

EXECUTIVE SUMMARY

Behavioral Classification System

For

Adult Offenders

At

Central Correctional Institution

Renee Shutt
Research Analyst

INTRODUCTION:

In August of 1983, the National Institute of Corrections awarded the South Carolina Department of Corrections ' Division of Classification a grant to implement an internal classification system at the Central Correctional Institution. The system chosen for implementation was the Behavioral Classification System for adult offenders (BCSAO). This system, developed by Dr. Herbert Quay, has been empirically validated through extensive use in the Federal corrections system. Through the use of behaviorally oriented checklists, inmates are divided into three groups and then housed accordingly.

It was expected that implementation at Central Correctional Institution (CCI) would achieve the following goals:

1. Provide a safe and orderly institution for the staff and population.
2. Provide the population equitable access to treatment, educational and vocational programs.

These goals were to be achieved through the following objectives (abstracted from the grant proposal):

1. Establish criteria describing the type of inmate to be assigned to CCI.
2. Provide an isolated orientation program for new admissions.
3. Develop a system of inmate living assignments based on other than space available criteria.

Upon receipt of funding, the following schedule was devised to ensure proper implementation and evaluation of the system:

Phase I - Staffing & Orientation

1. Hire Research Analyst
2. Arrange consultant visit
3. Observation of an existing BCSAO System
4. Design of Implementation & Evaluation Plan
5. Administration of pre-attitudinal survey

Phase II - Training

1. Design Training Plan
2. Train Correctional Officers
3. Train Classification Caseworkers

4. Familiarize all other CCI staff

Phase III - Prepare Admissions & Orientation Unit

1. Staff Admissions & Orientation Unit (A&O)
2. Receive new admissions on Monday only
3. Begin A&O operations

Phase IV - Pilot Test

1. Select random sample
2. Stabilize Correctional Officer assignments
3. Freeze in-house inmate moves
4. Complete BCSAO checklist on subjects
5. Compile sample data
6. Analyze data, write report
7. Discuss recommendations, make needed adjustments

Phase V - Implement BCSAO

1. Complete BCSAO checklists on existing population
2. Compile and analyze data
3. Designate the three group living areas
4. Notify inmates
5. Begin to move inmates

Phase VI - Monitor Program, Collect Data

1. Continue inmate moves
2. Collect existing data
3. Prepare data for computer analysis
4. Administer post-attitudinal surveys

Phase VII - Analyze Data

1. Compile data on all variables

2. Analyze Data
3. Write evaluation report

Phase VIII - Maintain Program

1. Monitor program for possible problems
2. Modify as needed

All the phases of the above schedule have been completed although Phase VIII - Maintain Program, must, for continuing successful operation, be ongoing.

The initial research design has been adhered to. The multiple time series design was chosen as it is frequently used to measure administrative change. The design is depicted as follows:

(CCI)	0000 X 0000	Central Correctional Institution
(PCI)	0000 0 0000	Perry Correctional Institution
(KCI)	0000 0 0000	Kirkland Correctional Institution

CCI is the experimental group. The two institutions most similar to CCI, Perry and Kirkland, were chosen as controls.

After the design was set up three specific hypothesis were set forth:

1. Implementation of the BCSAO at CCI will reduce friction and violence among inmates at CCI.
2. Implementation of the BCSAO at CCI will improve allocation of resources; more specifically there will be increased service delivery to inmates.
3. Implementation of the BCSAO at CCI will improve institutional management.

Variables chosen to measure the first hypothesis were:

- a. Inmate Grievances
- b. Disciplinary Action
- c. Escapes/Attempts
- d. Protective Custody
- e. Sick Call
- f. Serious Incident Reports

For the hypothesis concerning delivery of services, variables were:

- a. Program enrollment
 - (1) Vocational
 - (2) Educational
 - (3) Human Services
- b. Attitudinal Survey

And finally, variables to measure improvement in institutional management:

- a. Employee Data:
 - (1) Grievances
 - (2) Turnover
- b. Attitudinal Survey

DATA ANALYSIS

CORRECTIONAL INSTITUTIONS ENVIRONMENT SCALE DATA ANALYSIS:

A standardized survey, the Correctional Institutions Environment Scale (CIES), was used to assess staff and inmate attitudes prior to and following implementation of the BCSAO at CCI. This scale was developed by Dr. Rudolph H. Moos. He has used this tool extensively in the assessment and evaluation of institutionally based correctional programs. His research concentrates on the discrepancies between staff and resident perceptions of a program. The following briefly describes the scales used on the CIES.

The CIES has nine subscales. The first three; Involvement, Support and Expressiveness are called relationship dimensions. Autonomy, Practical Orientation and Personal Problem Orientation make up the treatment program dimension. The last three subscales; Order and Organization, Clarity, and Staff Control measure system maintenance dimensions.

DISCUSSION:

Comparison of pre and post implementation scores shows a general improvement in resident attitude at both CCI and KCI but not at PCI. This supports the hypothesis that the internal classification system did assist in improving attitudes at CCI. KCI had implemented unit management during 1983 which can account for attitude improvement there.

Particularly noteworthy is the change in the staff control scale at CCI. The inmates perceive an increase in staff control while the staff perceives a decrease. This could be interpreted to mean that the staff feels less of a need to utilize control with the new system where control may be generated internally. Also at CCI both staff and inmates perceive a significant increase in order and organization.

The following describes the data analysis:

Variable 1 - Inmate grievances

Inmate grievance data was gathered by reviewing the monthly reports submitted to Mr. Richard Stroker, Inmate Grievance Coordinator.

The data showed there was a substantial decrease in the number of grievances filed by inmates at CCI.

Variable 2 - Disciplinary Action

Data on disciplinary actions was gathered by studying adjustment committee **dockets** at each of the three institutions. Only adjudicated cases were counted. Analysis showed no apparent trend in this area. (No significant decreases or increases.)

Variable 3 - Sick Call

Sick call data was collected from a standardized report submitted monthly by each institution. Portion II "Sick Call," has five sections. Although the same form is used by all institutions, each varies in their compilation methods. For instance, CCI has no Nurse Practitioner, PCI saw a large number of inmates under Section (b) (general follow-up without "S-O-A-P note). Two of the measures appeared to be collected in a fairly consistent manner; section (a) "assessed by a RN or LPN with S-O-A-P note" and (d) "referred to M.D." Section (a) was selected for use as it would best measure the vague somatic complaints which would hypothetically dwindle as implementation progressed.

To best compare the rate, monthly totals were divided by 30 (days per month), then converted to a percentage based on that institution's average daily population. No significant trends were noted.

Variable 4 - Serious Incident Reports

The following types of serious incidents were considered; assaults on staff, fights, escapes or escape attempts; self-inflicted injuries, suicide attempts, suicide, and intentional fires. To date, there has been only one assault on a staff member at CCI since October of 1983. At Kirkland Correctional Institution there have been six assaults on staff and seven such incidents at Perry Correctional Institution.

Program Enrollment

- la. School Programs: Review of monthly education reports showed an increase in enrollment rates at all three institutions. This is an example of an external validity problem; the reason for the rise in enrollment rates was probably due to implementation of night school program.
- lb. Vocational Programs - Vocational training programs are offered to inmates at all three institutions, although the types of available programs vary.

CCI has had no program changes since the start of Fiscal Year 1983 and they offer the largest selection of the three institutions. Food services, barbering, welding, auto mechanics and sheet metal workers are available.

KCI dropped their Food Services Program in October 1983 and restarted their Plumbing Program in April 1983. Kirkland also offers electricity, brick masonry, and a multi-skills program (combined carpentry and plumbing).

*S-O-A-P refers to notation of visit in inmate's medical record.

PCI offers plumbing and electricity although plumbing did not begin until May of 1983.

The chart below depicts the average percent of the population enrolled in vocational training for Fiscal Year 1983 and Fiscal Year 1984.

PERCENT OF POPULATION IN VOCATIONAL TRAINING

	<u>FY 83</u>	<u>FY 84</u>
CCI	6.1%	6.7%
KCI	7.1%	7.2%
PCI	2.4%	4.1%

The only significant change is at Perry Correctional Institution. The change could be attributed to the start up of the Plumbing Program in May, 1983. We see that none of the three institutions showed a decline.

SECTION III

INTERNAL VALIDITY:

Internal validity was supported by studying Dr. Quay's description of each group and choosing variables that would measure his assertions. The purpose of this analysis was to assess the accuracy of classifications at CCI.

Dr. Quay describes the Alpha group as "inmates who are now and have had histories of hostile, aggressive and sometimes violent behavior." They cause the most disciplinary problems and are most likely involved in fights, assaults and destruction of property. This would lead to the hypothesis that the Alpha group at CCI would have a history of more disciplinaries, more prior offenses and a less stable background (i.e., unmarried, poor employment history).

The Beta group is described as; weak, anxious, indecisive and submissive. This middle group should therefore show a higher rate of suicides, suicide attempts, self-inflicted injuries and perhaps drug and alcohol dependency.

The Gamma group, described as "situational-normals" that generally do not have extensive criminal histories, should show less disciplinaries, fewer prior offenses and a more stable background.

Analysis shows inmates were classified in an accurate manner.

The alpha group incurred a larger number of disciplinaries than either the Beta or Gamma group. Eighty-seven percent of the Gamma group had three or fewer disciplinaries and 74.38% of the Beta group had three or fewer. In the Gamma group 58.16 percent had no disciplinary record; 38.65 percent of the Beta group had none, and only 18.55 percent of the Alpha group had none.

Secondary analysis was performed on all serious incidents and adjustment committee cases from late March 1984, through June 1984. Thirty-eight inmates were involved in serious incidents during this period. Thirty three were Alpha group members and five were Beta group members. The incidents involving Beta group members were self-inflicted injuries in three cases. The other-two Beta group members

were victims in assaults. Review of 56 adjustment committee dockets showed 45 Alpha group members charged; ten Beta group members charged and one Gamma group member. The Beta group members were mainly charged with possession of contraband. The Gamma group member was incongruently charged with an escape attempt. The Alpha's were charged with a range of things such as assault and battery, disrespect and threatening conduct.

The association between type of crime committed and group was as follows: The most distinctive Alpha crime was Armed Robbery. Twenty-five per cent of the Alpha group was incarcerated for this crime. Chaiken and Chaiken (1984), in an article concerning offender types, concluded that violent predator types were generally convicted of Robbery. The most distinctive Beta crime was sexual assault (16%); hypothetically this could be their method of attempting to compensate for personal inadequacy. (Groth, 1979) The most distinctive Gamma crime was homicide (31%) which is a crime often associated with the one-time offender.

In Dr. Levinson's initial report, he discussed several major areas where action needed to be accomplished to establish the BCSAO at CCI. Suggested actions were taken. The following discussion addresses recommendations for improvement in these areas for either program maintenance or future instances of implementation.

Training: All training, including design of the training plan, was done by Renee Shutt. Every Correctional Officer and Classification Caseworker at CCI was intensively trained on how to complete their respective checklists as well as receiving a general orientation to the system.

It is suggested that, in the future, fewer officers undergo an even more extensive training session. Once the system is implemented only the officers assigned to the Admissions and Orientation Unit will be required to complete correctional officer checklists. During implementation five percent of the security staff could accomplish completion of checklists. Shift supervisors could select officers who would be best suited for this task.

Also, the critical nature of the A&O officer and caseworkers job warrant that they undergo some additional, outside training such as Basic Counselling Skills provided through the South Carolina Alcohol and Drug Abuse Agency.

Admissions and Orientation: The biggest problem in the Admissions and Orientation Unit (A&O) was having some degree of control over the arrival of new admissions. This was expertly coordinated between CCI staff and the Midlands Reception and Evaluation Center (MR&EC). Inmates coming from MR&EC arrive only on Monday mornings. There is a continuing problem with unscheduled transfers from other institutions. Presently, the unscheduled inmates are placed in administrative segregation until the following Monday when they are transferred to the A&O Unit for orientation and classification.

The A&O Unit security staff is minimal. One officer is permanently assigned to the Unit, Sunday through Thursday. At least one back-up officer should be designated and the officer currently assigned should work Monday through Friday, the days the Unit is in operation.

Implementation: Attempts were made to create an ideal situation by forcing the three groups into an equal distribution. This was done by setting a 'cut-off' score for the Alpha group. In other words, if an inmate was classified as an Alpha but his score was less than 57, then he would become a Gamma group member (this being the minority group). It is recommended that in the future, at CCI or other institutions, no adjustments to scores are made to force equal distribution. Do not in Dr. Levinson's words, "try to fix it before it's broken." Supporting data gathered from Serious Incident Reports and Adjustment Committee Dockets revealed that 12 percent of Alpha group members involved had been shifted to the Gamma group because of the 'cut-off." In an earlier article written by James Austin (Crime and Delinquency, October, 1983) he discusses the risk of using cut-off scores or "administrative overrides." "Excessive use of administrative overrides of the computed classification score may defeat the intent of objectivity, equity and explicitness." If the system is "stacked" with excessive numbers of override options which are poorly defined and frequently invoked the goals will be defeated.

SECTION V

Summary: The Nelson Suit requires that an internal classification system be implemented state-wide. Additionally, the chosen system must be validated. The Behavioral Classification System for Adult Offenders has been empirically validated and extensively used at the federal corrections level. It appears that the BCSAO is achieving the specified goals and objectives at CCI. Caution must be taken when drawing conclusions, however, because of the extremely short period of time between full implementation and the writing of this evaluation report (April through July, 1984).

The data analysis does lend support to some conclusions. One, is that, the internal validity of the system appears to be excellent. The officers and caseworkers did an outstanding job in correctly classifying inmates into their three groups. Mr. Elton Spain, Correctional Classification Caseworker and Correctional Officer Rogers continue to do an excellent job in the Admissions and Orientation Unit.

Conditions at CCI have not degenerated although the data does not show any leap and bound improvements. In the future months it is predicted that the slow but steady improvements will continue at CCI.

Now that internal classification is implemented at CCI the administration plans to implement a unit management system with the primary goal of better allocation of resources. Plans to concentrate specially trained security staff in the alpha areas are well underway. The staff also plans to begin differential programming in the human services arena for the three groups.

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SUMMARY EVALUATION

BEHAVIORAL CLASSIFICATION SYSTEM

FOR

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AT

CENTRAL CORRECTIONAL INSTITUTION

Renee Shutt
Research Analyst
(CLASSG/B)

INTRODUCTION:

In August of 1983, the National Institute of Corrections awarded the South Carolina Department of Corrections' Division of Classification a grant to implement an internal classification system at the Central Correctional Institution. The system chosen for implementation was the Behavioral Classification System for adult offenders (BCSAO). This system, developed by Dr. Herbert Quay, has been empirically validated through extensive use in the Federal corrections system. Through the use of behaviorally oriented checklists, inmates are divided into three groups and then housed accordingly.

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(KCI)	0000	0	0000	Kirkland Correctional Institution

CCI is the experimental group. The two institutions most similar to CCI, Perry and Kirkland, were chosen as controls.

The main drawback of this design is problems with external validity. For example, some other factors could have influenced changes at CCI besides the program itself. Also, KCI had implemented unit management in 1982-83 and data analysis will show this influenced some of the variables. CCI had revamped its Human Services Department which may have influenced delivery of services in this area.

After the design was set up three specific hypothesis were set forth:

1. Implementation of the BCSAO at CCI will reduce friction and violence among inmates at CCI.
2. Implementation of the BCSAO at CCI will improve allocation of resources; more specifically there will be increased service delivery to inmates.
3. Implementation of the BCSAO at CCI will improve institutional management.

Variables chosen to measure the first hypothesis were:

- a. Inmate Grievances
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- d. Protective Custody
- e. Sick Call
- f. Serious Incident Reports

For the hypothesis concerning delivery of services, variables were:

SECTION I

CORRECTIONAL INSTITUTIONS ENVIRONMENT SCALE DATA ANALYSIS:

A standardized survey, the Correctional Institutions Environment Scale (CIES), was used to assess staff and inmate attitudes prior to and following implementation of the BCSAO at CCI. This scale was developed by Dr. Rudolph H. Moos. He has used this tool extensively in the assessment and evaluation of institutionally based correctional programs. His research concentrates on the discrepancies between staff and resident perceptions of a program. His research shows that in an ideal situation the staff and resident profiles would be most congruent.

The CIES has nine subscales. The first three; Involvement, Support and Expressiveness are called relationship dimensions. Autonomy, Practical Orientation and Personal Problem Orientation make up the treatment program dimension. The last three subscales; Order and Organization, Clarity, and Staff Control measure system maintenance dimensions. A brief description of each subscale is outlined below:

Involvement: Measures how active and energetic the inmates are in interacting, doing things on their own initiative.

Support: measures the extent to which inmates are helpful and supportive toward other inmates and how supportive staff is toward inmates.

Expressiveness: measures the extent to which the institution encourages open expression of feelings.

Autonomy: assesses the extent to which inmates are encouraged to take initiative in planning activities.

Practical Orientation: assesses the extent to which the environment orients the inmate toward preparation for release.

Personal Problem Orientation: measures the extent to which inmates are encouraged to be concerned with recognizing and understanding their personal problems.

Order and Organization: measures the importance of order and organization at the institution; how inmates look, how well facility is kept up, what staff do to encourage order.

Clarity: measures the extent to which the inmate knows what is expected of him (clearness of rules/procedures).

Staff Control: measures the extent to which staff uses measures to keep inmates under control (rules, scheduling activities) (inmate/staff relationships).

Methodology: The Correctional Institutions Environment Scale was administered to random samples of inmates and staff prior to program implementation and again in July 1984. The pre-administration of the survey at PCI and KCI was accomplished by personnel in the Division of Resource Information Management. A misunderstanding resulted in the missing staff data at PCI (pre-administration was not done).

SECTION II

Data analysis for the variables in this section was accomplished by comparing either frequencies or percents for April through July, 1983 with April through July 1984. A "t" test for correlated means with alpha set at .05 was used to examine the data. With three degrees of freedom "t" must equal 3.18 to be statistically significant.

Hypothesis: Implementation of the BSCAO at CCI will reduce friction and violence among inmates at CCI.

Variable 1 - Inmate grievances

Inmate grievance data was gathered by reviewing the monthly reports submitted to Mr. Richard Stroker, Inmate Grievance Coordinator. The totals each month for each institution are presented below.

INMATE GRIEVANCE STATISTICS FREQUENCY OF GRIEVANCES FILED PER MONTH, BY INSTITUTION

	<u>April 83 / 84</u>	<u>May 83 / 84</u>	<u>June 83 / 84</u>	<u>July 83 / 84</u>	<u>t=</u>
CCI	8 3	6 3	14 6	2 4	1.66
PCI	9 10	38 18	30 16	23 24	1.51
KCI	3 5	4 12	6 7	1 5	2.43

The data shows there has been a substantial decrease in the number of grievances filed by inmates at CCI. Particularly noteworthy is the comparison between April through July, 1983 and April through July, 1984.

Variable 2 - Disciplinary Action

Data on disciplinary actions was gathered by studying adjustment committee dockets at each of the three institutions. Only adjudicated cases were counted. Analysis shows no apparent trend in this area. (No significant decreases or increases.)

HEALTH CARE STATISTICS
DAILY PERCENTAGE OF POPULATION ASSESSED BY AN RN/LPN

	<u>April 83 / 84</u>		<u>May 83/ 84</u>		<u>June 83 / 84</u>		<u>July 83/ 84</u>		<u>t</u>
CCI	2.56	2.85	2.97	3.12	2.74	3.23	2.64	3.14	1.4;
PCI	6.09	5.03	5.86	5.90	6.27	5.27	6.89	6.30	2.60
KCI	1.24	2.29	1.22	2.47	2.02	2.45	1.99	1.60	1.61

It appears that sick call rates have not significantly decreased at CCI or elsewhere.

Variable 6 - Serious Incident Reports

The following types of serious incidents were considered; assaults on staff, fights, escapes or escape attempts; self-inflicted injuries, suicide attempts, suicide, and intentional fires. To date, there has been only one assault on a staff member at CCI since October of 1983. At Kirkland Correctional Institution there have been six assaults on staff and seven such incidents at Perry Correctional Institution.

FREQUENCY OF *SERIOUS INCIDENTS BY MONTH, BY INSTITUTION

	<u>April 83 / 84</u>		<u>May 83 / 84</u>		<u>June 83 / 84</u>		<u>July 83/ 84</u>		<u>t=</u>
CCI	1	6	5	9	4	4	8	7	1.36
PCI	3	4	11	2	12	4	7	6	1.70
KCI	5	4	5	9	4	4	2	6	1.34

*Considers the following incidents: assault on staff, inmate fights/stabbings/ escapes and attempts, suicides and attempts, intentional fires.

Hypothesis: Implementation of BCSAO at CCI will improve allocation of resources; more specifically, there will be increased service delivery to inmates.

Variable 1 - Program Enrollment

la. School Programs: Review of monthly education reports showed an increase in enrollment rates at all three institutions. This is an example of an external validity problem; the reason for the rise in enrollment rates was probably due to implementation of the night school program. The April 1984 decrease at KCI was due to relocation of their Special Learning Unit.

PERCENT OF INMATES INVOLVED IN HUMAN SERVICES PROGRAMS
PER MONTH, BY INSTITUTION

	<u>April 83 / 84</u>		<u>May 83 / 84</u>		<u>June 83 / 84</u>		<u>July 83 / 84</u>		<u>t=</u>
CCI	1.6	4.6	3.1	4.9	3.0	3.2	5.4	2.6	.41
PCI	4.3	4.2	4.1	3.0	3.3	5.1	2.7	0.6	.45
KCI	3.9	4.1	3.2	1.3	3.3	2.9	3.2	0.12	1.74

Hypothesis: Implementation of BCSAO at CCI will improve institutional management.

Variable 4 - Employee turnover rate

	<u>FY 1983</u>	<u>FY 1984</u>
CCI	11%	16%
PCI	33%	38%
KCI	16%	16%
Total Agency	17%	18%

Although the employee turnover rate at CCL was increased, it continues to remain below the overall agency turnover rate.

Variable 2 - Employee grievances filed - (percentages based on number of employees at each of the institutions)

	<u>FY 1983</u>	<u>FY 1984</u>
CCI	1.4%	1.9%
PCI	4.8%	4.8%
KCI	3.1%	3.1%

CCI has the lowest grievance rate of the three institutions although the rate did rise slightly in FY 1983 while remaining stable at PCI and KCI.

Variable 3 - Attitudinal Survey (See Appendix A)

SECTION IV

In Dr. Levinson's initial report, he discussed several major areas where action needed to be accomplished to establish the BCSAO at CCI. Suggested actions were taken. The following discussion addresses recommendations for improvement in these areas for either program maintenance or future instances of implementation.

Training: All training, including design of the training plan, was done by Renee Shutt. Every Correctional Officer and Classification Caseworker at CCI was intensively trained on how to complete their respective checklists as well as receiving a general orientation to the system.

It is suggested that, in the future, fewer officers undergo an even more extensive training session. Once the system is implemented only the officers assigned to the Admissions and Orientation Unit will be required to complete correctional officer checklists. During implementation five percent of the security staff could accomplish completion of checklists. Shift supervisors could select officers who would be best suited for this task.

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The A&O Unit security staff is minimal. One officer is permanently assigned to the Unit, Sunday through Thursday. I have repeatedly asked that at least one back-up officer be designated and that the officer currently assigned work Monday through Friday, the days the Unit is in operation.

Implementation: Attempts were made to create an ideal situation by forcing the three groups into an equal distribution. This was done by setting a "cut-off" score for the Alpha group. In other words, if an inmate was classified as an Alpha but his score was less than 57, then he would become a Gamma group member (this being the minority group). It is recommended that in the future, at CCI or other institutions, no adjustments to scores are made to force equal distribution. Do not in Dr. Levinson's words, "try to fix it before it's broken." Supporting data gathered from Serious Incident Reports and Adjustment Committee Dockets revealed that 12 percent of Alpha group members involved had been shifted to the Gamma group because of the "cut-off." In an earlier article written by James Austin (Crime and Delinquency, October, 1983) he discusses the **risk** of using cut-off scores or "administrative overrides." "Excessive use of administrative overrides of the computed classification score may defeat the intent of objectivity, equity and explicitness." If the system is "stacked" with excessive numbers of override options which are poorly defined and frequently invoked the goals will be defeated.

APPENDIX A

CORRECTIONAL INSTITUTIONS ENVIRONMENT SCALE

GRAPHS AND CHARTS

	CCI		CCI	KCI	KCI	
	PRE	POST	DIFFERENCE		PRE	POST
Involvement	12.32	11.39	.93	-3.63	8.01	11.64
Support	14.93	15.03	-.10	.34	20.53	20.19
Expressiveness	9.09	8.45	.64	-2.78	8.42	11.2
Autonomy	19.47	13.26	6.21	-2.37	14.01	16.38
Practical Orient.	20.2	12.97	7.23	-.12	16.88	17
Personal Problem Orientation	14.04	10.93	3.11	3.31	12.49	9.18
Order	13.05	15.98	-2.93	-1.89	7.09	8.98
Clarity	23.93	13.29	10.64	-5.05	10.37	15.42
Staff Control	5.13	-7.04	12.17	-15.38	-13.3	2.08

QUAY QUESTIONNAIRE

1. Do you feel that the Quay system (will improve) improved your living/working environment?

	<u>Inmates</u> June '84	<u>Staff</u> Oct. '83	<u>June '84</u>
Yes _____	29%	80%	50%
No _____	52%	12%	40%
No Opinion _____	19%	8%	10%

2. Do you feel that the Quay system (will improve) improved your delivery of services to inmates?

	<u>Inmates</u> June '84	<u>Staff</u> Oct. '83	<u>June '84</u>
Yes _____	26%	73%	55%
No _____	59%	8%	15%
No Opinion _____	15%	19%	30%

3. Do you feel that the Quay system (will aid) aided in institutional management?

	<u>Inmates</u> June '84	<u>Staff</u> Oct. '83	<u>June '84</u>
Yes _____	38%	85%	80%
No _____	38%	12%	5%
No Opinion _____	24%	3%	15%

4. How do you feel the Quay system (will affect) affected you personally?

	<u>Inmates</u> June '84	<u>Staff</u> Oct. '83	<u>June '84</u>
Positively	26%	54%	30%
Negatively	24%	3%	5%
No Effect	26%	8%	55%
Don't Know	24%	34%	10%

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