다. 이번 보는 것 같은 사람들이 되었다.	
y.		
34		21/3
	PLEASE SKIP TO Q. 76.	

29. Is this trial court one seat of a judicial circuit or district which meets in other locations as well as this one? 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? 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 "O.") 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 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 35/3

()

34.	As of June 30, 1975, what was the number of permanent judgeships authorized for this court?	
	Number:	06 -01-
	Number:	36-38/9s
35.	As of June 30, 1975, how many of those permanent judgeships were vacant? (IF NONE, PLEASE ENTER "O."	
	Number:	39-41/9s
£		37-41/95
		(L)
36.	As of June 30, 1975, how many permanent judges filled the permanent judgeships authorized for this court?	
	grafia de la composição d As actualdos que la composição de la compo	***************************************
	a. Full-time:	42-44/9s
	b. Part-time:	45-46/9s
37.	Approximately box mone index	ege.
	Approximately how many judge-days in the last fiscal year were provided for this court by judges "on loan" from another court?	
		in equinal activity.
	Judge-days "borrowed":	47-()9s
38.	Approximately how many judge-days in the last fiscal year were "loaned" to another court by judges of this court?	The second and second
	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:	Microsoff (1984)
	a. Civil	53-54/99
	b. Criminal ,	55-56/99
C	Anger en en información de la companya de la compa	57-58/99
	d. Juvenile 7	59-60/99
	Total: 100 %	
9.		
.0	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	
	administrative and managerial populational business, and all other	a provide a second
\$	court system"?	
lig		
	No 1	<i>y</i>

40.	Which of the following sources provide(s) the funds we the salaries of this court's judges? (Please circle apply.)	hich pa all tha	y E			
	a.	City .		9		
		County				62 63
		State				64,
	d.	Federal	• •	. 1		65,
	IF YOU CIRCLED MORE THAN ONE SOURCE IN Q. 40, PLEASE Q. 41. IF YOU CIRCLED ONLY ONE, PLEASE SKIP TO Q. 42	ANSWER		, 44 ,		а
	41. Do judges at this court each receive one paycheck per pay-period which combines the segments of the or do they receive a paycheck from each source se		cies,	0		
	One combined paycheck			. 1	4 1	
	Separate paychecks from each	source	•	. 2		
	Don't know	• • • •		. 3		
	Other (please specify:)	• • • • • • •		. 4		66/5
				-		

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	67 - 70/9s
a.	TOTAL:			71-74/9s
ъ.	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
ď.	Justices of the Peace	-		22-24/9s 25-27/9s
е.	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-()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 (other than probation/parole officers)		B	79-80/05 EGIN CARD 06 10-12/9s
1.	Translators	· · · · · · · · · · · · · · · · · · ·		13-15/9s 16-18/9s
m.	Computer, budget, or fiscal specialists			19-21/9s 22-24/9s 25-27/9s
n.	Other professional or technical personnel			28-30/9s 31-33/9s
ο.	Clerical or secretarial personnel	0		34-36/9s 37-39/9s
p.	Other personnel (please specify:)			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	
					v 1		. Yes	. •	. 2	46/3
IF IF	YOU	ANSWERED "YE ANSWERED "NO	S," TO Q. 4	3, PLEASE SKIP TO Q.	ANSWER Q.	44.				
	Plo oti	ease circle t ner business some organiz	he categori or have in	es of pers	onnel which	h han espon	dle sibili	Lties		
\$ 8	а.	Clerk of the	Court .	• • • • •	• • • •	• • •	· • . • .		. 1	47/2
	ь.	Deputy Cleri	(s)	• • • •	• • • • •		• • •	• •	. 1	48/2
	c.	Computer, bu	dget, or f	inancial sp	pecialists	• •			. 1	49/2
		Other profes								50/2
		Clerical and			1	• • •	• • •	• •	. 1	51/2
	f.	NONE OF THE	ABOVE	• • • • •	• • • • •		• • •	•	. 1.	52/2

1

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	State	County	Other	Don't	No Personnel in This Category	
а.	Clerk of the Court	1	2	3	, 4	5	6	53/7。
b.	Deputy Clerk(s) of the Court		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).		2	3	4	5	6	56/7
е.	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	. 5()
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	•	•	•	٠	Ţ				ટ
1				ij					
Yes		*		•	2		63	/3	

		0 .1 3.2 3.3 3.3 3.3 3.3 3.3 3.3 3.3 3.3 3.3					W.
47.	Is any "in-house" (i.e., within this co State) formal training or continuing ed the non-judicial personnel who work at	ucation p	provide				
			No			1	& ************************************
			Ye	5		2	
			Doı	n't kno	w .	3	64/4
48.	Is any <u>assistance</u> (such as tuition supp for obtaining formal training or contin any of the non-judicial personnel who w	uing edu	cation	provid			
			No	• • •	•	1	
			Yes	3	•	2	
			Do	n't kno	w .	3.	65/4
	IF <u>NEITHER</u> IN-HOUSE TRAINING <u>NOR</u> ASSIS PROVIDED, PLEASE SKIP TO Q. 50. OTHER						
	49. For those personnel who obtained feducation during the last fiscal ywas the average length?						
		One	2 Days	More			
		Day or Less	to 1 Wk.	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
e A	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 ნ	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.		2	3 3	4	5	73/6 74/6

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79-30/06

tri	ew court service position has recently developed al services agent." The agent performs general	, called "pre-	**	BEGIN CA() 07
cou by	nseling and bail investigation, and other service probation officers. Did this court have any prents on June 30, 1975?	es not performed		
		No	1	
		Yes	2	
		DON'T KNOW	3	10/4
	YOU ANSWERED "YES" IN Q. 50, PLEASE ANSWER 51-52. OTHERWISE, PLEASE SKIP TO Q. 55.			
51.	How many pre-trial services agents were working court on June 30, 1975? (If "NONE" in a categorenter "0.")			
		ull-time:	-	11-12/9
	b. P :	art-time:		13-14/9
		No	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.	DON'T KNOW	3	15/4
		ceived such oximately	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 rectraining during the last fiscal year, appropriate the amount of training was provided during	ceived such oximately g the last	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 rectraining during the last fiscal year, approwhat amount of training was provided during fiscal year?	ceived such oximately g the last	3 1 2	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 rectraining during the last fiscal year, approwhat amount of training was provided during fiscal year?	ceived such oximately g the last or less	3 1 2	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 rectraining during the last fiscal year, approwhat amount of training was provided during fiscal year? 1 day of 2 days 1-2 week	ceived such oximately g the last or less	3 1 2 3	15/4

54. Where is the formal training usually given?	4 (4	
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
Sourt Operations		
5. 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 <u>de novo</u>	1	28/2
1. Misdemeanor appeals: on the record from lower court	1	29/2
m. Felony trials (original jurisdiction)	1	30/2

N.

42/2

43/2

44/2

45/2

46/2

47/4

48-51/9s

52-55/9s

56-59/9s \$\rightarrow\$
79-80/07

10-13/9s

14-17/9s

18-21/9s

22-25/9s

26-29/9s

30-33/9s

BEGIN CARD 08

56.	Which of the following release options are used at this court? (Please circle all that apply.)		58. Which of the following policies or procedures are used by this court? (Please circle all that apply.)
	a. Pre-trial release investigations to recommend release or detention	1 31/2	a. Strict continuance policy is followed to reduce the number of cases held over on calendar
	b. ROR program (release on recognizance)	L 32/2	b. Continuances granted with adjournment to a date certain
	c. Third-party custody (release into custody of non-family		
	members)	L 33/2	c. Court holds regular night sessions
	d. Percent deposit at bail (in which some percentage of bail often 10 percentis deposited directly to court by offender,		d. Court holds regular weekend sessions
	rather than the posting of 100 percent of bail)	L 34/2	e. NONE OF THE ABOVE
	e. Other release option used (please specify:)	35/2	IF THIS COURT HAS ORIGINAL JUVENILE JURISDICTION, PLEASE ANSWER Q. 59-61. OTHERWISE, PLEASE SKIP TO Q. 62.
ett ganne	f. NONE OF THE ABOVE	36/2	59. For statistical purposes, what is the definition of "juvenile case" at this court? (Please circle only one answer.)
, .	Of the following facilities, which are operated by this court, which		Each <u>juvenile</u> is counted as a "case"
	are available locally for use by this court but are operated by another agency or office, and which are not available locally at all?		Each petition is counted as a separate "case"
	(IF YOUR COURT DOES NOT HOLD JUVENILE HEARINGS, PLEASE CIRCLE "NOT APPLICABLE" FOR "a" AND "b.")		Other definition (please specify:)
	Available		
	Operated But Not by This Operated by Not Not	The District Control of the Control	60. FOR JUVENILE CASES:
	Court This Court Available Applicable	1	(NOTE: Please exclude dependency and neglect cases.)
	a. Pre-hearing detention facilities for juve- niles only	37/5	a. How many cases were <u>pending</u> at this court at the <u>beginning</u> of fiscal year 1975?
	b. Post-adjudication correctional facilities for	SC TATE OF THE PROPERTY OF THE	b. How many new petitions were filed at this court during the fiscal year 1975?
	juveniles only	38/5	c. How many cases were <u>pending</u> at this court at the <u>end</u> of fiscal year 1975?
	jail)	39/4	61. TERMINATION OF JUVENILE CASES IN FISCAL YEAR 1975:
	d. Adult half-way house 1 2 3 _	40/4	(NOTE: Please <u>exclude</u> dependency and neglect cases.)
	e. Detention facility inside		a. Total number closed
	the courthouse (i.e., "holding room") 1 2 3 -	41/4	b. Adjudications to probation
	다. 그는 그리아 그는 그는 그들이 그는 그를 가는 그리고 하는 그를 보고 하는 것이 되었다. 그는 그를 보고 하는 것이 되었다. 그는 그들은 것이 말을 보고 있는 것이 되었다. 그는 것들은 것이 되었다. 그는 그를 보고 있는 것이 되었다. 그는 그를 보고 있는 것이 되었다. 그를 보고 있는 것이 되었다. 그런 그를 보고 있는 그는 그들은 것이 말을 보고 있는 것이 되었다. 그는 것들은 것이 되었다. 그는 것이 되었다. 그는 것이 되었다. 그는 것이 되었다. 그런 것이 없는 것이 되었다. 그런 것이 없는 것이 없는 것이 되었다. 그런 것이 없는 것이었다. 것이 없는 것이 없		c. Adjudications to juvenile facilities
	가는 사용을 하고 있다면 하는 이름이 되었다. 이 사람이 있는 사용을 모습니다. 그런 사용을 하는 것이 되었다. 그런 사용을 보고 하는데 보고 있다. 		d. Transfers to adult jurisdiction
	사는 프로그램 시간 시간 사람들이 되었다. 그 사람들이 되었다는 것이 되었다. 보고 있는 사람들이 되는 사람들은 경우를 하면 있는 것이 없는 사람들이 보고 있다. 그리고 있는 것이 없는 것이다.		e. Findings of non-delinquency

f. Dismissals

				Section 2
		OURT HAS NON-CRIMINAL JURISDICTION, PLEASE 62-65. OTHERWISE, PLEASE SKIP TO Q. 66.		And the second second second
62.	case o	tatistical purposes, when is a non-criminal (i.e., civil) considered to be "filed" at this court? (Please circle all apply.)	- Control of the Cont	A CONTRACTOR OF THE CONTRACTOR
		hen the first pleading is presented by a party to an fficial of the court	34/2	
	b. Wh	hen the initial filing fee (if required) is paid 1	35/2	
	c. Wi	hen the case is "ready for trial"	36/2	
	d. 01	ther time (please specify:)	37/2	
63.		tatistical purposes, what is the definition of "non-criminal (or 'civil case')" at this court?	n himanoseppen a di cuana a jumina atri	
0		ne separate "case" is counted for each separate omplaint filed	County of the Co	
	0	ther definition (please specify:)	()/3	
			E conductive of the conductive	
64.	FOR N	ON-CRIMINAL CASES (EXCLUDING JUVENILE):	n, de constante de	
		ow many cases were <u>pe ding</u> at this court at the <u>eginning</u> of fiscal year 1975?	39 - 43/9s	Sept 1
		ow many <u>new cases</u> were <u>filed</u> at this court during iscal year 1975?	44 - 48/9s	
		ow many cases were <u>pending</u> at this court at the <u>nd</u> of fiscal year 1975?	49 - 53/9s	1
65.	TERMI	NATIONS OF NON-CRIMINAL CASES (EXCLUDING JUVENILE):		
		otal number closed (fiscal year 1975)	54-58/9s	
		ismissals	59-63/9s	
		ransfers to other jurisdictions	64-68/9s	,
		ettlements before trial	69-/ \9s	
		ench trials	74-78/9s	1
		Tury trials	79-80/08 IN CARD 09	Strategeneral and
		ll others	10-14/9s 15-19/9s	The same of the sa

IF THIS COURT HAS CRIMINAL JURISDICTION, PLEASE ANSWER Q. 66-75. OTHERWISE, PLEASE SKIP TO Q. 76.

D

66. <u>I</u>	low are criminal cases usually assigned?
	Cases are assigned to courtrooms and are heard by judges on a rotating basis
•	Cases are assigned according to subject matter, to judges who specialize in certain types of cases
	Cases are assigned regardless of subject matter to judges on the basis of who has time in their caseload
	Other method (please specify:)
6.	
67. <u>v</u>	Tho usually assigns criminal cases and sets a time for trial?
	Clerk of the court assigns case to judge and sets time 1
** * ** 1	Prosecutor, with consent of the defense lawyer, sets time, and Clerk of the court assigns case to judge
	Chief or Presiding Judge assigns cases to judges, and Clerk of the court sets time for each case
	Chief or Presiding Judge assigns cases to judges, and each judge sets time for each case
	Clerk of the court assigns cases to judge, and judge sets time
	Other method (please specify:) 6 21

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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
í,	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
4	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.		statistical purposes, what is the definition of "criminal e" at this court? (Please circle all that apply.)		
	a.			
		of whether more than one defendant is joined in the information or indictment	1.	31/2
				· .
	ъ.	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.	The state of the	•	
		beginning of fiscal year 1975?		35-39/9s
	ъ.	How many new cases were <u>filed</u> at this court during fiscal year 1975?	•	40 - 44/9s
	с.	How many cases were pending at this court at the		
100		end of fiscal year 1975?	-	45 - 49/9s
				je, 41
72.	FOR	FELONIES:		
	a.	How many cases were pending at this court at the		
		beginning of fiscal year 1975?	_	50 - 54/9£
	b.	How many new cases were filed at this court during the fiscal year 1975?		55 - 59/9s
				JJ-JJ/J¢
et m.	C.	How many cases were pending at this court at the end of fiscal year 1975?		60-64/9s
		그는 사람들이 되는 것이 되었다. 그는 것이 되는 것이 되는 것이 되었다. 그런 그는 것이 되었다. 그는 것이 되었다. 그는 것이 되었다. 그런 사람들은 것이 되었다. 그는 것이 되었다는 것이 되었다. 그런 것이 되었다.		•
		공기 동안 사람이 하면 그들고 소설 생각을 하고 있는 사람이 하는 사람이다.		79-80/09
	10000			

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					i i
(NO	TE: Please separate felonies and misdemeanors if po fiscal year 1975.)	ssible;	*		North
	Misde-		Total		
	Felonies meanors	or	Total	10-14/9s	
				15-19/9s	
a.	Total number closed			20-25/9s 26-30/9s	
				31-35/9s	
ь.	Dismissals	·		36-40/9s 41-45/9s	
c.	Transfers to other courts or			46-50/9s	
	jurisdictions		·	5/1-55/9s	:. ··
			, A	56-60/9s 61-65/9s	ÇĮ.
d.	Guilty pleas prior to trial			66-70/9s	
				79-80/10	
				10-14/9s	San Control of the Co
e.	Bench trials			15-19/9s 20-24/9s	
•		• • • • • • • • • • • • • • • • • • • •		25-29/9s	Agentin management
f.	Jury trials		•	30-34/9s 35-39/9s	ale parent
				40-44/9s	*
					ş .
_	Found quilty after trial		0	45-4 9s	in weather wheeler of
g٠	Found guilty after trial			50-54/9s	Sanuguanskade die Leen regiona
				50-54/9s 55-59/9s 60-64/9s	Sovered and the state of the st
g.				50-54/9s 55-59/9s	der
				50-54/9s 55-59/9s 60-64/9s 65-69/9s \$\displays{\displays{1}}	and in the contract of the con
				50-54/9s 55-59/9s 60-64/9s 65-69/9s • • 79-80/11 10-14/9s	The design of the state of the
h.				50-54/9s 55-59/9s 60-64/9s 65-69/9s \$\displays{\displays{1}}	general and the state of the st
h.	Acquittals			50-54/9s 55-59/9s 60-64/9s 65-69/9s • 79-80/11 10-14/9s 15-19/9s	ACTION OF THE PROPERTY OF THE
h.	All other terminations	No .	1	50-54/9s 55-59/9s 60-64/9s 65-69/9s 79-80/11 10-14/9s 15-19/9s 20-24/9s	TO THE PROPERTY OF THE PROPERT
h.	All other terminations			50-54/9s 55-59/9s 60-64/9s 65-69/9s • 79-80/11 10-14/9s 15-19/9s	in an entered the property of
h. Doe sen	All other terminations	No .	1	50-54/9s 55-59/9s 60-64/9s 65-69/9s 79-80/11 10-14/9s 15-19/9s 20-24/9s	A COLUMN TO THE PROPERTY OF TH
h. Doe sen	All other terminations	No . Yes	1	50-54/9s 55-59/9s 60-64/9s 65-69/9s 79-80/11 10-14/9s 15-19/9s 20-24/9s	man manuscript in the control of the
h. Doe sen	Acquittals	No . Yes	1	50-54/9s 55-59/9s 60-64/9s 65-69/9s 79-80/11 10-14/9s 15-19/9s 20-24/9s	The second representation of the second seco
h. Doe sen	All other terminations	No . Yes	1	50-54/9s 55-59/9s 60-64/9s 65-69/9s 79-80/11 10-14/9s 15-19/9s 20-24/9s	THE TRANSPORT AND ADDRESS OF THE PROPERTY OF T
h. Doe sen	All other terminations	No . Yes	1	50-54/9s 55-59/9s 60-64/9s 65-69/9s 79-80/11 10-14/9s 15-19/9s 20-24/9s 25/3	THE CHARGE OF THE PROPERTY OF
h. Doe sen	All other terminations	No . Yes	1	50-54/9s 55-59/9s 60-64/9s 65-69/9s 79-80/11 10-14/9s 15-19/9s 20-24/9s 25/3 26-30/9s 31-35/9s	The second secon

dis	s this court routinely supply a central state reposition information concerning individual cases?			1	
		Yes		2	51
7. A	re computers used in the management and operation of t	his co	urt?		
		No		1	
		Yes	• • • •	2	52
	IF YOU ANSWERED "YES" TO Q. 77, PLEASE ANSWER Q. 78-79				
7	 Which of the following tasks are computerized? (I circle all that apply.) 	Please			
	a. Payroll			. 1	5
	b. Accounting		• • • •	, 1·	5
	c. Personnel records			1 .	5
	d. Equipment inventory			. 1	5
	e. Court records management				5
. 3	f. Calendaring				5
	g. Identification of lagging cases				5
	h. Disposition statistics				6
•	i. Jury selection and scheduling (for trial conly)			. 1	6
	j. Other (please specify:)		• • •	. 1	6
				-	
				- 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	

Over a year, but less than two years . . . 2

Two years or longer . . .

NOT:	E: IF PRECISE FIGURES ARE NOT AVAILABLE, ASE GIVE YOUR BEST ESTIMATE.			
80.	Does the fiscal year for this court operate on a calendar year basis?		a	And of the second secon
3		No	•	1
		Yes	• • •	2 64/3
				de Comment
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			The second secon
	fiscal year:	. \$		71-76/9s
				♦ 79-80/12
83.				BEGIN CARD 13
	<pre>court's staff for the last complete fiscal year (excluding salary of trainees):</pre>	. \$		10; y9s
				a controller
84.	Please indicate the sources of funding for this court, giving the approximate percentage derived from each source:			
			9 /	
			<u> % </u>	
	a. State funds	• •	•	16-17/99
	b. County or city funds	. N	• •	18-19/99
	c. Federal funds	.	•	20-21/99
	d. Other (please specify:)	•	• 1	22-23/99
	4		ing in the second of the secon	
				♦ 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 93.45

NATIONAL MANPOWER SURVEY - CRIMINAL JUSTICE SYSTEM BUREAU OF SOCIAL SCIENCE RESEARCH, INC.

1990 M Street, N. W. Washington, D. C. 20038

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NATIONAL MANPOWER SURVEY - CRIMINAL JUSTICE SYSTEM Eureau of Social Science Research, Inc. • 1990 M Street, N.W. • Washington, D.C. 20036 (202) 223-4300

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Harold Wool Project Director 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 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 the questionnaire or about the study, please feel free to call me⁻at (202) 223-4308.

Sincerely,

James M. Krotz,

James M. Kretz, Director

Survey Operations Division

Sur

JMK:em

		OMB No.: Approval E	xpires: Ju	ly 31, 1976
		LEAA No.:	3600-9	
		BSSR No.:	46720	1-5
			***************************************	6-9
What is the ex	act title of the position y	ou currently hold	?	
Title:		: . 	<u>.</u>	10/3
Do you serve m	more than one court?			
			No	1
			Yes	2 11/
IF YOU ANSWER	RED "YES" TO Q. 2, PLEASE AN	ISWER Q. 3.		
IF YOU ANSWER	RED "YES" TO Q. 2, PLEASE AN RED "NO," PLEASE SKIP TO Q. st below the exact name of e	4.	rently	
3. Please Lis	RED "NO," PLEASE SKIP TO Q.	4.	rently	
3. Please Lis	RED "NO," PLEASE SKIP TO Q.	4.	rently	
3. Please Lis	RED "NO," PLEASE SKIP TO Q.	4.	rently	
3. Please Lis	RED "NO," PLEASE SKIP TO Q.	4.	rently	
3. Please Lis	RED "NO," PLEASE SKIP TO Q.	4.	rently	12-13/9

14/3

IF YOU ANSWERED "NO" TO Q. 4, PLEASE CONTINUE.

IF YOU ANSWERED "YES." PLEASE SKIP TO O. 56.

Court Administrative Responsibilities

•	res	ch of the following <u>general administrative</u> areas are ponsibilities for you in your present position as Court inistrator? (Please circle all that apply.)		
	а.	Fiscal management (including preparation and defense of the court/court system budget)	1	15/2
	ъ.	Nonjudicial personnel management (i.e., for all court personnel except 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
ъ.	Nonjudicial personnel management (i.e., for all court personnel except 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.		MINER (Miles Statements)	
			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
1_	그 보고 있는 그 가는 속에 가는 맛은 가득한 근로 하는 가는 그리는 가는 가장 하는 그를 만나가면 하는 것 때문		<i>33 </i> 4
k.	Other general area (please specify:)		36/4

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Court Operations	<u>.</u>	Agent to see and
7. Which of the following types of trial courts do you administer?		
Trial Court(s) of Limited or Special Jurisdiction only	1	The second second
Trial Court(s) of General (Original) Jurisdiction only	2	donicity (distributions)
Both General and Limited or Special Jurisdiction Courts	3	N. W. Sandarian and Sandarian
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?	ø	HE BOOKERS OF THE PROPERTY OF
Extremely serious	1	A THE STATE OF THE
Very serious	2	New Action
Moderately serious	3	Consumer Control
Is a problem, but is not serious	4	
Is not a problem at all	5	38/
		nn an Artista
IF YOU CIRCLED "5" IN Q. 8, PLEASE SKIP TO Q. 13. OTHERWISE, PLEASE CONTINUE.		No. of the state o
9. What do you think might be the <u>single</u> most serious cause of case delay in the trial courts for which you are administratively responsible?		
		39-40/

10.	Which of the following <u>increases in staff time</u> 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	
	<u>Choices Only</u>	
	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 Therease in prosecution staff time	46/4
	g. Increase in defense staff time	47/4
	h. Other increase (please specify:)	48/4
	어머니는 물물을 다 가다면 하는 사람들은 그릇 목을 다른 동안 어린다.	
11.	Which of the following <u>improvements in court facilities and</u> equipment do you think would contribute most to reducing unneces-	
	sary delay and achieving the goal of "speedy trials" in the	Sea of the sea
	court(s) you administer? Please select three, and then rank 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.	ů .
B	Rank Three	
	Choices Only	
	a. Increase in available court(room) space	49/4_
	b. Modernization of current court(room) space	50/4
6 i	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
	이번 그 아이는 이렇게 했다면 내 그들은 것으로 하지 않아 되는 아이 나를 하다	g¢
	f. Increased use of modernized audio-visual	2.3
	equipment (such as video-tapes, tape recorders,	54/4
	and so on)	24/4
	g. Improvement in court reporting services	55/4
	h. Other improvement (please specify:)	56/4

*.)

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2.	hel "sp whi	ch, if any, of the following procedural policies used to p reduce unnecessary case delay and achieve the goal of seedy trial" are currently in effect in the court(s) for ch you are administratively responsible? (Please circle 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
9.	d.	Revised jury system which is management- and efficiency- oriented	1	60/2
	е.	Permitting jury decisions by less than unanimous vote in certain cases	1	61/2
i ka	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
	1.	Continuances granted with adjournment to a date certain	1	68/2
	m.	NONE OF THE ABOVE	1	69/2
			4	79-80/01
	- 2			

Ple	goal of "speedy trials" in the court(s) you administer? ase select four, and then rank the four, starting with "1" the procedural policy you think would contribute most.	BEGIN CARD 02
	Rank Four Choices Only	
а.	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 re-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
1.	Continuances granted with adjournment to a date certain	21/5
	Other procedure (please specify:)	22/5

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	Intermediate Appellate Court only 1	Same of the same o
	Appellate Court of Last Resort only 2	
	Both types of Appellate court	
	NONE 4	23,
IF YOU ANSWERED "NONE" TO Q. 18. OTHERWISE,	IN Q. 14, PLEASE SKIP PLEASE ANSWER Q. 15.	
	ow serious a problem is case delay in the for which you are administratively	
	Extremely serious	
	Very serious 2	
	Moderately serious	
	Is a problem but is not serious 4	
	Is not a problem at all 5	
	" IN Q. 15, PLEASE SKIP TO Q. 18.	
	" IN Q. 15, PLEASE SKIP TO Q. 18. ANSWER Q. 16-17.	
OTHERWISE, PLEASE	hink might be the single most serious	6
OTHERWISE, PLEASE 16. What do you to cause of case	ANSWER Q. 16-17.	G.
OTHERWISE, PLEASE 16. What do you to cause of case	Chink might be the <u>single</u> most serious delay in the Appellate court(s) for	6
OTHERWISE, PLEASE 16. What do you to cause of case	Chink might be the <u>single</u> most serious delay in the Appellate court(s) for	<i>a</i>
OTHERWISE, PLEASE 16. What do you to cause of case	Chink might be the <u>single</u> most serious delay in the Appellate court(s) for	G.
OTHERWISE, PLEASE 16. What do you to cause of case	Chink might be the <u>single</u> most serious delay in the Appellate court(s) for	25-26
OTHERWISE, PLEASE 16. What do you to cause of case	Chink might be the <u>single</u> most serious delay in the Appellate court(s) for	25-26
OTHERWISE, PLEASE 16. What do you to cause of case	Chink might be the <u>single</u> most serious delay in the Appellate court(s) for	25-26
OTHERWISE, PLEASE 16. What do you to cause of case	Chink might be the <u>single</u> most serious delay in the Appellate court(s) for	25-26

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.

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.)	25/2
a. Method(s) of calendaring	35/2
b. Method(s) of assigning judges (i.e., rotation, specialization, or other)	36/2
c. Method(s) of record-keeping	37/2
d. Procedures for reporting court statistics (institute or increase standardization)	38/2
e. Procedures for court reporting	39/2
f. Method of identifying backlog or delayed cases 1	40/2
g. Other (please specify:)	41/2

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9.	Frequently, more authority is granted on paper to a position than		Service of the servic
	the incumbent is permitted actually to exercise. How would you		(1)
	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	
5	and the second s	·	
	Exercise <u>less</u> authority than was formally granted	. 2	· · ·
	Exercise about as much authority as was formally granted	- 3	43/4
£ (
0 -			
0a.	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?		
		: 3	
	No	01	i. li
		:	
	Yes (please specify:)	. 02	
			4
		_	
		-	
			44-45/99
**		•	()
ОЪ.	Have you found any specific areas in which you are		
	constrained to exercise less authority than was granted to		
	your position?	8.	•
			B. Carlotte
	No	01	y .
		. •	
	Yes (please specify:)	02	
	Tes (brease spectry,)	02	
		-	
		Г	1 46-47/99
		_	40-4//99
		1. 1. 4.	
1.	In your opinion, what is the most serious obstacle facing		ev.
	Court Administrators that affects their ability or		
	opportunity to improve court operations?		
			0
		- -	
		•	
			~ ~~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/
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	
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	51/
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	52/2
b. Accounting	53/2
c. Personnel records	54/2
d. Equipment inventory	55/2
e. Court records (e.g., case files, and so on)	56/2
f. Calendaring (including notice to parties, counsel, and so on)	57/2
g. Identification of lagging cases 1	58/2
h. Disposition statistics	59/2
i. Jury selection and scheduling 1	60/2
j. Other (please specify:) 1	61/2
k. DON'T KNOW	62/2

	How long ha	or this court?	used computers in		,	
(3) (3) (4)			One year or less		1	
			Over a year, but 1	ess than two ye	ars 2	63/4
26.	the remaini	d for your cour	the following task rt(s), and whether come computerized	OF not you ava	0.0±	
			Do Not Expect To Become Computerized Within 2 Years	Expect To Become Computerized Within 2 Years	Presently Computerized	
	a. Payroll		· · ·	2	3	64/4
	b. Accounti	ing	1	2	3	65/4
	c. Personne	el records	. • 1	2	3	66/4
	d. Equipmen	nt inventory .	. 1	2	3	. (3)4
	case fil	ecords (e.g., les and so	. 1	2	3	68/4
	notice t	ing (including o parties, and so on)		2	3	
	g. Identifi lagging	cation of cases	• 1	2	3,	70/4
	h. Disposit statisti		1	2	3	71/4
		ection and	·	2	3	72/4
	j. Other (p specify:			° 2	3	73/4
	\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	, a			O I	79-80/02

Is any special computer orientation or training provided to the <pre>judicial personnel (including law clerks) of the courts you serve?</pre>		BEGIN CARD
No	. 1	
Yes	. 2	10
In your opinion, which, if any, of the following have <u>directly</u> 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		11
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-		107
Time	. 1	19/
j. Other (please specify:)	. 1	20/2
	·	
k. NONE OF THE ABOVE	. 1	21/2

main	power 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. <u>Total</u> number of budget or fiscal specialists	22-24/9
	b. <u>Total</u> 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. <u>Total</u> 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	46-48/95
	e. Number of other personnel	49 - 51/9s
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.")	ners and the second sec
	a. Number of budget or fiscal specialists	52 - 54/9ε
	b. Number of computer specialists	55-57/9s
0	c. Number of other professional or technical personnel	58-60/9s
	d. Number of secretarial or clerical personnel	61-63/9s
9-1	e. Number of other personnel	64-66/9s

that apply.)				all	
a. Budge	et, fiscal, or co	mputer specia	lists	1	
	r professional or ase specify:)				(
				*	
c. Cler	ical or secretari	al personnel		1	. (
d. Othe	r (please specify	·:)	• • • •	1	
e NO C	RITICAL SHORTAGES			1	
IF YOU ANSWERED "NO CR SKIP TO Q. 34. OTHERW			EASE		
33. What do you feel is critical manpower	s the <u>major</u> probl shortage(s)? (Ple	em contributi ease circle or	ng to the	ıswer.)	
	of qualified app			•	
Inad	equate levels of	compensation		2	
Inad	equate number of	authorized po	sitions .	3	
Inad		authorized po	sitions .	3	
Inad	equate number of	authorized po	sitions .	3	
Inad Othe	equate number of	authorized po	sitions .	4	
Inad Othe Is assistance (through other means) for contin following categories of	equate number of r (please specify administrative le	authorized po	support,	3 4	
Inad Othe Is assistance (through other means) for contin	equate number of r (please specify administrative le	authorized po	support,	3 4	
Inad Othe Is assistance (through other means) for contin following categories of	equate number of r (please specify administrative leading education propersional at you	authorized po	sitions support, of the	or tive N/A (Office	
Inad Othe Is assistance (through other means) for contin following categories of	equate number of r (please specify administrative leading education propersional at your leading to the second state of the se	authorized po	support, of the dministra	or tive N/A (Office Does Not	
Inad Other Is assistance (through other means) for contin following categories of office?	equate number of r (please specify administrative le nuing education pr personnel at you Is Routinely Provided	authorized po :)	support, of the dministra	or tive N/A (Office Does Not	
Inad Other Is assistance (through other means) for contin following categories of office? a. Court Administrator	equate number of r (please specify administrative le nuing education pr personnel at you Is Routinely Provided	authorized po :)	sitions . support, of the dministra Is Not Provided	or tive N/A (Office Does Not	
Inad Other Is assistance (through other means) for contin following categories of office?	equate number of r (please specify administrative le nuing education pr personnel at you Is Routinely Provided	authorized po :)	sitions . support, of the dministra Is Not Provided	or tive N/A (Office Does Not	
Inade Other Is assistance (through other means) for continuing categories of office? a. Court Administrator b. Deputy Court	equate number of r (please specify administrative leading education propersonnel at your leading provided to the continuity of the contin	authorized po :)	support, of the dministra Is Not Provided 3	or tive N/A (Office Does Not	

79-80/03

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 <u>critical manpower shortages</u> 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		□ 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		18/2
	j. Professional or technical personnel (please specify:)		19/2
	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 <u>critical manpower shortages</u> in any of the following categories? (Please circle all that apply.)

а.	Judges	/2
b.	Law clerks and/or staff attorneys	/2
c.	Clerical or secretarial personnel 1 23	/2
d.	Professional or technical personnel (please specify:)	/2
e.	NO CRITICAL SHORTAGES	/2

Court Administrator's Experience and Background	
37. Have you ever worked in any of the following types of	40. How were you selected for your present administrative position? (Please circle all that apply.)
organizations? (Please circle all that apply.)	
하는 사용 사회에 하다는 전략 교육에 되었다. 하는 상황교육 내 설립하고 사회에 대한 기회 소교장 원칙의 하지 않아 한 환경을 하고 있다. 출시 기급	a. Appointed by the State Court Administrator 1
a. Prosecutor's office	b. Appointed by the Chief Justice of the Court of
b. Criminal defense office 1 27/2	Last Resort in your state 1
c. Probation or parole office 1 28/2	c. Appointed by the chief judge of your court 1
	d. Appointed by an executive committee of judges 1
2972	e. Appointed by the judges of your court en banc 1
e. Correctional department 1 30/2	
f. NONE OF THE ABOVE	f. Other (please specify:)
38. When was your position as Court Administrator established?	
그렇게 눈살 難過 과 이 눈이 하는 그리는 사람들이 가득하는 사람들이 하는 사람들이 되었다. 그는 그는 사람들이 가득하는 것이 되었다. 그 사람들이 불어	
Less than two years ago 1	
Two to five years ago 2	41. How many years have you served in your <u>present</u> position as Court Administrator? (If less than six months, please
Six to ten years ago 3	enter "O.")
39. How was your position as Court Administrator established? (Please circle all that apply.)	42. Are you employed <u>as Court Administrator</u> on a full-time (35 hours/ week or more) or on a part-time basis?
The second state and that apply.)	Full-time 1
a. By statute	Part-time 2
그는 사진權하게 하게 되었다. 하는 사람들은 실점적 됐다. 사과 사람들은 하는 사람들은 사람들은 사람들은 사람들은 사람들은 사람들은 사람들은 사람들은	
b. By court rule	43. In all, how many years have you worked in court administration
c. By order of the chief judge/justice 1 35/2	in any position? (If less than six months, please
d. By the judicial conference/council 1 36/2	enter "O.")
	나는 사람들은 그는 어느로 살아
37/2	
크리크 프랑크 레르크 레크 프로그램 (1982년 1982년 1982년 - 1982년 1982년 1982년 - 1982년 1982년 1982년 1982년 1982년 1982년 1982년 1982년 1 	
요즘 이번 몇만, 그래도 모든 눈에 아들들이 이상에 되는 중속이 있습니다. 그 이 등 종기를 보고 있다. 그리아 아니라 아닌 이 아니라 이 전 반납하다. [편다.	治量學 注論하는 사고 되어도 가면 할 수 있는 것 같아. 그는 사람들은 그는 사람들이 되는 사람들은 그는 사람들이 되는 사람들이 되었다. 그는 것 같아. 그는 사람들이 되었다.

38/2

39/2

40/2

41/2

42/2

43/2

44-45/99

46/3

47-48/99

44.	tim	ch of the following positions had you <u>ever</u> held, up until the e ₀ you assumed your <u>present</u> position as Court Administrator ease circle all that apply.)		0
	а.	Judge	1	49
	b.	Magistrate	1	50.
.0	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,
an Te	, 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,
ejátti s Name		Attorney in:		THE PROPERTY OF THE PROPERTY O
		j. Private practice	1	58,
		k. Government practice	1	59,
		Management position in:		
		1. Government	1	60/
		m. Education, nonprofit organization	1	61/
		n. Business, other commercial organization	1	62/
	ο.	Law clerk	1	63/
	p.	College or university teacher	1	64/
	q.	Other elective position not mentioned above	1	65/
و و	r.	NONE OF THE ABOVE	1	66/

po	at position did you hold <u>immediately</u> prior to your current sition as Court Administrator? (Please circle <u>only one</u> answer
	Judge
	Magistrate
	Other official exercising judicial authority (such as commissioner, master, or referee)
· .	Clerk of the Court, or Deputy Clerk
	Court Reporter
	Court security personnel, or bailiff
	Deputy or Assistant Court Administrator for this court 0
	Deputy or Assistant Court Administrator for another court 0
	Court Administrator
vi (Attorney in:
	Private practice
	Government practice
	Management position in:
. •	Government
	Education, nonprofit organization
	Business, other commercial organization
	Law clerk
	College or university teacher
	Other elective position not mentioned above
	Other position (please specify:)

67-68/1

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administration at any of the following institutes before entering the position of Court Administrator? (Please circle all that apply.)		The second secon
a. Institute for Court Management (Denver)	69/	de la companya de la
b. Institute for Judicial Administration, Inc. (New York City) 1	70/	
c. University-sponsored judicial administration program 1	71/	
Please specify university:		
	and the state of t	
d. Other institute or organization (please specify:) 1	72/	na aliya iyo ka da qara qara qara qara qara qara qara
e. NONE OF THE ABOVE	The Mary Control of the Control of t	Control of the Contro
	73/	Comments of the control of the contr
Have you attended any workshops or other special training sessions in court administration <u>since entering</u> the field of court administration?	The according to the second se	TERESALTS RECTARDUS ANALYSIS
No 1		инувания в предоставля в предо
	1 / 1	f.
Yes 2	74/	nedatational similarity constraints and constraints.
IF YOU ANSWERED "YES" IN Q. 47, PLEASE ANSWER Q. 48 AND 49. IF YOU ANSWERED "NO," PLEASE SKIP TO Q. 50.	74/ 79- 8 0/	Additional descriptions and considerate the state of the description of the state o
IF YOU ANSWERED "YES" IN O. 47 PLEASE ANSWER O. 48 AND 40		Management of the Control of the Con
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	79-80/ BEGIN	And the second s
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.)	79-80/ BEGIN CARD 0.	
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	79-80/ BEGIN CARD 0	
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	79-80/ BEGIN CARD 0. 10/: 11/: 12/:	
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	79-80/ BEGIN CARD 0. 10/: 11/: 12/: 13/:	
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	79-80/ BEGIN CARD 0. 10/: 11/: 12/: 13/: 14/:	
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	79-80/ BEGIN CARD 0. 10/: 11/: 12/: 13/: 14/: 15/2	
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	79-80/ BEGIN CARD 0. 10/: 11/: 12/: 13/: 14/:	

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		19/2
d. Own funds	• 1	20/2
e. Other financial aid (please specify:) 1	21/2
f. NONE OF THE ABOVE	. I	22/2
Based upon your experience as a Court Administrator, what kinds of special courses, workshops, training sessions, or seminars would you recommend as <u>especially</u> useful for your successors to take? (Please circle all that apply.)		
a. Personnel administration (i.e., for court employees other than 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

tion of (est <u>academic</u> background an individual can have for the posi- court Administrator? (Please circle <u>no more than three</u> .)	
A	a. Law	33/
	b. Business administration 1	34/
	c. Public administration 1	35/
	d. Accounting	36/
	e. Management	37/
	f. Criminal justice	· 38/
	g. Computer science	39/
	h. Other (please specify:)	40/
	4 SPECIFIC ACADEMIC PACKED CONT. NOT. THE CONT.	
	i. SPECIFIC ACADEMIC BACKGROUND NOT IMPORTANT 1	41/
Please ci academic	rcle the number indicating your current level of education.	
Please ci academic	rcle the number indicating your current level of education. Less than high school diploma	
Please ci academic	education. Less than high school diploma	
Please ci academic	education.	
Please ci academic	Less than high school diploma	
Please ci academic	Less than high school diploma	
Please ci academic	Less than high school diploma	
Please ci academic	Less than high school diploma	
Please ci academic	Less than high school diploma	
Please ci academic	Less than high school diploma	
Please ci academic	Less than high school diploma	
Please ci academic	Less than high school diploma	

Q. 53. O	VE EARNED A COLLEGE DEGREE, PLEASE ANSWER THERWISE, PLEASE SKIP TO Q. 54.	
colle	e record the academic area of specialization for <u>each</u> ge degree you have earned: A.A.:	44-45/99
	B.A. or b. B.S.:	46-47/99
	c. M.A. or M.S.:	48-49/99 50-51/99
	cle the number indicating the extent of your academic	30-31799
	prior to starting your career in court administration. Less than high school diploma	
	High school graduate	
	2-year college degree	
	3 to 4 years of college	
	Some graduate course work	
± γ γ γ γ γ γ γ γ γ γ γ γ γ γ γ γ γ γ γ	Graduate work beyond the Master's degree 09	
	Passed bar exam (licensed to practice law) but without formal law degree	
	LL.B., J.D., or other law degree	52-53/13

O)

55.	Please record your:		.A. 1
	a. Age:	· ———·	7 / 54 - 55/9
· .	b. Sex: Male	1	
	Female	2	56/3
12	c. Color or race:		
	White	1	
	Black	2	
	Other (please specify:)	3	57/4
· s.: 4		n grignes vonsk na 1. – j	ing a sign of the same of the
Cour	rt 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 office)		58-64/9
			. ()
57.			- হ
	Administrator's office for last complete fiscal year \$		65-71/9:
s .	보이 하고 있는 모든 이 보이는 것으로 되는데 되는데 함께 보고를 받는데 되는데 모든데 되는데 되는데 되는데 되었다. 현실 사람들은 기계 되었다면 보고를 보고 있는데 보고를 보고 있는데 보고를 보고 있다.		7,9-80/0
58.	Total personnel expenditures (salaries and fringe	BEG:	IN CARD O
	benefits for your immediate Court Administrator's office for last complete fiscal year	 -	10-16/9
59,	Total training expenditures for the staff of your		
	immediate Court Administrator's office for last complete fiscal year		17 22/2
			17-23/9s
	나는 사용을 속 모습니다 학자들은 바람들이 많은 점점 점점 보다워, 그 나는 아이들은 함께 하지?		

60. Please indicate the sources of funding for the budget , of the Court Administrator's office, giving the percentage derived from each source. 24-26/9 27-29/9 b. County or city funds 30-32/9 c. Federal funds ____ 33-35/9 d. Other (please specify:) _ 61. Do the court(s) you administer routinely supply a central state repository with disposition information concerning individual cases? 36/3 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.) 37/2 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 41/2 79-80/0

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

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