

**OREGON CASE MANAGEMENT SYSTEM FOR  
COMMUNITY SERVICES: TIME STUDY AND  
AUDITING SYSTEM DESIGN/IMPLEMENTATION**

**Oregon Dept. of Corrections  
Classification Unit**

**NIC Grant No. 90C01GHG8**

# Oregon-Case Management System

## MANUAL

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# Oregon Case Management System

## CLASSIFICATION COMPONENT

### Instructions

#### PURPOSES

- To serve as a component of the Oregon Case Management System for Community Services.
- To ensure statewide consistency in the assessment of offender risk and the supervision of offenders.
- To classify offenders based primarily upon risk to recidivate, irrespective of felony or misdemeanor status.
- To assign levels of supervision with minimum contact standards for each level.
- To maintain continuity of supervision and minimal duplication of effort between agencies transferring/receiving offenders.
- To provide the information necessary to determine overall resource needs, make program/service delivery decisions, and complete operational reviews.
- To provide the workload data to be used for capacity management and resource allocation.

#### RISK ASSESSMENT

Offenders will be assessed for risk irrespective of the felony or misdemeanor status of the crime of conviction leading to the present supervision. Classification will involve the use of risk assessment tools which are objective instruments that group offenders according to their likelihood to reoffend. An Initial Risk Assessment will occur at the beginning of supervision and Risk Reassessments will occur during the actual term of supervision.

Initial Risk Assessment: The Initial Risk tool is the adopted History Risk instrument of the Oregon Board of Parole and Post Prison Supervision. The instructions are essentially the same as those provided by the Board with the primary exception being the exchange of the term “supervision” where the Board instructions often reference “incarceration”. If the task is to determine a Matrix Score for possible use regarding a term of incarceration, the Board Coding Instructions (Exhibit B, Part II) should be used.

An initial risk assessment is to be completed consistent with New Case procedures. An updated initial risk assessment may be completed if the offender began supervision with a jail term and the length of the actual time in custody exceeded 90 days.

Completion of the Initial Risk Instrument will result in either the assigning of the offender to a level of supervision according to established cutoff scores; or the implementation of override procedures to determine appropriate assignment.

Scoring Procedures: Refer to the Initial Risk Assessment instrument (DOC form CD1 140F). Please refer to Attachment 1. This is a 2-part NCR form, the top copy of which will be placed in the file; the second copy is utilized for data entry.

If the offender is part of a recognized Intensive Supervision Program, the officer should check the ISP box in the upper left hand portion of the risk form. An ISP is defined as any such program recognized in the county Community Corrections Plan as an intensive supervision program.

Data Coding: Each item of the risk tool will also include a data element to be entered by the officer in the designated data box. The data will generally be the answer to the specific question asked in the risk tool.

Complete the top of the form, legibly writing in the name of the offender, the SIDX, and the county where the offender is being supervised.

Complete Items A-F according to the below instructions.

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(A) How many prior felony convictions?

No Convictions.....3  
1 Conviction.....2  
2-3 Convictions.....1  
4 or More Convictions..... 0

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DATA ELEMENT: Actual total number of prior felony convictions.

1. Adult Convictions: Count as a prior conviction all adult convictions for criminal acts classified as felonies. Count convictions in a foreign country for criminal behavior that would be classified as a felony in Oregon.

2. Juvenile Convictions: Count adjudications transpiring prior to the 16th birthday if incarceration results. Count adjudications for a juvenile who has passed his 16th birthday for offense behaviors that would have been felonies if committed by an adult. Formal probation and wardship are considered to constitute a conviction providing the foregoing criteria are met. Do not count any juvenile charge which results in informal probation.

3. Effective Age: Count as a conviction a finding by a court that a juvenile who has passed his 16th birthday, who while either on probation or parole for a crime classified as a felony, committed a new felony, even though the probation/parole was continued.

4. Military Convictions: Count prior convictions for behavior which would constitute a felony if committed in Oregon.

5. Convictions Pardoned: Count felony offenses which have been pardoned on grounds other than innocence. Do not count convictions or adjudications which were set aside or pardoned on the grounds of innocence. Do not count any convictions which have been expunged pursuant to court order. Do not count guilty but for insanity verdicts.

6. Convictions Reversed or Vacated on Constitutional Grounds: Do not count felony convictions reversed or vacated on constitutional grounds (e.g., that an indigent offender was deprived of his/her right to counsel). However, it is presumed that a conviction/adjudication is valid unless the evidence is clear that it is not.

7. Uncounseled Convictions: Do not count felony convictions if the documents clearly show that the offender neither had counsel nor waived counsel for a particular conviction. Count convictions where the offender chooses to represent himself.

8. Diversion: Do not count convictions resulting in diversion from the judicial process without a specific finding of guilt (e.g., deferred prosecution, probation without plea).

9. Convictions Now Classed as Misdemeanors: Count as a conviction offenses which were previously felonies but are now only misdemeanors if the offense occurred at a time when they were sanctioned as a felony.

10. Present Conviction: Do not count the present offense or offenses as prior convictions.

11. Old Prior Record: Do not count prior felony convictions or commitments under Item A or B if the offender has maintained a (felony) conviction free record of ten years in the community (including time on probation or parole) immediately prior to the current offense behavior. The ten (10) year period is counted between the date of the last conviction countable under Item A or release from the last commitment countable under Item B (whichever comes last) and the date of the commencement of the current offense behavior. Notwithstanding the above, count any homicide or conviction categorized as a 6 (Parole Board Crime Severity Rating) even if it is over ten (10) years old and the offender has been crime free.

12. Intervening Probation: When any new felony conviction occurs while on felony supervision, and the new conviction is the basis for a new supervision, the original conviction leading to the original supervision shall constitute a prior conviction.

When the current supervision is the result of a probation revocation for non-criminal behavior, the original convictions leading to the supervision shall not constitute a prior conviction.

13. Merged Convictions: Judicially merged convictions at the time of sentence will be counted as one conviction.

14. Documentation: Document the foregoing through official criminal justice system instruments. Admission shall also constitute adequate documentation.

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(B) How many prior incarcerations (executed sentences of 90 days or more, felony or misdemeanor, adult or juvenile)?

No Incarcerations.. ..... .2  
1-2 Incarcerations.. ..... .1  
3 Or More Incarcerations.....0

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DATA ELEMENT: Actual total number of prior incarcerations.

1. Incarcerations and Facilities That Count as Confinement: Count as an incarceration all sentences of ninety (90) days or more which were executed following conviction for a felony or misdemeanor offense prior to the present supervision. An offender need not serve 90 days or more for a sentence to be executed; and the offender need only serve a portion thereof, the deciding criteria being whether the confinement actually was begun.

Count as incarceration confinement to a facility if the movement of the person is restricted through social passes and furloughs; the facility need not be of a highly secure nature.

Jail as a condition of probation is not considered an executed sentence and is therefore not a countable incarceration.

2. Incarcerated While Awaiting Trial: Do not count as an incarceration confinement awaiting trial unless a sentence to time served was imposed.

3. Incarceration Avoided: Count as a prior felony related commitment if a sentence of more than ninety (90) days is imposed prior to the current offense but the offender avoids or delays service of the sentence (e.g., by absconding, escaping, bail pending appeal).

4. Hospital Commitments: Do not count commitments of ninety (90) days or more if the same are imposed only for psychological, psychiatric, or medical observation.

5. Technical Parole Violation: Do not count parole violation commitments if the recommitment is based on a technical violation(s).

6. Old Record: Do not count prior felony commitments over ten (10) years old if the current supervision follows ten (10) years conviction free in the community (See #11 under Item A).

(C) Was the offender felony conviction-free (verified) for a period of three years in the community prior to the present supervision?

Yes.....1  
No.....0

DATA ELEMENT: Circle appropriate Yes or No response.

1. Score 1 if the offender has no prior convictions or if the offender was released to the community from the client's commitment and is conviction free for at least three (3) years prior to the date of arrest for the offender's current offense.

2. Score 0 if there is a conviction within the three (3) years prior to the present supervision or if the offender was confined or on escape status at the time of the current supervision inception.

3. Convictions Counted: For this purpose, count as a conviction only such offenses which would count as a felony conviction under Oregon law under item A.

(D) What was the age of the offender at the start of the behavior leading to this supervision?

Age 26+ and Total ABC Score is More Than 0.. ..... .2  
Age 26+ and Total ABC Score is 0..... .1  
Age 21-26 and Total ABC Score is More Than 0..... 1  
Age 21-26 and Total ABC Score is 0..... .0  
Age is Under 21..... 0

DATA ELEMENT: Enter actual age.

1. Age: Use the offender's age at the time the crime was committed.

(E) Does present supervision include violations of:

1. Probation, Release Agreement, Failure to Appear;
2. Parole, Escape, Custody Violation?

If the Answer to Both 1 & 2 is No..... .2  
If 1 is Yes and 2 is No..... -1  
If 2 is Yes.....0

DATA ELEMENT: Circle appropriate Yes or No response to Questions 1 & 2.

1. Probation Violation: Count as a probation violation if the offender was on felony probation when the misconduct occurred. It does not matter if the original probation was continued or terminated. The deciding criteria is whether or not the misconduct leading to a new supervision occurred while the client was on felony probation.

2. Release Agreement Violation: Count as a release agreement violation if an offender committed the present offense while on release, bail or other custody reduction from any legal jurisdiction. If an offender, pursuant to being arrested for the present crime, is granted bail or release on own recogni-

zance and subsequently fails to appear at the time and place specified by a court, the violation is considered to have occurred.

Note: Violations of a diversion program will be considered the same as a release agreement violation.

3. Failure to Appear: Count as a failure to appear violation any sentence to the Department of Corrections for Failure to Appear. A probation imposed for Failure to Appear, where Failure to Appear transpired following arrest for the present crime, is counted as a Failure to Appear violation.

4. Parole Violation: Count as a parole violation misconduct occurring while on parole. It does not matter in what jurisdiction the parole was imposed. The deciding criteria is whether or not the misconduct leading to this supervision occurred while the offender was on parole.

5. Escape: Count as an escape if place on community supervision for Escape. Count as an escape if the offender escapes from custody following an arrest. Count escape as a trust violation even if it was not adjudicated.

6. Custody Violation: Count as a custody violation if the present crime or crimes were committed while in custody (e.g., county jail, prison, work release center, probation center, forest camp, terminal leave, social pass).

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(F) Were there admitted or documented substance abuse problems in the community during the 3 year period immediately prior to the commission of the crime of conviction?

No.....1  
Yes.....0

---

DATA ELEMENT: Circle appropriate Yes or No response to question.

1. Documentation: Substance abuse may be documented by admission, diagnosis of competent medical or counseling professional, participation in treatment program, or preponderance of such evidence as possession, urinalysis, and needle tracks.

Substance Abuse: Defined as the use of Schedule 1.2, and 3 drugs and alcohol in quantities and under circumstances that lead to impairment of functioning, or health, or that specifically results in harm to other people and/or loss of property.

GENERAL NOTE: The Initial Assessment Score should be the same at the beginning of a post-prison supervision term as the score computed while inside the institution.

The total score should then be computed and entered.

SUPERVISION LEVEL: Upon determining the total score, the appropriate level should be checked (High, Medium, Low, or Limited) according to total score.

If there is no need to pursue an override, the officer should sign and date the Initial Risk Assessment instrument, making the second copy available for data entry and filing the original in Side 2 of the offender file. Agencies may require a supervisory review prior to the instrument results being final.

If an override appears appropriate, refer to the Override section of these instructions.

**Risk Reassessment:** The Risk Reassessment tool has been designed specifically for community supervision use. Three items from the Initial Risk tool carry over into the reassessment instrument, namely Items A, B, and E on the initial scale. Although modified in total score, it is generally expected that the conclusion drawn on those items for the initial assessment will remain constant throughout the



reassessment process (unless new convictions occur to result in a new supervision). The reassessment tool utilizes seven (7) factors. The first three (3) are the historical behavior factors which are, in essence, carried forward from the Initial Risk Assessment tool. The final four (4) focus on client behavior under supervision since the last assessment was completed. The total possible score increases from 11 on initial risk assessment to 12 on risk reassessment.

The Risk Reassessment instrument will be utilized on all cases subject to reassessment. Cases under supervision will be classified a minimum of every six months for High, Medium, and Low level cases. Cases at the Limited level are subject to reassessment only on an as needed basis. Irrespective of the minimum requirements for timely reassessment, offenders should be reassessed at any time that a change in the offenders circumstances or behavior might result in a change in the existing reassessment score.

The reassessment instrument shall be completed according to the below scoring procedures. The final computed score will then place the offender in one of the four basic supervision levels based upon the established cutoff scores for each level.

Scoring Procedures: Risk reassessment is completed on DOC form CD1 140aF. Please refer to Attachment 2. This is a 2-part NCR form, the top copy which will be placed in the file; the second copy will be utilized for data entry.

If the offender is part of a recognized Intensive Supervision Program, the officer should check the ISP box in the upper left hand portion of the risk form. An ISP is defined as any such program recognized in the county Community Corrections Plan as an intensive supervision program.

Data Coding: Each item of the risk tool will also include a data element to be entered by the officer in the designated data box. The data will generally be the answer to the specific question asked in the risk tool.

Complete the top of the form, legibly writing in the name of the offender, the SID#, and the county where the offender is being supervised.

Complete Items A-G according to the below instructions.

---

(A) How many prior felony convictions?

- 0- 1 Convictions ..... 2
  - 2-3 Convictions ..... 1
  - 4 Or More Convictions ..... 0
- 

DATA ELEMENT: Actual total number of prior felony convictions.

1. Refer to instructions for item A, initial Risk Assessment Tool.
  2. Total points available is reduced from 3 on the Initial Risk Assessment to 2.
  3. A new felony conviction is not of relevance unless it results in a new supervision; in that case, the original offense becomes a prior.
- 

03 How many prior incarcerations (executed sentences of 90 days or more, felony or misdemeanor, adult or juvenile)?

- No Incarcerations ..... 2
  - 1-2 Incarcerations ..... 1
  - 3 Or More Incarcerations ..... 0
-

DATA ELEMENT: Actual total number of prior incarcerations.

1. Refer to instruction for Item B, Initial Risk Assessment tool.
2. A new misdemeanor or felony incarceration occurring during the period of supervision is not relevant unless it is followed by a new term of supervision.

(C) Does present supervision include parole, probation, failure to appear, release agreement, escape, or custody violation?

No..... 1  
Yes..... .0

DATA ELEMENT: Circle appropriate Yes or No response.

1. Refer Item E, Initial Risk Assessment tool.
2. Total points available is reduced from 2 on the Initial Risk Assessment tool to 1.
3. Any violations considered for the initial assessment are applicable to the reassessment. For new violations to be applicable, however, the following must apply:
  - \* The misconduct occurred during the present supervision and
  - \* The reassessment is being completed subsequent to a new convictions/supervision term.For the misconduct to have been a "Probation Violation", the present supervision must be for a felony conviction.

***THE FOLLOWING FACTORS ARE TO BE RATED BASED UPON THE OFFENDER'S PERFORMANCE SINCE THE LAST ASSESSMENT.***

(D) Substance Abuse Problems

No use/possession of illegal substance or alcohol abuse ..... 2  
Occasional abuse; some disruption of functioning ..... 1  
Frequent abuse; serious disruption of functioning; failure to comply with treatment.....0

DATA ELEMENT: Same as actual score.

1. Score 2 points if there is no use/possession of illegal substances or alcohol abuse.
2. Score 1 point if there is documentation of use/possession/abuse by admission or collateral sources.
3. Score 0 if report sent to releasing authority and activity includes any of the following:
  - a) New criminal activity related to the use/abuse
  - b) Failure to comply with treatment
  - c) Problems in two or more major life areas (i.e., family, finances, employment, etc.)
  - d) Referral made for evaluation/treatment.

(E) Response to conditions of supervision

No problems of consequence .....2  
Some problems of consequence ..... 1  
Has been unwilling to comply ..... 0

DATA ELEMENT: Same as actual score.

1. Score 2 points if offender is in substantial compliance.
2. Score 1 point if there is documentation of non-compliance but the nature of that non-compliance does not result in a request for releasing authority action/revocation.
3. Score 0 points if offender is unwilling to comply and releasing authority action/revocation has been requested.

(F) Verified Employment

60-100%.....	.2
40- 59%.....	1
0-39%.....	.0

DATA ELEMENT: Enter assessment of actual percentage. If N/A, enter 101% into data box.

1. Verification of employment should be by pay stub, direct contact with the employer, or reliable collateral sources.
2. Formal school is exchangeable for employment.
3. Score 2 if not applicable due to offender being retired, a housewife, disabled, etc.
4. In custody time is considered unemployed time.

(G) Number of address changes

0-1.....	1
2 or more.....	0

DATA ELEMENT: Enter actual total number of changes.

1. Count actual number of address changes.
2. Do not count jail or another form of forced housing as a change of address.
3. Score 0 if offender has no permanent address (i.e., lives in car, on the street, etc.).

The total score should then be computed and entered.

SUPERVISION LEVEL: The appropriate supervision level should then be checked (High, Medium, Low or Limited) according to the total score.

If there is no need to pursue an override, the officer should sign and date the Risk Reassessment instrument, making the second copy available for data entry and filing the original in Side 2 of the client file. Agencies may require a supervisory review prior to the instrument results being final.

If an override appears appropriate, refer to the Override section of these instructions.

### CUTOFF SCORES

The standard cutoff scores for the Oregon Case Management System are as follows:

0-6	High
7-9	Medium
10-11	<b>Low</b>
12	Limited

These cutoff scores, however, may be subject to adjustment in efforts to match workload with actual resources. Effective 10- 15-90, the following adjustment occurred:

0-6	High
7-8	Medium
9-12	Limited

### OVERRIDE

The Override feature is intended to address risk factors that are not specifically included in the objective risk assessment instruments. These factors are based upon:

- Offender specific issues which in the professional judgement of the officer appear to impact the risk the offender poses to the community, or
- Crime-specific risk issues, especially those involving demonstrated violent behavior, or
- Policy and/or value statements regarding the delivery of correctional services.

The override feature provides for the either the increase or decrease in the level of supervision from that determined through the risk assessment score.

The supervision level determined after override will remain in effect until:

- a) A change in circumstances warrants a reassessment and subsequent adjustment in the level of supervision, or;
- b) The next regularly scheduled reassessment.

An override may be removed, without completing a reassessment, if it is the result of a change in the offender's circumstances rather than behavior. An example is an override down due to incustody status and the subsequent removal of that override upon release.

(Note: When removing an override, it is only necessary to complete the heading information on the risk form and check the Remove Override box).

Categories: In considering the appropriateness of an override, the officer shall review the case according to the following category guidelines.

#### Level Increases

1. **ASSAULT OFFENDER:** The offender is either presently convicted of an assault offense or has demonstrated historical behavior that would have constituted an assault offense (refer to the OCMS Rule, Attachment A, for examples).
2. **SEX OFFENDER:** The offender is either presently convicted of a sex offense or has demonstrated historical behavior that would have constituted a sex offense (refer to the OCMS Rule, Attachment A, for examples).

3. **OFFENDER NEEDS:** Those characteristics of an offender's behavior that would indicate the need for social/treatment services (refer to Needs Assessment form for examples) in order to prevent continued criminal activity.

4. **EXTREME CRIMINAL RECORD:** The offender's criminal record exceeds the risk assessed by the Risk Instrument due to the number and/or severity of the prior convictions.

5. **NEW CRIMINAL ACTIVITY:** Arrest and/or conviction for criminal activity occurring during the term of supervision.

6. **MAJOR NON-CONFORMANCE:** The severity of the offender's behavior in violation of the conditions of supervision exceeds the risk assessed by the risk instrument.

7. **ASSOCIATIONS:** The offender's current or historical peer associations would indicate an increased public risk, i.e., gangs, satanic cults, etc.

#### Level Increase/Decrease

**OFFICER DISCRETION:** Factors not covered under any other category that would indicate an appropriateness to either increase or decrease the level of supervision. This category will also apply to program decisions that may be made at the agency level.

#### Level Decrease

1. **CONFORMANCE:** The offender's conformance to conditions is exemplary and indicative of a lesser risk.

2. **IN CUSTODY CASE:** When the offender's physical location, for a period in excess of 30 days, is in a penal facility or residential/institutional treatment facility. The request for supervision level shall be commensurate with the level of supervision that can realistically be provided to the offender in that specific situation. This is not intended to conflict with any agency policies/procedures regarding actual file closures.

3. **UNAVAILABLE CASE:** When the offender is physically located outside of the supervision jurisdiction and continued active supervision is not reasonable. This will include:

- a. Offender located in another state or county pending formal acceptance of transfer;
- b. Offender has absconded supervision and a warrant has been requested, pending file closure according to agency policy.

Override in this category shall be to the Limited level of supervision.

**Justification:** Consistent with risk management, the officer should also consider the risk implications of the override. In general, a succinct statement will need to be included on the risk form which will provide a clear rationale for the override based upon consideration of risk.

For the following categories, the justification statement will need to demonstrate both that a) the category definition has been met and b) the relationship of the override to risk:

Sex Offender  
Assault Offender  
Offender Needs  
Extreme Criminal Record  
Major Non-Conformance  
New Criminal Activity

Associations  
Officer Discretion

For the following categories, the justification statement will only need to demonstrate that the category definition has been met:

Conformance to Conditions  
Unavailable  
Incustody

From the override is utilized, the officer should complete the following on either the initial Risk or Risk Reassessment form.

- 1) Indicate the supervision level determined by the actual risk score in the box titled Scored Level.
- 2) In the box immediately below, check Override and check the appropriate supervision level.
- 3) Complete the Override Request box by:
  - a) Checking the one category that most appropriately fits the override situation, and
  - b) Checking any of the Information Sources from which the information was obtained.
- 4) Complete the Justification statement.
- 5) Sign and date the risk form.
- 6) Check in the upper right hand portion the final supervision level.
- 7) Place a copy of the completed form on Side 2 of the offender file and submit a copy of the form for data entry.

The risk forms include a location for supervisor signature/date and indication of approval or rejection of the override request. Agencies may elect to have override subject to supervisory or managerial approval but such approval is not an OCMS requirement.

#### LEVELS OF SUPERVISION

In order to ensure a baseline of consistency in the supervision of offenders, four basic levels of supervision have been established, namely High, Medium, Low, and Limited. In addition, a level for cases that are in the intake process, prior to risk assessment, has been established and titled New Case. Each of these levels has minimum contact standards. Completion of the scoring portion of the risk instruments shall in most cases determine the appropriate level of supervision based upon the established cutoff scores. In some cases, the final supervision level will be determined through override.

#### Definitions:

**Collateral Contact:** Contact with anyone other than the offender who can provide information relevant to the supervision of the case.

**File Check:** The supervision requirement for Limited cases that includes any activity designed to provide a quick assessment of the supervision status of the case.

Home: Where the offender sleeps at night, e.g. house, apartment, auto, van, tent, public structure, treatment center, etc.

Personal/Home Contact: A person-to-person (face-to-face) contact with the offender in his/her home.

Personal/Other Contact: A person-to-person (face-to-face) contact with the offender at any location.

Supervision intake Date: The date upon which the agency supervisor assigns a New Case offender to a supervising/intake officer.

Supervision Period: The period of time an offender is under the supervision of an agency or agencies. The period of supervision may involve multiple cases and is interrupted only by:

- Department of Corrections incarceration;
- Transfer of the offender out of state;
- Case closure due to absconding; or
- Legal termination of the final chronological case.

Contact Standards: The minimum contact standards for each level shall be as follows .

<u>Type</u>	<u>Personal/Home*</u>	<u>Personal/Other</u>	<u>Employment</u>
New Case	**	Monthly	Monthly
HIGH	Monthly	2X/Month	Monthly
MEDIUM	Every 2 Months	Monthly	Monthly
LOW	None	Every 2 Months	Quarterly
LIMITED	(File Check Monthly)		

\*Substitution—Between formal risk assessments, the substitution of two collateral home contacts for one offender home contact is permitted at the rate of 50% of the required contacts.

\*\*A home contact on New Cases is required only if the period is extended by the supervisor beyond the normal 30 day provision.

New Case: Any offender received for community supervision who is not already under community supervision at the time of the referral shall be considered a New Case.

- Tasks to be completed include:
- Initial Risk Assessment
  - Initial Action Plan (as applicable)
  - Other duties as specified in the agency's intake procedures.

At the agency's discretion, some of these tasks may be completed during the pre-sentence process.

The offender shall be considered a New Case for a period of up to 30 days commencing with the supervision intake date. Authorization to extend the New Case status an additional 30 days may be granted by the supervisor when extenuating circumstances warrant such extension. Approval for the

extension must be documented in the case file.

An absconder shall be considered a New Case upon return to supervision if he/she has been absent from supervision for a period of six months or longer.

A home contact with the offender is recommended prior to completion of the initial Action Plan.

Policy Exceptions: The following requirements will apply in establishing the supervision level for offenders, irrespective of risk score.

**Sex Offense/Assault Offense:** All persons convicted of a sex offense or assault offense as defined by Attachment A of the OCMS Rule, shall be supervised at no less than the Medium level for the first six months of supervision, commencing with the supervision intake date, after conviction for that offense. A decrease in supervision below the Medium level for such cases may only occur through the Incustody or Unavailable categories of discretionary override.

**Required Limited Level supervision:** Upon completion of the reassessment, an offender will be a Limited Level supervision case if:

- The offender scores as a Low or Limited Level case;
- The offender was a Low or Limited Level case for the six previous months; and
- The offender is in general conformance with the requirements of supervision.

For purposes of this policy, general conformance is defined as no problems of significance regarding conformance to supervision conditions and no use/possession of controlled substances or alcohol abuse. Offenders convicted of an offense covered under the Sex Offense/Assault Offense definition above are not subject to the Limited level policy requirement.

The Department of Corrections Offender Profile System will recognize such policy cases at the time the risk assessment data is entered and thereby ensure that the cases are assigned to the appropriate supervision level.







## Oregon Case Management System

### ***Adjusted Cutoff Scores***

**Effective Date: October 15, 1990**

The following cutoff scores will be used for Initial Risk assessments and Risk Reassessments in order to assign offenders to levels of supervision. This modification in cutoff scores has been implemented as part of the OCMS workload adjustment system. It will remain in effect until further notice.

0-6      High

7-8      Medium

9-12     Limited

This should be inserted in the OCMS Manual, Risk Assessment section.

NOTE: The standard OCMS cutoff scores are 0-6/High, 7-9/Medium, 10-11/Low and 12/Limited. These cutoffs have been modified above as a necessary measure to balance existing workload with existing staffing resources.

## OCMS Supervision Level Contact Standards

<b>TYPE</b>	<b>Personal/Home *</b>	<b>Personal/Other</b>	<b>Employment</b>
NEW CASE	X**	Monthly	Monthly
HIGH	Monthly	2X Per Month	Monthly
MEDIUM	Every 2 Months	Monthly	Monthly
LOW	None	Every 2 Months	Quarterly
LIMITED	(File Check Monthly)		

\*Substitution: Between formal risk assessments, the substitution of two collateral home contacts for one offender home contact is permitted at the rate of 50% of required contacts.

\*\*Home contact on New Cases required only if period extended by supervisor beyond normal 30 day provision.

Insert behind

**NEEDS ASSESSMENT**

tab of OCMS Manual.

*Replaces previous contents.*

# Oregon Case Management System

## NEEDS ASSESSMENT

### Instructions

1. The following have been identified as **PURPOSES** of formal needs assessment:

- To provide information that will assist in determining overall resource needs and making program/service delivery decisions;
- To provide a means of formally documenting information to support individual overrides of the risk-based levels of supervision;
- To provide data that can be utilized to evaluate service delivery in relation to actual offender behavior outcomes.

#### 11. DEFINITIONS

1) Needs Assessment: A method of determining the nature and severity of offender needs.

2) Offender Needs: Any deficiencies in the offender's conditions which might impact his/her ability to succeed in the community.

#### III. PROCEDURE

A. Optional: The completion of routine needs assessment on individual offenders is not a required element of the Oregon Case Management System but is available for optional use.

1. A Needs Assessment form (CD I 128F) includes 14 items, each of which is then divided into severity categories.

2. Coding Instructions for the Needs Assessment form are available through the Classification Unit of the Oregon Department of Corrections. These instructions are intended to merely guide the officer in making the professional judgements necessary to complete the needs assessment process.

3. Data Entry: The Oregon Department of Corrections Offender Profile System (System 38) includes a screen for entry of the data on the Needs Assessment form. The ability to enter this data is available at local office sites. Access to this data is through the Department of Corrections Information Systems Unit.

4. The results of the needs assessment may be used as justification for individual overrides of the risk-based levels of supervision (i.e. Classification Component).

B. Mandatory: It is recognized by the Department of Corrections that the gathering of needs assessment data is important for determining statewide resource needs and developing budget proposals. The gathering of needs assessment data will occur on a sample and/or periodic basis, in a manner determined by the Department of Corrections.

**Community Services  
NEEDS ASSESSMENT**

Client Name \_\_\_\_\_ SID# \_\_\_\_\_

Inception Date \_\_\_\_\_ Termination Date \_\_\_\_\_ Assess. Date \_\_\_\_\_ PO \_\_\_\_\_

Data Code: A                      B                      C                      D

				<u>SCORE</u>
<b>ACADEMIC / VOCATIONAL SKILL</b>				
-1 High School (Diploma or GED) or above skill level	0 Adequate skills; able to handle everyday requirements	+2 Low skill level causing minor adjustment problems	+4 Minimal skill level causing serious adjustment problems	_____
<b>EMPLOYMENT</b>				
-1 Satisfactory employment for one year or longer	0 Secure employment; no difficulties reported; or homemaker, student or retired	+3 Unsatisfactory employment; or unemployed but has adequate job skills	+6 Unemployed and virtually unemployable, needs training	_____
<b>FINANCIAL MANAGEMENT</b>				
-1 Long-standing pattern or self-sufficiency; e.g., good credit rating	0 No current difficulties	+3 Situational or minor difficulties	+5 Severe difficulties; may include garnishment, bad checks, or bankruptcy	_____
<b>MARITAL / FAMILY RELATIONSHIPS</b>				
-1 Relationships and support exceptionally strong	0 Relatively stable relationships	+3 Some disorganization / stress, but potential for improvement	+5 Major disorganization or stress	_____
<b>COMPANIONS</b>				
-1 Good support and influence	0 No adverse relationships	+2 Associations with occasional negative results	+4 Associations almost completely negative	_____
<b>EMOTIONAL STABILITY</b>				
-2 Exceptionally well adjusted, accepts responsibility for actions	0 No symptoms of emotional instability; appropriate emotional responses	+4 Symptoms limit, but do not prohibit adequate functioning; e.g., excessive anxiety	+7 Symptoms prohibit adequate functioning; e.g., lashes out or retreats into self	_____
<b>ALCOHOL USAGE</b>				
	0 No interference with functioning	+3 Occasional abuse; some disruption of functioning	+6 Frequent abuse; serious disruption; needs treatment	_____
<b>OTHER DRUG USAGE</b>				
	0 No interference with functioning	+3 Occasional abuse; some disruption of functioning	+5 Frequent abuse; serious disruption; needs treatment	_____
<b>MENTAL ABILITY</b>				
	0 Able to function independently	+3 Some need for assistance; potential for adequate adjustment; mild retardation	+6 Deficiencies severely limit independent functioning; moderate retardation	_____
<b>HEALTH</b>				
	0 Sound physical health; seldom ill	+1 Handicap or illness interferes with functioning on recurring basis	+2 Serious handicap or chronic illness; needs frequent medical care	_____
<b>SEXUAL BEHAVIOR</b>				
	0 No dysfunction or adverse relationships	+3 Real or perceived situational/minor problem	+5 Real or perceived chronic/severe problem	_____
<b>HOUSING</b>				
	0 Adequate physical needs for supervision goals	+1 Has housing but considered problematic	+2 No housing resources	_____
<b>TRANSPORTATION</b>				
	0 Available and reliable	+1 Availability unreliable	+2 No viable means	_____
<b>PO IMPRESSION</b>				
-1 Minimal/Admin.	0 Low	+3 Medium	+5 High	TOTAL: _____

Insert behind

**SUPERVISION/ACTION PLANNING**

tab of OCMS Manual.

***Replaces previous contents.***



# Oregon Case Management System

## CASEPLANNING

### Instructions

I. The following have been identified as **PURPOSES** of OCMS caseplanning:

- To ensure statewide consistency in the use of Action Plans with offender supervision;
- To maintain continuity of supervision and minimal duplication of effort between agencies transferring/receiving offenders;
- To provide a means of identifying specific activities which are to be carried out by the offender;
- To provide a basis upon which to evaluate service delivery in relation to actual offender behavior outcomes.

### II. DEFINITIONS

1) Action Plans: A document which describes the specific activities required of the offender in order to achieve supervision objectives and document completion or non-completion of those activities.

2) Period of Supervision: The period of time an offender is under the supervision of an agency or agencies. The period of supervision may involve multiple cases and is interrupted only by:

- a) Department of Corrections incarceration;
- b) Transfer of the offender out of state;
- c) Case closure due to absconding, or;
- d) Legal termination of the final chronological case.

### III. FORM

The Action Plan form may be of local design but must include the following elements:

- *The title Action Plan*
- *The name of the offender*
- *The date the Action Plan is prepared*
- *The name of the supervising agency*
- *The name of the supervising officer*
- *Identified activities for the report period and time frames for completion*
- *Clear indication if verification of a completed activity is required*
- *Location to note completion/noncompletion of activities*
- *Signature and date lines for the offender and supervising officer.*

Department of Corrections form CD 1129F (Action Plan) and CD1 133F (Action Plan/Chrono) are available as options for agency use.

A copy of the Action Plan should be provided to the offender. The agency copies are to be placed in chronological order on side 4 of the standard 4-sided file.

#### IV. PROCEDURE

A. Action Plans will be required during the period of supervision on all High, Medium, and Low supervision level cases, as determined by the risk assessment process of the Oregon Case Management System.

1. The initial Action Plan shall be completed during New Case status. With supervisory approval, this period can be extended should access to the offender be unavoidably delayed or waived should the offender become unavailable for supervision. Such extension or waiver must be documented in the case file.
2. Action Plans shall be reviewed with the offender at each subsequent personal contact. Chronological records shall be utilized to record Action Plan review with the offender and completion of activities. The accomplished activities shall be checked as completed on the the Action Plan.
3. A new Action Plan shall be completed whenever new activities are needed.

B. The Action Plan should be used as a planning vehicle for supervision of the offender, including:

1. Detailing the specific activities that are being required and time frames for completion;
2. Clarifying expectations of the offender, and;
3. Providing a “roadmap” for accomplishing supervision objectives.

C. The Action Plan should be developed jointly with the offender. The offender’s signature at the bottom is intended to confirm the offender’s commitment to accomplishing the tasks. Any refusal by the offender to sign should be documented in the chronological record.

D. The activities in the Action Plan should not be merely a reflection of the release or court’ order but should relate to overall supervision objectives.

Community Services

# ACTION PLAN

CLIENT: \_\_\_\_\_ DATE: \_\_\_\_\_

PO: \_\_\_\_\_

Return this completed form at your next scheduled report date: \_\_\_\_\_

	<u>ACTIVITIES FOR THIS REPORT PERIOD</u>	<u>VERIFICATION REQUIRED</u>		<u>COMPLETED</u>
		YES	NO	
1.	_____ _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	_____ _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	_____ _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	_____ _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	_____ _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

CLIENT: \_\_\_\_\_ DATE: \_\_\_\_\_ PO: \_\_\_\_\_



Insert behind

**OTHER**

tab of OCMS Manual.

# Oregon Case Management System

## WORKLOAD ADJUSTMENT

### Instructions

#### Primary Level

The purpose of the primary level of workload adjustment is to provide a mechanism for the statewide adjustment of workload expectations in order to match existing staffing resources. This adjustment shall be made based upon the known capacities of basic service delivery.

**Basic Guidelines:** The assessment of workload should be based on statewide actual workload. The workload is based upon the number of:

- Supervision cases, by category, as indicated by the statewide adjusted cutoff scores;
- The monthly average of Investigations and New Cases.

The average time frames to be utilized should be those determined through the latest statewide time study. Therefore, by category, the average monthly workload times are:

#### Supervision

New Case:	2.3 hours
High:	3.6 hours
Medium:	2.0 hours
Low:	.8 hours
Limited:	.4 hours

#### Investigations

Matrix/Guidelines PSI's:	6.5 hours
Other PSI's:	3.3 hours
Other Investigations:	2.0 hours

***'Other Investigations' include Absconder Updates, Compact Transfer Investigations, Instate Transfer Investigations, Pre-Release Investigations, and Guidelines Assessments.***

Parole and Probation Officer time available shall be computed at the average of 120 hours per month.

**Procedure:** At the beginning of the biennium and as otherwise deemed necessary, the Department of Corrections will evaluate the balance of workload demand with existing staffing resources. If there is a sufficient deficiency in staffing, the primary level adjustment will occur through a statewide adjustment in cutoff scores.

Any such modification will occur within the following parameters:

- No reduction or modification in High Level cases;
- Any adjustment will occur with the priority at the lowest possible risk level;
- The results will impact all agencies unilaterally.

Upon determination of the specific adjustment, all agencies will be notified and provided with a start date. In turn, any such adjustments will subsequently be reflected in the focus of the Operational Review process.

## Secondary Level

**Purpose:** The purpose of the secondary level of workload adjustment is to provide the local agency with the opportunity to further adjust workload expectations should the primary level adjustment not sufficiently bring workload in line with PO staffing resources in the local jurisdiction. It is intended to ensure that such modifications are still consistent with the basic purposes of the Oregon Case Management System.

**Basic Guidelines:** The local workload shall be based on the same criteria as the statewide workload, excepting that the data is limited to the local jurisdiction.

**Supervision:** Based upon the spread of cases at the time the workload adjustment is requested.  
**Investigations:** Based upon the average number of investigations for the two months preceding the request for workload adjustment.

Any proposal for workload adjustment shall conform to the following basic requirements:

- No modifications may occur in the supervision of High level cases.
- Any adjustment in workload shall occur in the lowest possible risk levels.
- No adjustment in workload is permitted for the purpose of investing staffing resources into intensive supervision.

**NOTE** The Department encourages the use of Intensive Supervision Programs but the resources for such programs should come from other funding sources.

**Plan Requirements:** In order to request secondary level workload adjustment, an agency must file a Workload Adjustment Plan, This plan shall include the following information:

- 1) **CURRENT QUANTITATIVE WORKLOAD.** This is a description of the supervision and investigations workload and the total resources (i.e. PO positions) that would be required to service that workload.
- 2) **CURRENT RESOURCES.** This should indicate the number of permanent PO positions presently dedicated to the agency. This is to be the number of allocated positions, not the number of filled positions.
- 3) **PROPOSED WORKLOAD ADJUSTMENT** This should detail what supervision activities would be modified in order to balance the workload with resources. This should be specific, directly correlated to “saved workload hours”, and include a rationale consistent with the purposes of risk management. If the adjustment is tied to identified or limited time frames, that should be made clear in this section.

Procedure:

- 1) Upon determination of the need for additional workload adjustment beyond that provided through the statewide adjustment, the agency may develop a Workload Adjustment Plan. This plan shall be submitted to the Department of Corrections, Community Services Administration.

2) If the proposed plan would result in a change in any outcome measures identified in the Community Corrections Plan, the agency must also file a plan amendment with the DOG/Community Programs Administrator. At a minimum, the agency shall inform the local CCA Advisory Board of the content of the proposed Workload Adjustment Plan.

3) Within 30 days of the receipt of the proposed Workload Adjustment Plan, the Community Services Administration will either approve the proposed plan or provide the proposing manager with specific instructions for modification.

4) Once approved, the Workload Adjustment Plan will be subject to review a minimum of every 12 months. As part of the review, the local manager will be required to submit a status report which includes:

- a) The detailing of any changes in either workload or resources at the local level;
- b) A request for:
  - Continued approval of the original adjustment plan; or
  - A new adjustment plan approval based upon the updated information; or
  - A request to return to Primary Level standards.

5) The local agency may submit a plan for workload adjustment whenever a sufficient shift in workload or resources would result in such a need.

**Technical assistance in the development of the Workload Adjustment Plan is available through either the Department of Corrections Community Services Administration or the Classification Unit.**



# Oregon Case Management System

## OPERATIONAL REVIEW

### Instructions

**PURPOSES:** Operational review is intended to provide a means of

- Comparing expectations with actual performance;
- Enhancing the communication and sharing of information;
- Recognizing exemplary performance/achievements;
- Identifying necessary system or agency corrections;
- Recognizing training needs;
- Providing a method for modifying/adjusting expectations;
- Ensuring operational conformance, consistency and adherence to standards;
- Ensuring system credibility;
- Serving as a “quality control” mechanism;
- Providing a formal feedback loop;
- Both supporting and being compatible with local case audit systems.

**VALUES:** The proposed system is based upon values including

- A positive approach that emphasizes development and success
- Assessment of performance by peers
- Clarity of expectations with no hidden agenda
- A “systems approach” to the delivery of correctional services
- Use of operational review as a helping, assisting process
- The timely review of results with the agency
- Maintaining simplicity in design.

**STANDARDS/EXPECTATIONS:** The review process requires the existence of clear expectations that are tied to specific standards of operation. Standards are divided into two basic categories, Primary and Secondary (See Attachment 1).

Primary standards are system operation requirements necessary to

- a) Ensure the meeting of OCMS goals and objectives and
- b) Ensure the delivery of quality services.

Secondary standards are specific operational steps that support the primary standards.

Expectations have been determined by using the above standards as a base and clarifying them according to a required percentage of compliance and any other defined adjustments needed due to an absence of necessary resources. The actual performance is then reviewed and categorized according to *Standards Exceeded*, *Standards Met*, and *Standards Not Met*.

Percentage of Compliance: Because of the different values placed on primary and secondary

standards, it is important to have different expectations regarding percentage of conformance. This clearly establishes where the priorities are and what allowances exist for not meeting the standards. The expected conformance percentages are as follows::

<u>PRIMARY STANDARDS:</u>	Standards Exceeded:	91- 100%
	Standards Met:	80-90%
	Standards Not Met:	0-79%

<u>SECONDARY STANDARDS*</u>	Standards Exceeded:	76- 100%
	Standards Met:	65-75%
	Standards Not Met:	0-64%

**REVIEW TEAMS:** The review is accomplished either by Classification Unit staff and/or peer review staff. A total of 12-15 persons will be selected on an ongoing basis for Review Teams. The selection and maintenance of the Review Teams will be according to the following:

- 1) The Classification Unit will identify and train Review Team members. Final approval of team members will be subject to the Community Services Administration and the local agencies providing team members.
- 2) The composition of the Review Teams will reflect a statewide mixture of Managers, Supervisors, and PO's.
- 3) The Review Team members will serve two-year staggered terms.
- 4) The per diem costs of the Review Teams will be covered by the Classification Unit, the Community Services Administration, and/or the respective community service agencies.

**LEVELS OF REVIEW:** The review system has three basic levels, each with identified purposes and frequencies.

#### Level 1

**Description:** This level consists of the review of data and the questions/discussion between field staff and central staff. The intent is to:

- o Identify trends, operational oddities, and inconsistencies.
- o Identify training issues.
- o Identify areas that might require more in-depth review at either Level 2 or 3.

**Frequency:** Ongoing.

**Location:** Will occur primarily in the DOC Classification Office.

**Staffing:** Classification Unit staff.

**Procedure:** None specified.

#### Level 2

**Description:** This review concentrates on two basic areas.

- 1) A universal baseline of operational review (i.e. same for every office) and/or
- 2) A review of specifically identified **facets** of OCMS operation (identified in Level 1).

The review consists of a manual inspection of an identified sample of agency files identified through a random selection process. A minimum of 25 files or 5% of the total agency files (whichever is greater) will be reviewed. The identified files will be shipped or delivered to an identified location and then returned to the agency. At present, **only primary standards** will be subject to this review.

**Frequency:** Annual.

**Location:** Either central or regional locations.

**Staffing:** Classification Unit staff and Review Teams.

**Procedure:**

- NOTICE:
- 1) A published annual schedule will be provided to all agencies.
  - 2) At least 30 days prior to the actual review the agency manager will receive written notice of:
    - \*Date and location
    - \*Description of focus/process
    - \*Expectations of manager and/or local staff
    - \*Copy of standards and forms
    - \*The number of files to be reviewed.
  - 3) At least two weeks prior to the review the manager will receive a list of the selected cases.

- FOLLOWUP:
- 1) The Classification Unit staff will contact the manager within two working days to advise of results;
  - 2) A draft of the findings will be provided to the agency manager within 10 working days of the review;
  - 3) The agency manager will have 10 working days to respond, either orally or in writing;
  - 4) Within 10 working days, a final report will be submitted to the Community Services Administration with a copy to any other identified administrative staff and the local agency. The report will include any dissenting position(s) by the agency manager that could not **be informally resolved.**
  - 5) Within 10 working days of the receipt of the final report. the Community Services Administration will issue a statement of final findings.
  - 6) If significant problems are noted, the Community Services Administration may require the local agency to submit a Development Plan. Under such circumstances:
    - a) The Classification Unit **staff** will work with the local manager to design a Development Plan to address the significant problem areas(s) within 30 days of the issuance of the final findings;
    - b) The Development Plan will be submitted to the Community Services Administration for review, with a copy to any other identified administrative staff.
    - c) Any disagreements between the Classification Unit staff and the local agency manager regarding the Development Plan will be resolved by the Community Services Administration.
    - d) Within 10 working days of the receipt of the plan, the Community Services Administration will issue a final Development Plan.

### Level 3

Description: This level allows the review of operations for one of three reasons.

- 1) **SPECIAL REVIEW:** Specific operational concerns might be noted in either Level 1 or 2 which would best be addressed through a review at the agency location.
- 2) **DEVELOPMENT PLAN MONITORING:** It may be identified as part of a prior Development Plan that a review of identified operational components occur at specific times.
- 3) **AGENCY REQUEST FOR REVIEW:** The agency may request that a Review Team assess identified facets of its operation and make recommendations (i.e. technical assistance function).

Frequency: As needed.

**Location:** Onsite, at the identified agency office.

**Staffing:** Classification Unit staff, peer Review Teams, and/or other identified staff with particular expertise.

**Procedure:**

- NOTICE:
- 1) The process will be initiated by oral communication between the Classification Unit staff and the local manager (depending upon the circumstances, either may be the initiator).
  - 2) Written notification will occur a minimum of two weeks prior to the onsite visit and will include:
    - \*Instructions
    - \*Expectations
    - \*A description of the process
    - \*Dates
    - \*Supportive documents
    - \*Facility needs/requirements
    - \*Files needed (as applicable).

FOLLOWUP: The same as Level 2.

**ANNUAL REPORT:** An annual statewide summary report will be completed by the Classification Unit.

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## **Oregon Case Management System** **Operational Standards**

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### **New Case**

- Primary:** 1) Offenders will be assigned to regular supervision within the first 30 days of supervision, commencing with the supervision intake date, unless extended in New Case status for up to 30 additional days by the supervisor.
- Secondary:** 1) In addition to Initial Risk Assessment and the completion of an Action Plan, tasks to be completed during New Case status include:  
    Receipt of court order  
    Recording of intake information  
    PSI/Intake Report

### **Initial Risk Assessment**

- Primary:** 1) An Initial Risk Assessment will be completed during New Case status.  
2) The Initial Risk Assessment will be scored accurately, in accordance with the DOC Scoring Instructions.  
3) Risk assessment data will be entered into the Offender Profile System.
- Secondary:** 1) All Initial Risk Assessment forms will be signed and dated by the assessing officer.  
2) The Initial Risk Assessment will be completed on the approved DOC form.  
3) All completed Initial Risk Assessment forms will be filed on side 2 of the the standard I-sided file.

### **Risk Reassessment**

- Primary:** 1) A Risk Reassessment will be completed at no more than 6 month intervals on High, Medium and Low cases; and more frequently if necessitated by case **activity**. It will be completed on Limited cases as needed.  
.2) The Risk Reassessment will be scored accurately and in accordance with the DOC Scoring instructions.  
3) Risk reassessment data will be entered into the Offender Profile System.
- Secondary:** 1) The Risk Reassessment form will be signed and dated by the assessing officer.  
2) The Risk Reassessment will be completed on the approved DOC form.  
3) **All** completed Risk Reassessment forms will be filed on side 2 of the standard 4-sided file.

### **Override**

- Primary:** 1) Override requests must be made in accordance with category definitions, with the most appropriate category checked on the risk form.  
2) **Override data** will be entered into the Offender Profile System.
- Secondary:** 1) The appropriate Information Source categories will be checked on the risk form.  
2) The Justification Statement on the risk form will be completed in accordance with DOC instructions.

## **Levels of Supervision**

- Primary:**
- 1) Offenders will be supervised according to mandatory provisions for **sex offense, assault offense**, or Limited level cases, where applicable.
  - 2) Offenders will be supervised according to the minimum offender contact standards for the determined level of supervision.
  - 3) Changes in supervision level will occur only as determined by risk assessment/override procedures.
- Secondary:**
- 1) Employment contacts will occur in accordance with the minimum standard of the offender's determined level of supervision.

## **Action Planning**

- Primary:**
- 1) An initial Action Plan will be completed on all applicable cases during the New Case status.
  - 2) Subsequent Action Plans shall be completed whenever new identified activities are needed.
  - 3) The Action Plan should be used as a planning vehicle, identifying required activities, time frames, and expectations.
  - 4) Completed activities shall be noted on the Action Plan form.
- Secondary:**
- 1) Action Plans shall be completed on forms which include all the elements required by DOC Rule.
  - 2) **Action** Plans will be signed by the supervising officer.
  - 3) Action Plans will either be signed by the offender or a chronological entry made by the supervising officer indicating the offender's refusal to sign.
  - 4) The Action Plan will be filed on side 4 of the standard 4-sided file.

OREGON CASE MANAGEMENT SYSTEM  
PROJECT SUMMARY  
FINAL REPORT

November 1990

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## APPENDIX



Implementation of the Oregon Case Management System (OCMS) was undertaken during the late 1980s in response to several identified problems in the delivery of statewide probation and parole services. These problems included:

- Insufficient staffing to deliver basic services;
- Significant variance in the nature of the delivery of basic services;
- An absence of any statewide standards;
- An absence of any statewide mechanism for measuring workload demand;
- No effective statewide methodology for balancing workload with resources;
- An absence of consistent statewide offender data;
- General dissatisfaction with the funding process; and
- Lack of confidence on the part of the legislature in information provided by the DOC.

At approximately the same time, a bill was introduced into the state legislature which ultimately produced legislation requiring funding of parole and probation services with a workload formula based upon the determination of ". ..Community Services workload and the cost and difficulty of servicing that workload." This legislation, in combination with management's recognition that critical issues needed to be resolved, provided the impetus for beginning development of the OCMS during early 1988.

The OCMS represents a substantial undertaking by the Community Services Division of the Department of Corrections (DOC) and the Community Corrections Act (CCA) jurisdictions throughout the state. Oregon contracted with the National Council on Crime and Delinquency (NCCD) to provide technical assistance and supporting resources. This summary comes at the close of the OCMS implementation stage and represents NCCD's final project report. The primary purpose is to discuss the Oregon project in relation to similar field services projects with which NCCD staff have been associated since the mid-1970s and to consider factors which will determine how the OCMS can influence the delivery of field services in the future. While the

project background and major components have been documented elsewhere in project literature, they are summarized here to provide a context for subsequent discussion.

#### I. Background

A structured method for classifying offenders is the cornerstone for the OCMS. Classification systems have been widely adopted in probation and parole agencies during the past decade. The momentum behind this movement has been administrators who recognized that classification provides the basis for a systematic approach to managing workload and establishing correctional policy. A comprehensive classification system provides:

- Differential supervision of offenders based on their risk of additional criminal activity and need for agency services;
- The basis for individualized case planning, linked to the offender's unique needs and circumstances;
- A workload and staff deployment system which gives administrators a means for allocating resources and budget development; and
- The basis for an information system which allows for systematic planning, and monitoring and evaluation of agency goals.

Implementation of systems which accomplish the above goals takes various forms. However, all successful efforts require organizational commitment and the presence of certain critical components.

A. Project Task Force

While workload and classification systems are widely accepted throughout the country, it is critical that each organization adapt the basic principles to their own needs and goals. This is best done through the' early and continuing involvement of key managers and line staff. In Oregon, representatives of state and county systems were appointed to the Project Task Force during early 1988, with the first implementation workshop facilitated by NCCD during May of that year. Based upon that workshop and Task Force recommendations, the Community Services Administration identified the basic purposes of the OCMS as outlined below.

- Establish a level of statewide consistency in the classification and supervision of offenders;
- Classify offenders based primarily upon risk to recidivate, irrespective of felony or misdemeanor status;
- Be based upon the principle of "Limited Risk Control" and utilize an objective risk assessment tool for making classification decisions;
- Quantify workload, including both investigative and supervision services;
- Assign levels of supervision, with minimum standards for each level;
- Provide the data necessary for policy decisions, program planning, effective utilization of resources, research, and evaluation;
- Enhance corrections system credibility by providing a means of accountability through established auditing methods;
- Provide the means to manage workload demand according to resource capacities; and
- Provide workload data which may be used for resource allocation.

With a clear administrative mandate, the Task Force established subcommittees, pilot tested procedures, trained staff, and adapted key workload and classification components to meet the needs of the Oregon system. From the beginning stages of design and pilot testing, the Task Force has been central to project implementation and has been responsible for the integration of critical components into the overall operation of field services in Oregon.

## B. Project Components

The basic components framing the OCMS were adapted from the National Institute of Corrections (NIC) Model Probation and Parole Management System. This system integrates an objective risk and needs classification component with individualized case planning, a prescribed approach to workload measurement, and a management information system built on data generated by the other components. The approach has been the basis for numerous field services classification and workload systems since the mid-1970s. However, organizations emphasize and support the components differently, depending upon their values and goals.

In the January 1988 report Issues and Options Regarding Statewide Adoption of a Uniform Classification System in Oregon, NCCD discusses the integration of these critical components in detail. Objective classification, based on risk of recidivism and need for agency services, is fundamental to the effectiveness of the system. Offenders are assigned to supervision levels based on their classification scores at initial assessment and subsequent reassessments. Agencies prescribe standards for service in each supervision level, with more serious offenders receiving more frequent contacts. In addition to classification to determine the supervision level, written case plans are developed to identify the individualized supervision goals. With minimum case activities prescribed by classification policies and outlined in individualized plans, the time required to provide these services to cases in each supervision level is measured and used to determine overall workload requirements. When compared to the time staff have available to provide service, administrators can develop budgets and allocate staff. Linking the system together is a management information system (MIS) which provides both caseload data for line staff and aggregate information to enable managers and administrators to monitor trends in the system. This monitoring should be the basis for changing policies and procedures to assure that the system is accomplishing the goals and is responsive to the practical considerations of the field.

## II. Implementation Decisions

As the OCMS Task Force, subcommittees, and the administration implemented components and pilot-tested system procedures, the long-term implications of their decisions were carefully considered. Not all standard approaches to implementation were found to “fit” with the Oregon system, and modifications were made to correspond with feedback from field staff.

This section looks at critical policy decisions that were made in each of the major components. Where possible, comparisons are made with the approaches taken elsewhere in the country and potential areas of concern are identified for monitoring by the Task Force and administration. In addition to the basic components of classification, case planning, workload, and information systems, the areas of operational review-auditing and validation-evaluation are addressed as individual components because they are identified as such by the OCMS Task Force.

### A. Classification

Key classification decisions relate to selection of a risk scale, reclassification procedures, supervision levels, supervision standards, and override capability. Prior to beginning the project, at least three objective risk classification scales were used in the state. These scales included the Oregon History Risk as well as scales developed in the state of Wisconsin and in Marion County. After considerable discussion, and consistent with NCCD recommendations, the decision was made to incorporate the Oregon History Risk Scale into the OCMS. This scale had recently been demonstrated to be a valid risk predictor for Oregon parolees and was the most widely used instrument in the state. The History Risk Scale contains items which are similar to those contained on other instruments, and development of a new instrument would likely have produced a similar scale with similar capabilities. Such an effort would also have taken valuable time and resources that were better devoted to the challenges of implementation. Table 1

presents results of a recent study that related outcomes over a 24-month follow-up period to scores received on the History Risk Scale. The cohort studied were parolees released in 1984.

Table 1

VALIDITY OF THE HISTORY/RISK SCALE  
OUTCOME = NW CONVICTIONS

History/Risk Ranges	Percent of Sample	No New Convictions	One Conviction	Two or More Convictions
9 - 11 (Excellent Risk)	7.3%	93.1%	3.9%	3.0%
6 - 8 (Good Risk)	20.7%	74.5%	15.2%	10.3%
3 - 5 (Fair Risk)	45.3%	55.9%	20.9%	23.2%
0 - 2 (Poor Risk)	26.7%	48.0%	22.0%	30.0%

Drawbacks to the History Risk Scale are operational rather than related to predictive ability. The inverse scoring system (high scores = low risk) is confusing, but most staff have used the instrument with parolees for so long that they have adapted. Individual item weights are relatively low and allow for a very narrow range of total scores. This presents potential management problems if cut-off scores must be adjusted to manage workload. Substantially more cases may be moved to a different supervision level by a minor (even one point) adjustment in cut-off scores than would be the case if the point range were wider. Perhaps the most serious operational issue with the scale is that scoring rules have evolved over the years and were not consistently applied in the past. Careful attention has been paid to clarification, documentation, and training during the OCMS implementation to overcome this drawback. Monitoring for consistency will be critical, at least during initial audits, but the problems are not insurmountable.

As is the case with field classification systems elsewhere, Oregon implemented a risk reclassification scale which emphasizes offender performance on supervision to adjust the supervision to a higher or lower level. The implementation policy is also consistent with most other agencies which require reclassifications be completed a minimum of every six months for high, medium, and low level cases. Officers may reclassify more frequently as the circumstances warrant.

Also, as found in most other systems, the OCMS provides for three active supervision levels, with a fourth "Limited" supervision level for those cases whose files are monitored but require no routine contact. Placement within supervision levels is determined by the classification scales: High cases score 0 through 6; Medium cases score 7 - 9; Low cases score 10 or 11; and Limited score 12. However, due to caseload pressures, the Low supervision category is not being utilized - currently requirements of the "Limited" category are being applied to cases which score 9 - 12. In addition, offenders are placed *in* a "New" category for the first 30 days of supervision.

Oregon's contact standards are somewhat higher than found in many other systems. In the OCMS, officers are expected to have at least three face-to-face contacts with High level cases each month, one of which must be a home visit. In a recent NCCD study of 39 adult agencies, only 16 reported having a supervision level with that high a contact standard. The modal requirement for High supervision cases nationwide is two per month. Interestingly, this corresponds more closely to the requirement for Medium cases in Oregon. Medium OCMS cases are required to have three face-to-face contacts every 60 days, one of which must be in the home. The OCMS standard of one face-to-face every two months for Low supervision cases corresponds well with the lowest standard for active supervision in other jurisdictions. However, a single contact every three or even every six months is also common in other jurisdictions.

Override procedures represent another major policy issue related to classification. Virtually all classification systems that continue with any level of integrity allow officers and supervisors to adjust the supervision level based on unique variables in the case. Overrides are generally monitored carefully to assure the overall intent of the classification system is not undermined. In this area also, initial OCMS policy exceeded that which is typically seen in other organizations. The policy required supervisors to provide written approval for all overrides to any

level other than that Indicated by the classification scale. Many other agencies mandate an override under certain situations (i.e., selected offense types) and require supervisors to sign-off only when the officer recommends a “discretionary” override for something other than those which are mandated. Two changes in this area have occurred since implementation. One, what were originally termed ‘mandatory” overrides are now addressed as required procedures, and such cases are automatically identified in the computerized Information system. Secondly, the requirement for supervisory approval on “discretionary” overrides has been removed and supervisory approval is optional within the Individual agency. These modifications appear to be positive but will require close monitoring through both the information system and operational review (audit) systems.

During the implementation stage, an instrument to assess offender needs was developed. Consideration was given to incorporating the needs instrument with risk classification to help assign a supervision level to each offender. This approach was abandoned, but a needs assessment was Incorporated into the case planning procedure. After pilot testing, however, needs assessments were no longer required. To recoup data lost by not including a standard needs assessment, the administration may opt to periodically collect needs information on a sample population to develop client profiles for planning purposes.

Since the mid-1970s, most agencies implementing similar classification systems used needs scales during their beginning stages of operation. This process Is not as readily accepted now as it was 15 years ago, The change can be attributed to a number of things, but increased workloads with changing sentencing and supervision philosophies are clearly major contributors to the reduced emphasis on formal needs assessment. Nevertheless, most agencies continue to use need assessments to aid in setting supervision levels.

Since initial Implementation, however, some agencies have discontinued use of needs scales or limited them to higher supervision levels where relatively more contact is required. This is not necessarily a positive development for the field; however, If the potential for needs scales is to be maximized, their data must be incorporated into a case planning process for individual offender services and also entered into the MIS. Without a meaningful reason for completing the needs scale, staff cannot be expected to maintain the process.



## B. Case Planning

Aside from effective information systems, formal case planning has been demonstrated to be the most difficult component to implement and maintain. The OCMS Task Force and case planning subcommittee did an exemplary job designing, testing, and training staff in a structured case planning approach. Careful attention was paid to the input from line staff, with an effort to develop a format for use throughout the state. The resulting format was a straightforward action plan, outlining activities planned for the supervision period. In September 1990, the Task Force recommended the administration modify the case planning policy to allow jurisdictions to develop their own format as long as it includes critical elements identified by the Task Force. These action plans are required on all High, Medium, and Low offenders and are completed during the first 30 days after supervision begins.

The policy to require plans during the first month after admission is typical of organizations using written plans. It is the preferable approach because it encourages officers to begin working with offenders early in supervision. The decision to allow local jurisdictions to utilize their own format may encourage the completion of plans and local ownership of the process. It can be expected, however, to make monitoring and auditing more difficult.

While many systems in the country indicate that projects similar to the OCMS have improved case planning over what was occurring before implementation, few would be satisfied with the quality of their case planning systems. In an effort to control workload, most systems have eliminated written plans for their lowest supervision levels and many only require plans for their High level cases. NCCD continues to support the premise that written plans, individualized to the offender, are a critical component of effective supervision. As organizations respond to workload constraints by emphasizing monitoring over intervention, it is expected that the support for written plans will continue to decline.

NCCD also continues to support use of the Client Management Classification (CMC) system for case planning and supervision. (CMC is comprised of a structured interview, which is scored to place offenders in specific supervision modalities.) The downside of this system is

that it has proven to be the most difficult component of the NIC model to implement. At the same time, three separate evaluations, conducted in widely disparate agencies, have all demonstrated that this system is highly effective in reducing recidivism. Table 2 below and Figure 1 on the following page present evaluation data from two jurisdictions that support CMC's value as a supervision tool.

TABLE 2  
TEXAS BOARD OF PARDON AND PAROLE  
CMC AND RELEASE OUTCOME

<i>Percent Pre-Revocation: 6 Months</i>				
Case Type	Poor Risk	Fair Risk	Good Risk	Total
CMC	15% (36/235)*	11% (w/608)**	6% (19/333)	10% (119/1176)*†
No CMC	23% (68/296)	17% (129/740)	7% (24/339)	16% (221/1375)
TOTAL	20% (W/531)	14% (1931/1348)	6% (38/672)	13% (335/2551)

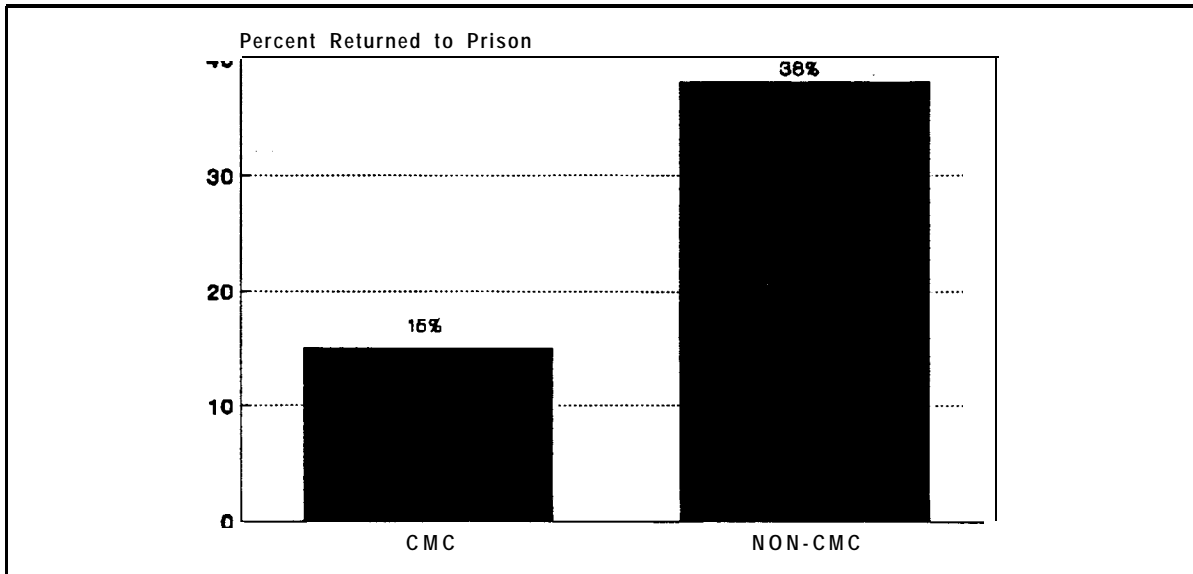
  

<i>Percent Pre-Revocation: 1 Year</i>				
Case Type	Poor Risk	Fair Risk	Good Risk	Total
CMC	24% (58/235)*	17% (103/608)**	13% (42/333)	17% (203/1176)**
No CMC	32% (95/296)	26% (187/740)	13% (45/339)	25% (327/1375)
TOTAL	28% (153/531)	22% (290/1348)	13% (87/672)	21% (530/2551)

• Significant at .05 level  
\*\*Significant at .01 level

Figure '1

SOUTH CAROLINA RETURN-TO-PRISON RATES  
12-MONTH FOLLOW-UP



CMC is time consuming (about 75 minutes per case); it does require substantial training (40 hours). However, recent improvements in scoring methods have made the system more “user friendly.” As OCMS evolves, Oregon should consider using CMC for higher supervision level cases, as there now seems to be little doubt that it produces better case outcomes.

C. Workload

Workload is the time required to provide services to offenders in the manner prescribed by agency policy. The time required to provide these services to one offender (or complete an investigation), multiplied by the number of cases or investigations in that category, provides a measure of the time needed for the agency to deliver the service. When this time is compared to the time officers have available to provide services, administrators can identify staffing needs for budgeting and assign resources to areas of greatest need. There are three critical areas related to implementing workload measurement systems: 1) determining the time required to

provide services to clearly identified workload categories (supervision and investigation); 2) determining the time officers have available to provide these services; and 3) the accurate accounting of the numbers of cases in each supervision level and investigations assigned.

A statewide longitudinal time study was conducted from January through March of 1990. The results of this study are reported in detail in the May 1990 report Oregon Department of Corrections: Analysis of the 1990 Time Study (NCCD). Cases in each supervision level were studied in sufficient numbers to enable the Task Force to assess differences across the state and determine time allocations for each supervision and investigation level. The study was completed in a manner which is consistent with prevalent practice across the country. The resulting supervision times are reasonable when compared with other agencies and evaluated against the OCMS supervision standards.

It is difficult to compare times for investigations across the country because the reporting requirements vary greatly. In Oregon, full presentence investigations take between six and seven hours. Generally, we expect to see times between five to nine hours, with a few agencies having extensive reports requiring more than 10 hours. Other, smaller investigations were also included in the study and generally took less than three hours to complete. Each of these investigation types will be calculated separately in the OCMS workload formula.

The OCMS Task Force determined the average officer time allocated for holidays, vacation, and sick leave. Time for these factors was deducted from the time officers are available. From the remaining balance, policy decisions were made to deduct time for training and other administrative responsibilities not associated directly with case supervision. This process resulted in a calculation of 120 hours of time available for each officer to provide case services during a given month. Generally, with a 40-hour work week, one expects to find 115 to 125 hours available for supervising offenders and conducting investigations each month. The 120 hours identified in the OCMS project is within this range and their procedure for calculating the time is consistent with other systems.

The final requirement for a workload system to be viable is that on-going statistics report the number of cases in each workload category. The current information system accomplishes this for each supervision category. The procedures for reporting investigations are being developed. Reports outlining cases in each supervision category are useful. When further reports are developed to summarize and compare workloads as part of the automated system, it will become increasingly useful to managers.

Upon availability of time study data, the administration adjusted cut-off scores and initiated procedures to bring workload in line with the available resources. This is a necessary process and one that may be needed periodically. As there are major changes in policies and procedures for handling cases and completing investigations, subsequent time studies of the affected areas should be conducted.

#### D. Management Information Systems

The tracking and monitoring reports currently available from the OCMS are better than generally seen at this stage of a project. They provide basic breakdowns of distributions **and** allow comparisons of case distributions among officers and units. Further work-needs to be done to bring investigations into the automated system and generate summary workload reports at various levels. As the system develops and project information is used in relation to other descriptive data, greater demand for special management reports can be expected. Development of the MIS is beyond the initial stages, but will continue to consume considerable time during the coming months if it is to approach its potential.

#### E. Operational Review and Auditing

Since the beginning of implementation, the Task Force has emphasized on-going review and auditing as a critical component of the system. All systems of this type need to be monitored to assure that procedures are consistent and that the goals of the policies are being

met. Changes In policies and procedures should be made as necessary to keep the OCMS responsive to the field and on track with organizational goals.

The basic framework for an audit system has been developed to prescribe expected performance measures and procedures for local agencies to request variances from statewide policy. Review teams of managers and line staff serving two-year, staggered terms is proposed. These seem to be reasonable approaches. It is important for the Task Force to stay mindful of the importance of keeping the audits as simple as possible. As complexity increases, it becomes difficult for both auditors and practitioners to stay consistent in application of the rules.

The automated MIS should be an Integral part of the auditing system. Reports can be generated to identify areas where practices appear different from expected, and these reports can guide the emphasis of the audits.

#### F. Validation and Evaluation

The validation and overall evaluation of how the system is working should be an on-going process that is closely linked to the MIS and audit procedures+ When trends suggest that goals are no longer being met, the system should be modified or policies enforced to bring the field operation In line with the OCMS.

In addition to this on-going evaluation, special research projects may need to be undertaken over the years to assess the on-going validity of the risk scale as applied to this population. There is nationwide concern that harsher sentencing policies coupled with the war on drugs is leading to significant changes in offender populations. Without question, correctional populations are becoming increasingly dominated by minorities (NCCD: 1990). Among the many issues such changes raise is whether risk assessment Instruments will continue to effectively Identify different groups based on proclivities for failure, or if revisions in scales are needed to reflect changes in offender populations. While the full impact of recent policy changes are yet to be 'felt, studies have indicated that scales developed a decade or more ago continue to

perform reasonably well. As an illustration of how offender risk profiles have changed over time, data from a study of the Wisconsin system are presented in Tables 3 and 4.

Table 3  
RISK SCORES BY YEAR

Risk Ranges	1980	1982	1984	1986	1988
0 - 3	9.4%	11.5%	11.6%	9.5%	8.1%
4 - 7	21.3%	20.5%	18.3%	18.2%	17.3%
8 - 10	16.1%	17.0%	15.4%	14.4%	16.4%
11 - 14	15.9%	16.9%	15.2%	17.3%	15.5%
15 - 19	15.2%	12.4%	14.5%	12.4%	15.6%
20 - 24	11.5%	10.3%	13.1%	10.3%	11.4%
25 - 29	6.9%	7.7%	7.6%	10.5%	9.6%
30 - 37	3.7%	3.6%	4.3%	7.4%	6.1%

In addition to revalidating the risk instrument periodically, agencies have found it is wise to repeat time studies every five years or so to ensure that time standards used to budget for and allocate staff reflect current practice.

Table 4  
RISK SCALE ITEMS BY YEAR

Risk Items	1980	1982	1984	1986	1988
<b>Address Changes</b>					
None	41.6%	43.0%	41.7%	36.5%	35.5%
One	28.6%	29.1%	27.8%	28.5%	29.4%
Two +	28.3%	27.9%	30.5%	34.9%	35.1%
<b>Percent Time Employed</b>					
60% +	45.0%	42.3%	42.6%	42.0%	42.9%
40-59%	18.8%	15.1%	12.3%	14.4%	17.5%
39%-	36.2%	42.6%	43.1%	43.6%	39.5%
<b>Alcohol Problems</b>					
None	49.3%	48.9%	47.8%	42.4%	38.1%
Occasional	32.5%	32.3%	32.3%	27.7%	30.0%
Frequent	18.2%	18.8%	19.8%	29.9%	31.8%
<b>Other Drug Problems</b>					
None	64.8%	67.8%	68.2%	62.4%	56.1%
Occasional	25.3%	21.5%	20.4%	19.7%	22.3%
Frequent	9.9%	10.6%	11.4%	17.8%	21.6%
<b>Attitude</b>					
Motivated, Receptive	56.1%	66.3%	56.8%	50.3%	51.6%
Dependent, Unwilling	29.4%	26.5%	28.5%	36.6%	30.1%
Negative, Rationalizes	14.5%	13.2%	14.6%	19.1%	18.3%
<b>Age at First Conviction</b>					
24 +	23.2%	39.6%	32.6%	30.5%	33.3%
20 - 23	23.6%	21.6%	18.9%	20.5%	20.6%
19 -	53.3%	47.9%	48.5%	49.0%	46.1%
<b>Prior Probations/Paroles</b>					
None	57.6%	59.1%	55.0%	55.1%	55.5%
One +	42.4%	40.9%	45.0%	44.9%	44.5%
<b>Prior Revocations</b>					
None	83.8%	84.1%	86.7%	77.4%	80.4%
One +	16.2%	15.9%	19.3%	22.6%	19.6%
<b>Prior Felony Convictions</b>					
None	72.1%	71.9%	69.0%	69.1%	70.3%
One	13.1%	12.7%	13.8%	12.5%	12.1%
Two +	14.8%	15.5%	17.2%	18.4%	17.5%
<b>Convictions for Neither a or b</b>					
a) Burglary, Theft, Robbery	48.9%	47.9%	48.0%	49.1%	46.6%
b) Worthless checks, Forgery	35.5%	38.0%	36.6%	38.2%	37.5%
c) Both a and b	7.4%	6.9%	7.1%	5.8%	7.3%
	8.2%	7.2%	8.3%	6.9%	8.6%
<b>Assaultive Offense within Five Years</b>					
No	72.9%	71.6%	65.0%	57.8%	59.3%
Yes	27.1%	28.4%	35.0%	42.2%	40.0%



Risk scale revalidations in Illinois and Wisconsin resulted in recommendations for relatively minor changes. However, changes in laws and demographics can influence population profiles, and scales should be periodically revalidated. Hopefully, the MIS will provide descriptive data on offender outcomes for offenders in each supervision range. While not meeting the requirements for a full revalidation effort, these data provide useful evaluation information for use when making changes in such things as cut off scores and override policies. These data should also suggest when a more major revalidation effort should be undertaken.

The ultimate issue facing probation and parole systems that implement standardized classification and case management systems is that of effectiveness. When funding bodies are asked to increase the resources provided, they have a responsibility to assess what these extra funds produce in terms of public safety and reduced recidivism. While the Oregon system is too new to produce evaluation data, experience from other jurisdictions clearly indicates that applying increased supervision and surveillance to high-risk offenders is effective in controlling new offenses and ultimately reduces the cost of corrections. Although program parameters (contact levels, participant selection methods, etc.) vary widely among programs, evaluations of programs that increase supervision levels for either high-risk or prison-bound offenders are effective. Results from two programs with contact requirements and case selection methods similar to Oregon's (Wisconsin and New York) are presented on the following page. Additional data are available regarding the effectiveness of intensive supervision programs in New Jersey, Georgia, and Florida. These programs have contact requirements that significantly exceed those used in Oregon and are designed as prison diversion projects, hence direct comparisons are not appropriate. Nevertheless, these programs provide important information regarding the potential of community-based supervision in reducing the number of people incarcerated and the overall cost of corrections.

Table 5

NEW YORK STATE PROBATION  
COMPARISON OF OUTCOMES  
ISP VERSUS REGULAR PROBATION

Risk Score	Percent Successful	
	ISP	Regular Probation
Low 0 - 28	76%	88%
30 - 46	64%	69%
48 - 58	69%	59%
60 - 70	57%	48%
High 72 - 98	53%	42%

NOTE: These figures do not include New York City Probation. Regular probation caseloads in New York City are substantially higher than in other areas of the state which make uniform comparison difficult.

Table 6

REPORTED CRIMINAL ACTIVITY  
MATCHED SAMPLES COMPARISON  
(MAXIMUM SUPERVISION GROUP)

	Comparison Group (Eastern Region) 1 Contact/MO. Required	Experimental Group (Southern Region) 2 Contacts/MO. Required
	N = 113	N = 113
Number With Any New Offense Reported	37.2%	17.7% **
Most Serious Offense		
Felony	16.8%	10.6%
Misdemeanor	20.4%	07.1% **
Number With Any Absconsions Reported During Supervision	11.5%	08.8%
Number With Any Arrests Reported	39.8%	17.7% **
Number With Any Rules Violations Reported (Other Than Absconsions)	40.7%	27.4% *
Number Revoked	20.4%	10.6% *

\*Difference is significant at the .05 level.

\*\* Difference is significant at the .01 level.

NOTE: These cases were matched according to the following criteria: age, sex, race, probation or parole status, total risk and need assessment scores, drug and alcohol usage, prior record, employment, and several other variables.

### III. System Management

The OCMS is now at the end of the implementation phase and is essentially ready to be fully integrated into agency operating procedures. In NCCD's estimation, this has been one of the most thoughtfully implemented projects with which we have worked. Policies and procedures have been carefully developed and well documented, training has been thorough and conscientiously planned, and careful attention has been paid to including a wide range of perspectives into the implementation process. The project does, however, face major challenges as it moves into becoming the standard operating procedure for field services.

The decision to continue the OCMS Task Force as the OCMS Advisory Committee is excellent. The major credit for implementation proceeding so well goes to the Task Force and subcommittee members who have stayed committed to the project since its inception. There will be a number of issues to resolve over the coming months and this Advisory Committee is the best vehicle to assure that administration continues to receive well conceived recommendations which reflect a broad range of input.

Maintaining consistency among CCA and state offices can be expected to be a significant challenge. Staff from all areas of the state and local jurisdictions must be confident that the system will continue to be supported, will be used for significant policy decisions, and will make a positive difference for their operations. Without this confidence, OCMS will never be fully integrated into the thinking and practices of the organization.

Related to the challenge of maintaining statewide consistency is the challenge of using data from the OCMS for budget development and distribution of monies. While it can be argued that OCMS is a valuable mechanism for identifying priorities and monitoring services, the degree to which it is related to funding will determine its ultimate value in the organization. It is expected that concerns over funding disparities will require considerable time from both the administration and the Advisory Committee. Regardless of how those concerns are resolved, OCMS can be expected to provide more comprehensive statewide data with which to make decisions than has been possible in the past.

The Advisory Committee will have the overall responsibility to maintain the balance of broad level policy needs at the statewide level and local needs which are expected to be more diverse. If OCMS is to avoid being destroyed by its own weight, this balance must be accomplished without becoming overly complicated or bureaucratic. During Implementation, the Task Force spent considerable effort defining critical areas for consistency **and those areas** where local options could be maintained. This will continue to be one of the overriding concerns of the Advisory Committee.

The operational management of the OCMS should continue to rest with the state Classification Unit. It is Important to all concerned that staffing remain adequate to support the project, monitor data, provide leadership to the Advisory Committee, and strengthen linkages with information systems, local offices, and the administration. Many systems have not survived the transition from the implementation into standard operation procedures very well. There is an emotional let-down after the rush of implementing a new project. If there is not sufficient staffing and administrative support to guide the next phase of integration and monitoring, problems will remain unresolved and the OCMS procedures will fall into disarray.

Finalizing and operationalizing the audit systems and the MIS are critical. Field auditing provides staff with the opportunity to listen to staff concerns and observe strengths and problems firsthand. Without regular field auditing, the operational consistency will erode. MIS is the key to effective utilization of the OCMS data for management decisions, If local case data are not available or reliable, the MIS will not provide credible information for management,

Finally, If the OCMS is to make a difference in Oregon field services, **the** administration must be willing to make decisions which will reinforce the system policy and procedures. When workload is out of line with available resources, **adjustments must be made with respect to cut-off scores or supervision standards.** NCCD strongly supports Oregon's decision to change cut-off scores rather than modifying contact standards in order to adjust workload. This method maintains the integrity of the standards, reinforces operational consistency, and yet adjusts expectations in a systematic manner. When auditing reveals inconsistent management practices

*In one* area, the administration needs to take steps to promote consistency. As budgets are developed and resources allocated, these decisions need to be compatible with the OCMS data. Throughout the project, the administration has strongly supported the effort. This continued commitment will provide the basis for the OCMS to be a responsive and flexible system which serves the organization well into the future.

OREGON DEPARTMENT OF CORRECTIONS

Analysis of the 1990 Time Study

May 1990

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## EXECUTIVE SUMMARY

The primary focus of the Oregon Department of Corrections 1990 time study was to determine the workload requirements for each supervision type and investigation category for adult supervision.

The major results of the study are summarized in the table below.

### TIME STUDY SUMMARY (Mean Total Time in Hours)

#### Supervision

Classification	Hours/Month <sup>'</sup>	(N)
N e w		<b>(404)</b>
High	2.3	<b>(599)</b>
Medium	2.0	<b>(630)</b>
Low	.8	<b>(745)</b>
Administrative	.4	<b>(828)</b>

#### Investigation

Investigation	Hours/Investigation	(N)
Matrix PSI	6.8	364
Guidelines PSI	6.5	107
Other PSI	3.4	81
Guidelines Assmnt	1.6	32
Prison Release	1.8	91
Absconder	2.7	94
Compact	2.0	92
In-State Trans.	1.7	254

The time study report provides detailed tables together with a discussion of the time study methodology and results. Oregon Department of Corrections officers completed longitudinal time studies to determine the time required per month to meet or exceed their prescribed policy standards for supervising probationers in each of the adult supervision categories. The overall results provided in the table represent the per month time required from officers. Care was taken

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<sup>'</sup> Includes time from other officers and 15% transition factor.



to assure that only those cases which met or exceeded the standards were included in the workload computation.

A unique feature of the supervision study was capturing the time contributed to a case by one or more additional officers. The study found that the amount of time required for supervision **increased an average of 10%**. For High level cases, the increase was 12%. Inclusion of time from other officers results in a more accurate approximation of the resources required to supervise an offender.

The methodology used was a longitudinal tracking of case based activity. Officers recorded the amount of time they used when supervising a particular case or working on an investigation. One limitation of this approach is that time between activities is not recorded. The transition time between events is typical for professional staff who have contact with the public. It is reasonable to expect that such staff need time between contacts. This is especially true for those dealing with involuntary clients such as probationers and parolees. In 1977, the Wisconsin Division of Corrections determined that there was about a 15% time difference when comparing daily time logs to longitudinal activity logs, with the daily time logs showing more time.<sup>2</sup> The difference was found to be attributable to the transition between tasks, which included things such as instructions to secretaries, conversations with supervisors and other office protocol. Thus, small units of non-case related activity accrue during the day that escape capture in longitudinal studies. The times for supervision have been adjusted for this phenomena.

Aside from the total time required to supervise case and conduct investigations, other significant finding for supervision were:

- For High and Medium cases, 73% of time is used for face-to-face contact (offender, collateral, other);
- For High **and Medium cases**, 54% of time occurs outside the office;
- For all case types, except Administrative, more than 66% of time involves direct contact with the offender;
- Information gathering **and information generating** account for 71% to 86% (depending upon level) of supervision time.

The last finding is significant as it underscores the potential impact of office automation. Computers are information processing machines and with appropriate application designs

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<sup>2</sup>Project Report #9 'Staffing by Workload'. Wisconsin Department of Health and Social Services, Division of Corrections. October, 1979.

should be able to dramatically impact the ways in which information is stored, assessed, shared and processed. To date, most computerized offender systems **are** simply tracking applications that do little to support the daily operations of field staff. Effective office automation must integrate the information needs and activities of officers, clerical staff and managers.

Similar studies were conducted for investigations; however, rather than determining the time per month, the investigation studies recorded the officer time invested in each investigation from assignment to completion. The total time required for each investigation is presented in the preceding table.

As with supervision, participation of other officers was also recorded. Time increased **an average of 3%** across all investigation types when time for other officers was included. However, participation of other officers was concentrated in four categories: Prison Release, Absconder, Compact and In-State Transfers. Relative to PSI investigations, these require much less time. For that reason, the impact was greatest 'in those categories increasing from 1.6 to 1.8; 2.5 to 2.7; 1.8 to 2.0; and 1.5 to 1.7 respectively. The gains for these categories ranged from 8% for Absconder to 13% for In-State Transfer.

The study also provided significant ancillary information describing the nature of how these responsibilities are carried out. While information related to distribution of time among person, method, place, and function codes is not critical to a workload management system, such information does provide administration with considerable information for making qualitative assessments about service delivery. For example, in the supervision study, 37,338 officer activities were recorded. This extremely high volume of detail indicates that the officers understood the purpose of the study and recorded most events that occurred during supervision. This is further evidenced by the fact that **35,800 (42.3%) activities were for times of 5 minutes or less**. Analysis of all activity records yields these additional findings:

- 15,604 (42%) were directly with the offender;
- 2,237 (6%) involved at least one other PO;
- 5,220 (14%) occurred in the offender's home;
- 1,174 (23% of 5,220) offender home visits resulted in no offender or collateral contact;
- 1,101 (21% of 5,220) offender home visits resulted in only a collateral contact.

The last two findings are significant since the standards for High and Medium included a home face-to-face contact. **Almost half the home visits (44%) did not result in an offender**

**face-to-face contact.** In order to obtain the most accurate workload estimates, special care was taken to use only those cases that actually met or exceeded the workload standards, including a home face-to-face contact with the offender. Consequently, some of the tables in this report indicate an artificially low percentage of cases meeting standards. It should be noted that while a high percentage of home visits were made in compliance with agency standards, those visits failing to make a face-to-face contact with the offender (despite the officer's efforts) did not pass the rigid tests imposed by the study. Therefore, while some tables indicate that about **40%** of the High cases met or exceeded standards, it must be recognized that compliance by the offender with respect to appointments or visits cannot be completely controlled by the supervising officer.

After reviewing the time study results, the agency needs to evaluate earlier classification decisions and make any necessary adjustments to policies and procedures. Areas which should be reviewed include: workload categories; supervision cut-off scores and policy decisions regarding workload values for categories which were either not studied or where the time study was inconclusive. Examples of each of the above areas are:

Workload Categories: Matrix PSIs and Guideline PSIs require 6.8 and 6.5 hours respectively. The overall time is 6.7 hours. Does the agency want to count regular PSIs in one overall workload category at 6.7 hours, or separately as Matrix and Guideline categories? Combining categories will ease manual tracking and reporting.

Cut off Scores: Given the time study results and the agency's current distribution of cases among supervision types, should the cut-off scores be adjusted to change the distribution of offenders to bring time required and time available more in line with each other?

Workload Values: Since Prison Release, Compact Transfers, In-State Transfers and Guideline Assessments have similar time requirements, should a common workload value be assigned? Can some of them be combined into single, more general categories to simplify the workload accounting system?

Obviously, there is a relationship among the various decisions which need to be made to modify a workload management system. For example, revision of the supervision standards may have an impact on decisions to modify cut-off scores. The finalization of the above policies must be integrated with the agency decisions regarding the time available per officer and their caseload reporting system to provide a means of regular workload reporting. When this is done, the overall classification and workload system is ready to be operational.

## I. INTRODUCTION

Corrections has long attempted to determine the optimum, ideal, or maximum number of cases that should be assigned to each probation or parole officer. Early efforts to establish maximum caseload sizes recognized staff as a finite resource, but met with limited success because the arbitrary designation of an optimal caseload size failed to provide supporting justification for the numbers. Such efforts tended not to differentiate between offenders with varying service needs and provided little documentation to assist administrators in developing and defending budget requests.

As early as the 1950s, probation and parole agencies began to explore alternative ways of allocating resources, and a few references to time and motion studies began to appear in correctional research literature. However, time studies were new to correctional researchers, technologies were limited, and the objectives of these studies were often ill-defined. As a result, most of these early studies focused on how officer time was divided among many different job functions. The studies failed to provide administrators with information needed to project staffing requirements and workload levels based on increasing caseloads and time requirements for service delivery to each case.

By the mid-1970s state legislature and county board questioning of probation and parole staffing needs increased in intensity. Few agencies had the type of time measures required for budget development and staff deployment. Technicians responded with adaptations of 'longitudinal' time study designs, in which all activities which related to a single case within a specified time frame were timed and recorded. With the offender, rather than the officer, as the principal focus of analysis, the average amount of time spent per month on each offender could easily be computed.

This method of time study represented a significant departure from prior practice and provided the measures needed for workload budgeting and staff deployment. These time studies occurred primarily in agencies which were also using structured classification scales to place offenders in different classifications based on risk of additional illegal activity and need for agency services. Each classification category also had objective service standards which specified the agency policies for providing higher levels of service to offenders who represented higher levels of risk and/or need for services. Thus, the time study methodology allowed for computing different time values based on service requirements for offenders in different classifications. Data could also be compared among various geographical regions and agency divisions. Other activities, such as the time required to complete major investigations, could also be computed and incorporated in the budget requests and staff deployment.

During the late 1970s the National Institute of Corrections (NIC) developed a program to assist adult probation and parole agencies in the adoption of a management package which incorporated the best practices currently available. This program included the classification of offenders based on risk of additional illegal activity and need for services, together with systematic case planning for supervision within agency policy standards. The NIC program also incorporated a workload system which allowed staffing and budgets based on time requirements for offenders at various classification levels and an information system approach which incorporated workload and classification data into regular management reports. While the actual classification scales differ, numerous juvenile agencies throughout the country have incorporated similar management systems into their operations.

The Oregon Department of Corrections began design of a statewide management system in 1988. In 1989, the Department began using structured risk and needs scales to classify offenders into major supervision categories, each with their own service standards established by agency policy. The system was implemented on a pilot basis in early 1989, before going statewide by the end of the year.

The Oregon Department of Corrections conducted this time study during the early spring of 1990. Results of this time study will provide the basis for incorporating workload measurement into the existing classification system. In addition to utilizing valid scales to correctly place offenders in the appropriate classification, using time values which accurately reflect the time required to provide service in accordance with agency policy standards is critical to a credible workload system. Workload systems provide the quantitative measures which translate supervision standards into budget and staff deployment formulas. When the time values are inaccurate, the budgeting systems based on those figures are also inaccurate.

The most credible method of establishing workload values is for an agency to conduct a time study with their own officers and their own offenders. This allows both the objective policy standards and the more subjective agency philosophies and practices to influence the results. For example, two agencies with the same objective service standard (i.e. two client face-to-face contacts per month) can produce very different time study results. If one agency assumes a basic surveillance approach during the contacts and the other agency takes a counseling/problem solving approach, the time requirement to meet the objective face-to-face contact standard will be different. The philosophies and practices of an agency reflect conscious management decisions to some degree. For example, hiring practices and the content of performance evaluation criteria can reflect conscious policy decisions. However, philosophy and practice also reflect unconscious transitions, which are responses to conditions evolving over

time. Slowly increasing caseloads with the incremental addition of new officer responsibilities often result in a practice of more surveillance, while the official position may continue to reflect a value for extensive case planning and counseling to resolve problems. As accommodations are made to meet the increasing workload, the actual practice of supervision evolves to include those activities which are deemed to be most critical.

This report summarizes the analysis of the 1990 Oregon Department of Corrections time study. The next section of this report outlines the methodology used for the time study. This is followed by a presentation of the results and a discussion concerning the incorporation of time study data into a comprehensive classification and workload management system for budgeting and staff deployment.

## II. METHODOLOGY

The basic methodology used for the study is a longitudinal prescriptive design. This design requires that officers track all time invested in supervising a case for a specified length of time and track investigations from assignment to completion. The time study is prescriptive in that the agency has predetermined minimum policy standards which must be met or exceeded in order **to** conclude that supervision functions were performed acceptably and investigations thoroughly conducted. As is the case with other agencies using this workload approach, Oregon Department of Corrections defined their minimum standards for supervision in terms of number of face-to-face contacts required for a specified time (i.e., one month). Investigation standards are defined by 'content,' with each type of investigation having a prescribed format. By excluding cases and investigations which did not meet the policy standards, the analysis provides comprehensive measures of time required to meet or exceed 'standards for each case or investigation.

There are obvious limits to the length of time a time study can run. Most supervision studies can be completed within a two-month time frame. Investigations sometimes run for a slightly longer time frame because the investigation data must be tracked to completion. It is stretching the patience of staff to extend a time study beyond three months and past studies indicate this is also unnecessary.

The nature of an officer's job and the design of the studies dictate that participating officers must record their own time. While self reporting can result in some misrepresentation of activities, experience dictates that this can be minimized with a thorough training process, with adequate sample sizes, and with inclusion of as broad a base of staff representation as possible. Staff must be made aware of the time study goals and the implications of over- or under-recording activities. In the interest of maintaining accuracy in recording, staff need to be assured that data will not be used to evaluate individual performance, but will be aggregated and presented as unit or agency-wide data.

### A. Time Study Parameters

Prior to beginning the actual time study, agency staff representing a cross section of the organization, met with an NCCD consultant to design the specifics of the study. After this design session, staff finalized the data collection forms (provided in Appendix A), completed the time study coding instructions, and conducted face-to-face training sessions for participating officers. Together with agency supervisors, the agency planning team **also** monitored the time study for quality control and to assure that questions were resolved promptly.

The time study design actually included two different longitudinal studies. Separate studies addressed the responsibilities, related to supervision and the time required to complete investigations.

1. Sample Size

The number of officers and cases included in each of the above studies varied substantially. The agency designed a random sample selection process which allowed for each officer to record data on a limited number of supervision cases and complete a limited number of investigations. It was important to include enough cases and investigations to achieve a reasonable sample size for the agency as a whole. Care was taken to avoid overloading the officers so that they would not have sufficient time to perform up to standards on the sample cases. In most studies, it is recommended that the agency attempt a sample size of 100-150 cases or investigations per major statistical breakdown required. In some instances this is not possible or reasonable and agencies must make their best judgments based on the data available.

The caseload samples included cases from each supervision type. New admissions were tracked for 30 days from the date of admission in the supervision study. All other supervision cases were tracked for a period of 60 days. During the investigation study, officers recorded time on 8 separate investigation types. In the supervision studies, potential problems caused by limited samples are somewhat offset by the two-month duration of the study. Depending upon the supervision standard, each month of the study can result in a separate unit of analysis. Thus, each person potentially represents two units of analysis in High and Administrative, while Medium and Low represented one unit of analysis over the 60 day period. Where applicable, the number of observation/months other sample sizes are presented below:

Supervision	
New	593 months
High	1,478 months
Medium	1,140 months
Low	862 months
Administrative	828 months



Investigation	
-PSI	
Matrix	364 investigations
Guidelines	107 investigations
Other	81 investigations
Guidelines Assessment	32 investigations
Prison Release	91 investigations
Absconder	94 investigations
Compact Transfer	92 investigations
In-State Transfer	254 investigations

Various breakdowns of the above sample are provided in the Results section of this report and in the Appendix.

## 2. Time Period Studied

The time study commenced on January 15, 1990 and ended for supervision on March 14, 1990. Presentence investigations which were in progress on March 14 were continued to completion.

## 3. Functions Studied

During the design of the time study, staff established specific function codes which categorized the activities for each of the studies. These function codes are listed in the data collection forms provided in Appendix A. The codes were designed to be broad enough to capture all the supervision- or investigation-related activities.

## 4. Policy Standards

In addition to coding activities by the nature of the function being performed, officers also coded each activity with respect to the person contacted, the method of contact, and place of contact. Together with providing a wealth of information describing the nature of agency activities, this coding structure enabled the analysts to exclude cases from the workload computation which did not meet the pre-established policy standards. For informational purposes, Tables 1 and 1A in the Results section provide a comparison of cases for which standards were met and those for which standards were not met. For purposes of establishing a workload system, only those months reflecting that the agency's face-to-face contact standards had been met or exceeded should be considered. When testing the case data to determine if the appropriate number of face-to-face contacts occurred, the contact was counted

as a client (offender, probationer, defendant) face-to-face contact even though collateral contacts may have occurred in conjunction with the client interview/visit.

The face-to-face contact standards established by Oregon Department of Corrections and used in the data analysis are outlined below:

Adult Supervision:

- New: One face-to-face contact during the first 30 days after admission.
- High: Two face-to-face contacts per month plus one face-to-face home contact month.
- Medium: One face-to-face contact per month plus one face-to-face home contact bimonthly.
- Low: One face-to-face contact bimonthly.

In addition to the above standards, the agency requires monthly employment verification for New, High and Medium cases, quarterly for Low cases, but not for administrative cases. However, for purposes of this study, employment verification was not considered for determining whether or not supervision standards were met.

In the Administrative classification, only monthly file checks are required. Any activity recorded during the study on Administrative cases were assumed to meet this minimal standard.

A two-month supervision cycle occurs for the Medium and Low categories. In these classifications, the total time for the two-month study was divided by two in order to obtain a one-month time value for workload purposes.

The remaining classifications have a one-month supervision cycle; therefore, each month of data was tested against the above standards.

With respect to the investigations included in the time study - if the data collection forms were submitted for analysis, we proceeded under the assumption that the reports themselves had been reviewed by the supervisors and met the agency expectations for that report. All of the investigation data collection forms received by NCCD were included in the analysis.

## 5. Time Recording

Within each of the function categories outlined in Appendix B, officers recorded their time as travel, waiting, or activity. All time related to a particular function was recorded in minutes in one of the time categories which were described as follows:

- Travel: The time required for the officer to get to the location of the activity. If more than one activity occurs as a result of the same trip, the total travel time is divided by the number of clients seen (example: 60 minutes of travel to see three clients results in 20 minutes of travel time allocated on the data collection form).

Waiting: The time required to wait upon arrival at a scene of activity. (The time spent waiting for inmates at the county jail, the time spent in court waiting to testify or be heard.)

Activity: All Other Time which is not captured in Travel and Waiting is entered here. It includes the time required to actually talk with the offender, or gather case information, or prepare other case planning material.

## B. Data Analysis

The time study data forms were received at the National Council on Crime and Delinquency during April 1990, edited for legibility and obvious recording errors, keyed, and analyzed using the Statistical Package for the Social Sciences (SPSS). Results are found in the next section.

### III. RESULTS

The following tables and charts provide the results of the time study in detail. The results are presented with different breakdowns in an effort to illuminate the data and provide geographic and functional comparisons.

#### Supervision Study

##### A. Workload Requirements

Tables 1 and 1A show the basic results of the supervision study.<sup>3</sup> Table 1 provides an agency-wide breakdown by supervision level of the total supervision time required for each supervision level per month. It also details for time required for travel, waiting and activity. It should be noted that the time in Table 1 are for those cases which met or exceeded the **supervision standards**. As expected, higher standards result in meaningful workload differences. High supervision cases, on a monthly basis, require about 50% more time than New cases, 80% more time than medium cases, 450% more time than Low cases, and 900% more time than Administrative cases.

Table 1  
Oregon Case Management System 1990 Supervision Time Study  
Cases Meeting or Exceeding Standards  
Data Window I., 1-3

SUPERVISION LEVEL	TOTAL CASES	TRAVEL	WAITING	ACTIVITY	TOTAL MINUTES	TOTAL HOURS
<b>NEW</b>						
TOTAL N	CD4					
AVERAGES		18	3	118	140	2.3
% OF TIME		.13	.02	.84		
<b>HIGH</b>						
TOTAL N	SW					
AVERAGES		65	5	143	213	3.6
% OF TIME		.30	.02	.67		
<b>MEDIUM</b>						
TOTAL N	630					
AVERAGES		37	4	78	118	2.0
% OF TIME		.31	.03	.66		
<b>LOW</b>						
TOTAL N	745					
AVERAGES		9	2	40	51	.8
% OF TIME		.18	.03	.78		
<b>ADMINISTRATIVE</b>						
TOTAL N	828					
AVERAGES		1	1	22	24	.1
% OF TIME		.06	.03	.91		

<sup>3</sup> All times in the supervision tables include time contributed by other POs and the 15% transition time factor.

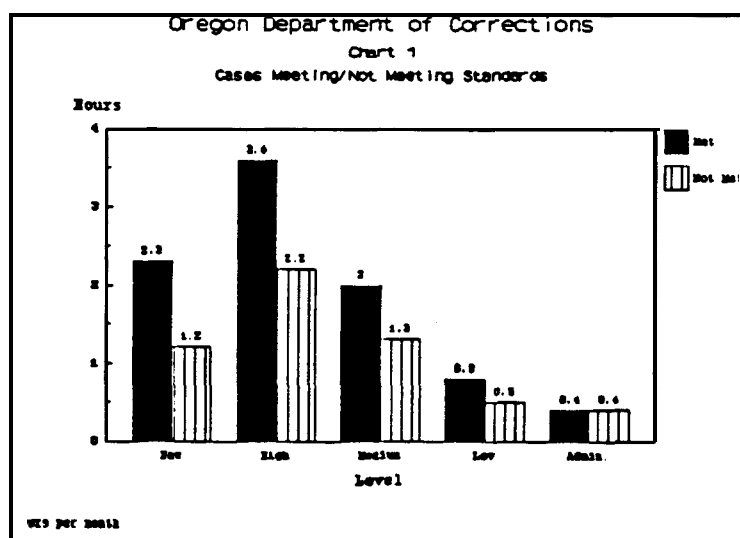
Table 1A includes the same information for all cases, regardless of whether standards were met or not met. Note that the time values for the High level changes considerably, but the values for the other level change only modestly, or not at all. This is due to the effect of averaging cases meeting and not meeting standards together which causes the differences to be smoothed.

Table 1A  
Oregon Case Management System 1000 Supervision Time Study

Data Window I., 1-3

SUPERVISION LEVEL	TOTAL CASES	TRAVEL	WAITING	ACTIVITY	TOTAL MINUTES	TOTAL HOURS
<b>NEW</b>						
TOTAL N	593					
AVERAGES		16	3	<b>99</b>	118	2.0
% OF TIME		.14	.03	<b>.84</b>		
<b>HIGH</b>						
TOTAL N	1478					
AVERAGES		46	6	112	163	2.7
% OF TIME		.28	.04	.69		
<b>MEDIUM</b>						
TOTAL N	1140					
AVERAGES		29	3	67	100	1.7
% OF TIME		.29	.03	.67		
<b>LOW</b>						
TOTAL N	862					
AVERAGES		9	2	38	18	.8
% OF TIME		.18	-.03	.78		
<b>ADMINISTRATIVE</b>						
TOTAL N	828					
AVERAGES		1	1	22	24	.4
% OF TIME		.06	.03	.91		

Chart 1 below, and table 2 on the following page, shows the substantial differences in time when cases meeting or exceeding standards are compared with those failing to meet standards.



SUPERVISION LEVEL	STANDARD MET/NOT MET	TOT-AL CASES • **	TRAVEL	WAITING	ACTIVITY	TOTAL MINUTES	TOTAL HOURS
NEW	Not Met	189	11	3	58	71	1.2
	TOTAL N AVERAGES % OF TIME						
	Met	404	18	3	118	160	2.3
	TOTAL N AVERAGES % OF TIME						
TOTAL N AVERAGES % OF TIME		593	16	3	<b>99</b>	118	2.0
			.14	-03	<b>.84</b>		
HIGH	Not Met	879	32	6	<b>91</b>	129	2.2
	TOTAL N AVERAGES % OF TIME						
	Met	<b>SW</b>	65	5	143	213	3.6
	TOTAL N AVERAGES % OF TIME						
TOTAL N AVERAGES % OF TIME		1478	46	6	112	163	2.7
			.28	.04	.69		
MEDIUM	Not Met	510	20	3	54	78	1.3
	TOTAL N AVERAGES % OF TIME						
	Met	630	37	4	78	118	2.0
	TOTAL N AVERAGES % OF TIME						
TOTAL N AVERAGES % OF TIME		1140	29	3	67	100	1.7
			.29	.03	.67		
LOU	Not Met	117	4	1	24	29	<b>.5</b>
	TOTAL N AVERAGES % OF TIME						
	Met	745	9	2	40	51	.8
	TOTAL N AVERAGES % OF TIME						
TOTAL N AVERAGES % OF TIME		862	9	2	38	<b>48</b>	.8
			.18	.03	.78		
ADMINISTRATIVE	Met	828	1	1	22	24	<b>.4</b>
	TOTAL N AVERAGES % OF TIME						
TOTAL N AVERAGES % OF TIME		828	1	1	22	24	<b>.4</b>
			.06	.03	.91		
TOTAL TOTAL N AVERAGES % OF TIME		4901	24	3	72	<b>99</b>	1.7
			.24	.03	.72		

In addition to the time required to meet standards, the study provides valuable information about other aspects of supervision. Rather than summarizing just Travel, Waiting and Activity time, total time can be broken down into other components. For example, when other POs are involved in a case, how much time is consumed? How much time is needed for face-to-face contacts? How much time is spent with collateral contacts? How is time distributed among the different functions, persons, places and methods? Do times vary geographically or along urban/rural lines? There are, of course, many potential ways to break down the information. The following tables included in this section are the more interesting or meaningful ones. They use as their base cases that met or exceeded standards. Tables covering several pages (such as office break downs) have been included in the supplemental materials to conserve space.

#### 8. Multiple **Officer Activity**

One of the more important findings of the supervision study was that 6% of all activities involved one or more additional POs. This means that the actual resources consumed in supervising a case exceed that expended by the primary officer. Analysis of the data separate from Table 3, showed the net effect across all levels is about a 10% increase. For High level cases, the effect is about 12%.

Table 3 shows how much time was used when other officers were involved. The total time includes the time of the additional PO. The table shows the amount and percent of time contributed by the involvement of one other PO. The participation of more than one other PO in any activity was so rare (6%) of all activities that it had little impact on overall time. The first column prints the average amount of time worked by the officer alone. The primary and one column is the average amount of combined time of the primary officer plus one other officer. For example, the 18 minutes shown for New cases means that on average the primary officer and another officer each were involved for 9 minutes of joint activity. Thus together, they contributed 18 minutes. The third column represents the averaged combined time for the primary officer plus two or more officers. Consequently, the average time is very low, even though the participation of several officers in a single activity consumes high staff resources.

Table 3  
Oregon Case Management System 1990 Supervision Time Study  
Cases Meeting or Exceeding Standards  
Data Window 1., 5

SUPERVISION LEVEL	TOTAL CASES	***	PRIMARY OFFICER ONLY	PRIMARY AND ONE OFFICER	PRIMARY AND TWO OR MORE OFFICERS	TOTAL MINUTES	TOTAL HOURS
NEW							
TOTAL N	404						
AVERAGES			117	18	5	140	2.3
% OF TIME			.84	.13	.04		
HIGH							
TOTAL N	SW						
AVERAGES			167	40	6	213	3.6
% OF TIME			.78	.19	.03		
MEDIUM							
TOTAL N	630						
AVERAGES			94	18	5	118	2.0
% OF TIME			.80	.16	.05		
LOW							
TOTAL N	745						
AVERAGES			44	5	2	51	.8
% OF TIME			.86	.11	.03		
ADMINISTRATIVE							
TOTAL N	828						
AVERAGES			23	1	0	24	.4
% OF TIME			.97	.02	.01		



### C. Felony/Misdemeanor Comparisons

Table 4 compares felony and misdemeanor cases across different supervision levels. Interestingly, though misdemeanants are a small proportion of New, High and Medium cases, they appear to require more time. Since only 14 misdemeanor cases are included within the High group, caution should be used in interpreting the large difference between felons and misdemeanants in that group. Case classification systems are behavioral groupings rather than legal ones. Consequently, a difficult offender, being supervised for a minor offense can end up in a high supervision category.

Table 4  
Oregon Case Management System 1990 Supervision Time Study  
Cases Meeting or Exceeding Standards  
Data Window 1., 6

SUPERVISION LEVEL	OFFENSE TYPE	TOTAL CASES • **	TRAVEL	WAITING	ACTIVITY	TOTAL MINUTES	TOTAL HOURS
NEW	<b>FELONY</b>						
	TOTAL N	320					
	AVERAGES		17	3	111	130	2.2
	% OF TIME		.13	.02	.85		
	<b>MISDEMEANOR</b>						
	TOTAL N	74					
	AVERAGES		23	5	150	178	3.0
	% OF TIME		.13	.03	.84		
	<b>UNKNOWN</b>						
TOTAL N	10						
AVERAGES			26	13	121	160	2.7
% OF TIME			.16	.08	.76		
TOTAL N		404					
AVERAGES			18	3	118	140	2.3
% OF TIME			.13	.02	.84		
HIGH	<b>FELONY</b>						
	TOTAL N	579					
	AVERAGES		64	5	142	212	3.5
	% OF TIME		.30	.02	.67		
	<b>MISDEMEANOR</b>						
	TOTAL N	14					
	AVERAGES		107	0	176	283	4.7
	% OF TIME		.38	.00	.62		
	<b>UNKNOWN</b>						
TOTAL N	6						
AVERAGES			40	12	152	205	3.4
% OF TIME			.20	.06	.74		
TOTAL N		599					
AVERAGES			65	5	143	213	3.6
% OF TIME			.30	.02	.67		

MEDIUM	FELONY						
	TOTAL N	537					
	AVERAGES		35	4	76	115	1.9
	% OF TIME		.31	.03	.66		
	MISDEMEANOR						
	TOTAL N	92					
	AVERAGES		48	3	89	139	2.3
	% OF TIME		.34	.02	.64		
	UNKNOWN						
	TOTAL N	1					
	AVERAGES		12	0	66	78	1.3
	% OF TIME		.15	0.00	.85		
TOTAL N	630						
AVERAGES		37	4	78	118	2.0	
% OF TIME		.31	.03	.66			
LOW	FELONY						
	TOTAL N	522					
	AVERAGES		10	2	40	51	.9
	% OF TIME		.20	.03	.77		
	MISDEMEANOR						
	TOTAL N	216					
	AVERAGES		8	2	40	50	.8
	% OF TIME		.15	.04	.80		
	UNKNOWN						
	TOTAL N	7					
	AVERAGES		10	0	21	31	.5
	% OF TIME		.33	0.00	.67		
TOTAL N	745						
AVERAGES		9	2	40	51	.8	
% OF TIME		.18	.03	.78			
ADMINISTRATIVE	FELONY						
	TOTAL N	521					
	AVERAGES		2	1	21	23	.4
	% OF TIME		.07	.03	.90		
	MISDEMEANOR						
	TOTAL N	299					
	AVERAGES		1	1	22	23	.4
	% OF TIME		.04	.02	.93		
	UNKNOWN						
	TOTAL N	8					
	AVERAGES		1	0	47	49	.8
	% OF TIME		.03	0.00	.97		
TOTAL N	828						
AVERAGES		1	1	22	24	.4	
% OF TIME		.06	.03	.91			

#### D. Face-to-Face and Collateral Contacts

Tables 5 and 6 focus on face-to-face activity. Clearly, the most significant use of time is in direct contact with the offender.

Table 5 shows that except for Administrative cases, **between 55% and 64% of total the is spent in direct offender contact.** For High level cases, meeting or exceeding standards, more than two hours are used every month for direct offender contact. Mediums require slightly more than one hour per month.

Table 5  
Oregon Case Management System 1990 Supervision Time Study  
Cases Meeting or Exceeding Standards  
Data Window 1., 7

SUPERVISION LEVEL	TOTAL CASES	***	OFFENDER FACE TO FACE	ALL OTHER	TOTAL MINUTES	TOTAL HOURS
NEW						
TOTAL N	404					
AVERAGES			82	58	140	2.3
% OF TIME			.59	.41		
HIGH						
TOTAL N	599					
AVERAGES			137	76	213	3.6
% OF TIME			.64	.36		
MEDIUM						
TOTAL N	630					
AVERAGES			74	44	118	2.0
% OF TIME			.63	.37		
LOW						
TOTAL N	745					
AVERAGES			28	23	51	.8
% OF TIME			.55	.45		
ADMINISTRATIVE						
TOTAL N	828					
AVERAGES			6	18	24	.4
% OF TIME			.26	.74		

Table 6 shows the proportion of face-to-face time used for home contact. For High and Medium cases, about half the monthly face-to-face time occurs in the offenders home. Table 5 showed that for High level cases, 137 minutes per month are used for face-to-face contact. Table 6 shows that for High cases, 72 minutes, more than 56% ( $72/137 = 52.5\%$ ) occurs in the offender's home. For Medium cases the proportion is 52% ( $39/74$ ). Even though offenders are seen less frequently in the home than in the office, the additional travel time needed for a home visit makes it (from a resource perspective) about equal to two office visits. While it will surprise no one that home visits are one of the most resource intensive activities, it is useful to know their relative cost compared to other forms of contact and supervision.

**Table 6**  
**Oregon Case Management System 1990 Supervision Time Study**  
**Cases Meeting or Exceeding Standards**  
**Data Window 1., 9 & 11**

SUPERVISION LEVEL	TOTAL CASES	***	HOME		TOTAL MINUTES	TOTAL HOURS
			FACE TO FACE CONTACTS	ALL OTHER		
<b>NEW</b>						
TOTAL N	404					
AVERAGES			17	123	140	2.3
% OF TIME			.12	.88		
<b>HIGH</b>						
TOTAL N	599					
AVERAGES			72	142	213	3.6
% OF TIME			.34	.66		
<b>MEDIUM</b>						
TOTAL N	630					
AVERAGES			39	79	118	2.0
% OF TIME			.33	.67		
<b>LOW</b>						
TOTAL N	745					
AVERAGES			8	43	51	.8
% OF TIME			.15	.85		
<b>ADMINISTRATIVE</b>						
TOTAL N	828					
AVERAGES			1	23	24	.4
% OF TIME			.03	.97		

Collateral contact is another necessary, but far less time consuming activity. Table 7 shows that all collateral contact represents between 13% and 18% of total time. The pattern is consistent across all levels of supervision.

**Table 7**  
**Oregon Case Management System 1990 Supervision Time Study**  
**Cases Meeting or Exceeding Standards**  
**Data Window 1., 7-8**

SUPERVISION LEVEL	TOTAL CASES	***	OFFENDER	COLLATERAL	NONE /UNKNOWN	TOTAL MINUTES	TOTAL HOURS
NEW							
TOTAL N	404						
AVERAGES			88	18	34	140	2.3
% OF TIME			.63	.13	.24		
HIGH							
TOTAL N	599						
AVERAGES			145	33	35	213	3.6
% OF TIME			.68	.15	.17		
MEDIUM							
TOTAL N	630						
AVERAGES			79	19	19	118	2.0
% OF TIME			.67	.16	.16		
LOW							
TOTAL N	745						
AVERAGES			32	9	10	51	.8
% OF TIME			.62	.18	.20		
ADMINISTRATIVE							
TOTAL N	828						
AVERAGES			9	4	11	24	.4
% OF TIME			.38	.15	.47		

Table 8 provides additional detail with respect of collateral activity. Collateral face-to-face activity takes about half of all collateral time and ranges from 5% to 9% of total supervision time.

**Table 8**  
**Oregon Case Management System 1990 Supervision Time Study**  
**Cases Meeting or Exceeding Standards**  
**Data Window I., 8**

SUPERVISION LEVEL	TOTAL CASES	***	COLLATERAL FACE TO FACE	ALL OTHER	TOTAL MINUTES	TOTAL HOURS
NEW						
TOTAL N	404					
AVERAGES			9	131	140	2.3
% OF TIME			.07	.93		
HIGH						
TOTAL N	599					
AVERAGES			19	194	213	3.6
% OF TIME			.09	.91		
MEDIUM						
TOTAL N	630					
AVERAGES			11	107	118	2.0
% OF TIME			.09	.91		
LOW						
TOTAL N	745					
AVERAGES			4	47	51	.8
% OF TIME			.08	.92		
ADMINISTRATIVE						
TOTAL N	828					
AVERAGES			1	22	24	.4
% OF TIME			.05	.95		

### E. Distribution of time: Method, Place and Function

The time study gathered data along several dimensions. In addition to 'how much' time was needed, the data can also provide information on how time was distributed as to who time was spent with (person), where the activity occurred (place), how the time was used (method), and what occurred (function). Table 7 provided the distribution of time by person (offender, collateral, none/unknown). The following tables (9, 10 and 11) summarize the distribution of time by each level for the remaining breakdowns of method, place and function.

**Table 9**  
**Oregon Case Management System 1990 Supervision Time Study**

Cases Meeting or Exceeding Standards  
Data Window 1., 14

SUPERVISION LEVEL	TOTAL CASES	***	FACE TO FACE	TELEPHONE	MAIL/CORRESP /REPORTS	COMPUTER USE	OTHER /UNKNOWN	TOTAL MINUTES	TOTAL HOURS
NEW									
TOTAL N	404								
AVERAGES			93	12	17	4	13	140	2.3
% OF TIME			.67	.09	.12	.03	.10		
HIGH									
TOTAL N	599								
AVERAGES			160	19	15	1	18	213	3.6
% OF TIME			.75	.09	.07	.01	.08		
MEDIUM									
TOTAL N	630								
AVERAGES			87	11	10	1	10	118	2.0
% OF TIME			.74	.09	.08	.01	.09		
LOW									
TOTAL N	745								
AVERAGES			33	7	6	1	5	51	.8
% OF TIME			.64	.13	.12	.01	.09		
ADMINISTRATIVE									
TOTAL N	828								
AVERAGES			7	4	7	1	4	24	.4
% OF TIME			.31	.15	.31	.05	.18		

Table 10  
Oregon Case Management System 1990 Supervision Time Study  
Cases Meeting or Exceeding Standards  
Data Window I., 13

SUPERVISION LEVEL	TOTAL CASES	***	OFFICE	HOME	EMPLOYMENT	JAIL	OTHER /UNKNOWN	TOTAL MINUTES	TOTAL HOURS
NEW									
TOTAL N	404								
AVERAGES			102	25	0	5	7	140	2.3
% OF TIME			.73	.18	.00	.04	.05		
HIGH									
TOTAL N	599								
AVERAGES			98	97	2	3	14	213	3.6
% OF TIME			.46	.46	.01	.01	.06		
MEDIUM									
TOTAL N	630								
AVERAGES			54	52	1	2	9	118	2.0
% OF TIME			.46	.44	.01	.01	.07		
LOW									
TOTAL N	745								
AVERAGES			34	12	1	0	4	51	.8
% OF TIME			.67	.23	.02	.01	.08		
ADMINISTRATIVE									
TOTAL N	828								
AVERAGES			20	2	0	0	1	24	.4
% OF TIME			.86	.07	.01	.02	.05		



Table 11  
Oregon Case Management System 1990 Supervision Time Study  
Cases Meeting or Exceeding Standards  
Data Window 1., 12

SUPERVISION LEVEL	TOTAL CASES ***	INFORMATION GATHERING	DEVELOP CASEPLAN	COMPLETE NEEDS ASSESSMENT	GENERATING INFORMATION	HEARINGS	ARRESTS /SEARCHES /TRANSPORT	OTHER /UNKNOWN	TOTAL MINUTES	TOTAL HOURS
NEW										
TOTAL N	404									
AVERAGES		84	19	2	18	1	2	15	140	2.3
% OF TIME		.60	.13	.01	.13	.01	.01	.11		
HIGH										
TOTAL N	599									
AVERAGES		157	7	0	21	3	8	16	213	3.6
% OF TIME		.74	.03	.00	.10	.01	.04	.08		
MEDIUM										
TOTAL N	630									
AVERAGES		80	5	0	14	3	5	11	118	2.0
% OF TIME		.67	.04	.00	.12	.02	.04	.09		
LOW										
TOTAL N	745									
AVERAGES		33	3	0	6	3	2	4	51	.8
% OF TIME		.65	.06	.00	.12	.05	.03	.08		
ADMINISTRATIVE										
TOTAL N	828									
AVERAGES		12	1	0	5	1	1	5	24	.4
% OF TIME		.49	.05	.00	.21	.02	.03	.20		

## F. Geographic Comparisons

Table 12 compares geographic differences within supervision levels. The most striking finding is that urban New cases required substantially less time than those in other areas. The urban/semi-urban difference was 43 minutes and urban/semi-rural difference was 67 minutes per month. Further, the difference occurred in both travel and activity time. An opposite, but much less dramatic difference was found for High supervision. For that level, urban cases required the most time, with rural cases requiring the least.

**Table 12**  
Oregon Case Management System 1990 Supervision Time Study  
Cases Meeting or Exceeding Standards  
Data Window 1., 1-3

SUPERVISION LEVEL	AREA TYPE	TOTAL CASES ***	TRAVEL	WAITING	ACTIVITY	TOTAL MINUTES	TOTAL HOURS
NEW	Urban						
	TOTAL N	103					
	AVERAGES		11	2	87	100	1.7
	% OF TIME		.11	.02	.88		
	Semi-Urban						
	TOTAL N	113					
	AVERAGES		15	4	124	143	2.4
	% OF TIME		.11	.03	.87		
	Semi-Rural						
	TOTAL N	116					
	AVERAGES		26	4	137	167	2.8
	% OF TIME		.16	.02	.82		
	Rural						
	TOTAL N	71					
	AVERAGES		22	5	123	151	2.5
% OF TIME		.15	.03	.82			
Unknown							
TOTAL N	1						
AVERAGES			0	0	23	23	.4
% OF TIME			0.00	0.00	1.00		
TOTAL N		404					
AVERAGES			18	3	118	140	2.3
% OF TIME			.13	.02	.84		

HIGH	Urban						
	TOTAL N	78					
	AVERAGES		64	6	153	223	3.7
	% OF TIME		.29	.03	.69		
	Semi-Urban						
	TOTAL N	232					
AVERAGES		62	4	152	218	3.6	
% OF TIME		.28	.02	.70			
Semi-Rural							
TOTAL N	196						
AVERAGES		73	6	132	210	3.5	
% OF TIME		.35	.03	.63			
Rural							
TOTAL N	90						
AVERAGES		52	5	134	191	3.2	
% OF TIME		.27	.03	.70			
Unknown							
TOTAL N	3						
AVERAGES		226	5	268	499	8.3	
% OF TIME		.45	.01	.54			
TOTAL N	599						
AVERAGES		65	5	143	213	3.6	
% OF TIME		.30	.02	.67			
MEDIUM	Urban						
	TOTAL N	78					
	AVERAGES		28	3	72	103	1.7
	% OF TIME		.27	.03	.70		
	Semi-Urban						
	TOTAL N	239					
AVERAGES		37	5	76	118	2.0	
% OF TIME		.31	.04	.65			
Semi-Rural							
TOTAL N	177						
AVERAGES		41	3	78	122	2.0	
% OF TIME		.34	.03	.64			
Rural							
TOTAL N	135						
AVERAGES		37	3	83	123	2.0	
% OF TIME		.30	.02	.68			
Unknown							
TOTAL N	1						
AVERAGES		16	0	17	33	.6	
% OF TIME		.48	0.00	.52			
TOTAL N	630						
AVERAGES		37	4	78	118	2.0	
% OF TIME		.31	.03	.66			

LOW	Urban						
	TOTAL N	158					
	AVERAGES		8	2	41	52	.9
	% OF TIME		.16	.05	.79		
	Semi-Urban						
	TOTAL N	255					
AVERAGES		7	1	37	45	.8	
% OF TIME		.16	.03	.82			
Semi-Rural							
TOTAL N	172						
AVERAGES		11	1	43	55	.9	
% OF TIME		.20	.03	.78			
Rural							
TOTAL N	159						
AVERAGES		13	2	41	56	.9	
% OF TIME		.23	.04	.73			
Unknown							
TOTAL N	1						
AVERAGES		0	0	29	29	.5	
% OF TIME		0.00	0.00	1.00			
TOTAL N		745					
AVERAGES			9	2	40	51	.8
% OF TIME			.18	.03	.78		
ADMINISTRATIVE	Urban						
TOTAL N	220						
AVERAGES		2	1	24	27	.5	
% OF TIME		.07	.04	.89			
Semi-Urban							
TOTAL N	169						
AVERAGES		0	0	16	16	.3	
% OF TIME		0.00	.01	.99			
Semi-Rural							
TOTAL N	307						
AVERAGES		1	0	20	22	.4	
% OF TIME		.05	.02	.93			
Rural							
TOTAL N	127						
AVERAGES		3	2	27	32	.5	
% OF TIME		.10	.05	.85			
Unknown							
TOTAL N	5						
AVERAGES		0	0	26	26	.4	
% OF TIME		0.00	0.00	1.00			
TOTAL N		828					
AVERAGES			1	1	22	24	.4
% OF TIME			.06	.03	.91		

### G. Special Caseloads - ISP

Table 13 reports the results of case in the Intensive Supervision Program. The results show that ISP cases received proportionately more time and resources than their non-ISP counterparts. For example, in the High supervision group, 66% of ISP cases met or exceeded standards. For those cases, an average of 4.5 hours per month was used as compared to 3.6 for the group as a whole. Most ISP cases were found in the High supervision level.

Table 13  
Oregon Case Management System 1990 Supervision Time Study  
Data Window 1., 1-3

SUPERVISION LEVEL	STANDARD MET/NOT MET	ISP	TOTAL CASES ***	TRAVEL	WAITING	ACTIVITY	TOTAL MINUTES	TOTAL HOURS
NEW	Not Met	NOT ISP	189					
		TOTAL N						
	AVERAGES		11	3	58	71	1.2	
	% OF TIME		.15	.04	.81			
	TOTAL N		189					
	AVERAGES			11	3	58	71	1.2
% OF TIME			.15	.04	.81			
Met	NOT ISP	404						
	TOTAL N							
AVERAGES		18	3	118	140	2.3		
% OF TIME		.13	.02	.84				
TOTAL N		404						
AVERAGES			18	3	118	140	2.3	
% OF TIME			.13	.02	.84			
TOTAL N		593						
AVERAGES			16	3	99	118	2.0	
% OF TIME			.14	.03	.84			

HIGH	Not Met	NOT ISP							
		TOTAL N	785						
		AVERAGES % OF TIME		31 .25	6 .05	86 .70	123	2.1	
		ISP	TOTAL N	94					
			AVERAGES % OF TIME		46 .25	9 .05	128 .70	183	3.0
			TOTAL N AVERAGES % OF TIME	879	32 .25	6 .05	91 .70	129	2.2
	Met	NOT ISP	TOTAL N	424					
			AVERAGES % OF TIME		56 .30	5 .03	128 .68	189	3.1
			ISP	TOTAL N	175				
	AVERAGES % OF TIME			87 .32	6 .02	179 .66	272	4.5	
TOTAL N AVERAGES % OF TIME	599	65 .30		5 .02	143 .67	213	3.6		
TOTAL N AVERAGES % OF TIME	1478	46 .28	6 .04	112 .69	163	2.7			
MEDIUM	Not Met	NOT ISP							
		TOTAL N	508						
		AVERAGES % OF TIME		20 .26	3 .04	54 .70	77	1.3	
		ISP	TOTAL N	2					
			AVERAGES % OF TIME		52 .22	13 .05	177 .73	242	4.0
			TOTAL N AVERAGES % OF TIME	510	20 .26	3 .04	54 .70	78	1.3
	Met	NOT ISP	TOTAL N	626					
			AVERAGES % OF TIME		37 .31	4 .03	78 .66	118	2.0
			ISP	TOTAL N	4				
	AVERAGES % OF TIME			32 .29	0 0.00	79 .71	112	1.9	
TOTAL N AVERAGES % OF TIME	630	37 .31		4 .03	78 .66	118	2.0		
TOTAL N AVERAGES % OF TIME	1140	29 .29	3 .03	67 .67	100	1.7			

LOW	Not Met	NOT ISP						
		TOTAL N	116					
	AVERAGES		4	1	24	29	.5	
	% OF TIME		.14	.03	.83			
		ISP	TOTAL N	1				
			AVERAGES		46	14	46	106
	% OF TIME		.43	.14	.43			
	TOTAL N		117					
	AVERAGES			4	1	24	29	.5
	% OF TIME			.15	.03	.81		
Met	NOT ISP	TOTAL N	744					
		AVERAGES		9	2	40	51	.8
	% OF TIME		.18	.03	.78			
	ISP	TOTAL N	1					
		AVERAGES		75	7	134	216	3.6
	% OF TIME		.35	.03	.62			
TOTAL N		745						
AVERAGES			9	2	40	51	.8	
% OF TIME			.18	.03	.78			
TOTAL N		862						
AVERAGES			9	2	38	48	.8	
% OF TIME			.18	.03	.78			
ADMINISTRATIVE Met	NOT ISP	TOTAL N	828					
		AVERAGES		1	1	22	24	.4
	% OF TIME		.06	.03	.91			
TOTAL N		828						
AVERAGES			1	1	22	24	.4	
% OF TIME			.06	.03	.91			
TOTAL N		828						
AVERAGES			1	1	22	24	.4	
% OF TIME			.06	.03	.91			

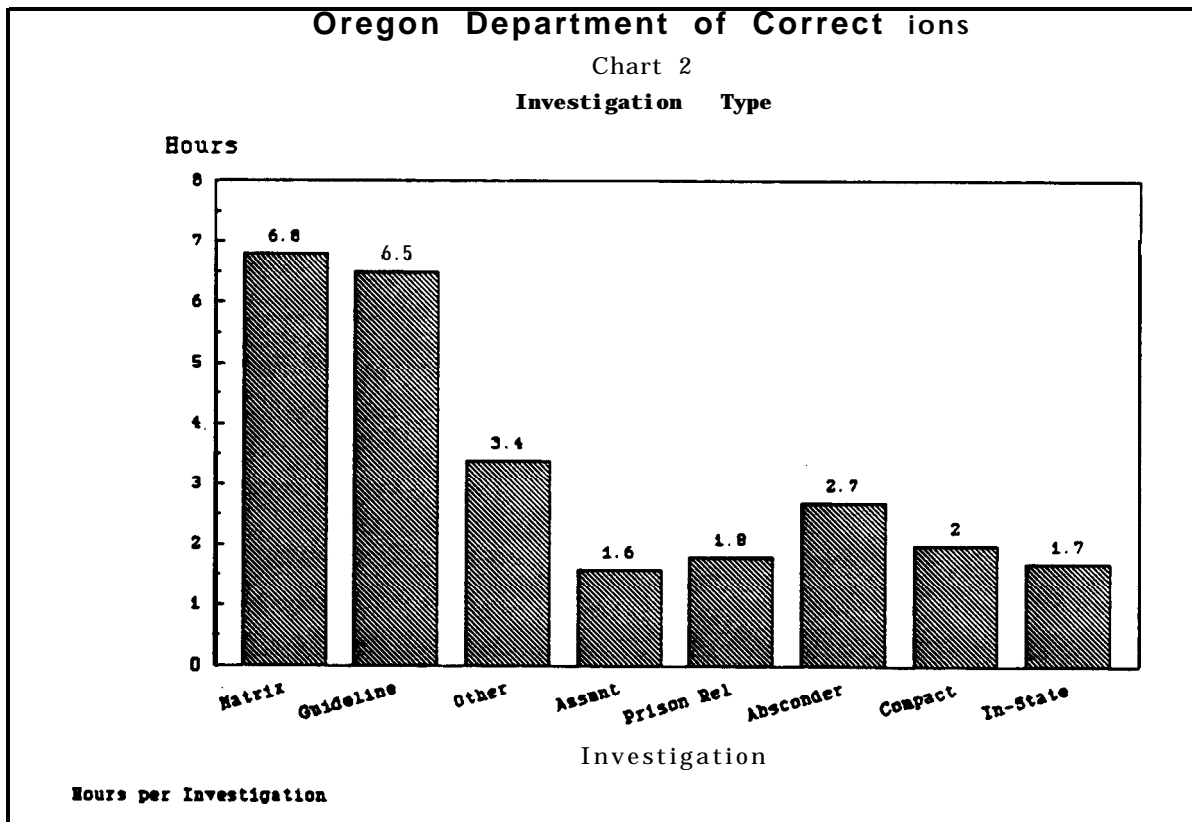
## Investigation Study

### A. Workload Requirements

The investigation study tracked the amount of time required for officers to complete each of the eight types of investigations. Matrix PSIs comprises 33% of all investigations. These were followed by In-State Transfers (23%), Guidelines PSIs (10%). The remaining investigations each represent about 7% to 8% of the total with the exception of Guidelines Assessment which was about 3% of the total.

As with supervision, the time of other officers were included in the investigation study. If one or more officers was indicated as participating in the activity, the time was multiplied by the number recorded plus 1 for the primary officer. Co-activity of officers was found to occur primarily in Prison Release, Absconder, Compact and In-State Transfer investigations.

Matrix PSIs require only slightly more time (23 minutes) than Guideline PSIs. Since they are so close in time required, it may be easier if they were considered as one category with the workload value being the average of all Matrix and Guideline PSIs combined. The combined average is 405 minutes, or 6.7 hours.





From the point of view of total time, there is little difference between Matrix and Guideline PSIs. Also, Guideline Assessments, Prison Releases, In-State Transfers and Compact Transfers vary little from one another. Other PSIs and Absconder reports each show significant time differences from all other investigations.

Table 14  
Oregon Case Management System 1990 Investigation Time Study

INVESTIGATION TYPE	TOTAL CASES	***	TRAVEL	WAITING	ACTIVITY	TOTAL MINUTES	TOTAL HOURS
MATRIX PSI							
TOTAL N	364						
AVERAGES			10	6	394	410	6.8
% OF TIME			.02	.01	.96		
GUIDELINES PSI							
TOTAL N	107						
AVERAGES			17	8	362	387	6.5
% OF TIME			.04	.02	.94		
OTHER PSI							
TOTAL N	81						
AVERAGES			6	3	193	202	3.4
% OF TIME			.03	.02	.96		
GUIDELINES ASSESSMENT							
TOTAL N	32						
AVERAGES			9	3	85	98	1.6
% OF TIME			.10	.03	.87		
PRISON RELEASE /PRE-PAROLE							
TOTAL N	91						
AVERAGES			26	2	77	105	1.8
% OF TIME			.25	.02	.73		
ABSCONDER UPDATE							
TOTAL N	94						
AVERAGES			29	23	110	163	2.7
% OF TIME			.18	.14	.68		
COMPACT TRANSFER							
TOTAL N	92						
AVERAGES			33	2	84	118	2.0
% OF TIME			.28	.01	.71		
IN-STATE TRANSFER							
TOTAL N	254						
AVERAGES			33	2	68	102	1.7
% OF TIME			.32	.02	.66		

Table 15

Oregon Case Management System 1990 Investigation Time Study

INVESTIGATION TYPE	TOTAL CASES	***	NO OTHER OFFICER	ONE OTHER OFFICER	TWO OR MORE OTHER OFFICERS	TOTAL MINUTES	TOTAL HOURS
<b>MATRIX PSI</b>							
TOTAL N	364						
AVERAGES			402	8	1	410	6.8
% OF TIME			.98	.02	.00		
<b>GUIDELINES PSI</b>							
TOTAL N	107						
AVERAGES			379	6	2	387	6.5
% OF TIME			.98	.02	.00		
<b>OTHER PSI</b>							
TOTAL N	81						
AVERAGES			193	6	3	202	3.4
% OF TIME			.96	.03	.02		
<b>GUIDELINES ASSESSMENT</b>							
TOTAL N	32						
AVERAGES			92	6	0	98	1.6
% OF TIME			.94	.06	0.00		
<b>PRISON RELEASE /PRE-PAROLE</b>							
TOTAL N	91						
AVERAGES			87	14	4	105	1.8
% OF TIME			.83	.13	.04		
<b>ABSCONDER UPDATE</b>							
TOTAL N	94						
AVERAGES			134	24	5	163	2.7
% OF TIME			.82	.15	.03		
<b>COMPACT TRANSFER</b>							
TOTAL N	92						
AVERAGES			98	19	1	118	2.0
% OF TIME			.83	.16	.01		
<b>IN-STATE TRANSFER</b>							
TOTAL N	254						
AVERAGES			78	23	2	102	1.7
% OF TIME			.76	.22	.02		

### 8. Geographic Comparisons

Table 16 examines geographic differences between urban and rural units. There are significant differences in the total times reported between urban and rural offices for both Matrix and Guideline PSIs. In both instances the urban results are higher than the results obtained from the rural offices. Further, the variation is not the result of travel or waiting, but of activity

in completing the report. Differences also exist in other categories, but since the values are small compared with PSIs, the differences are also small and therefore less significant.

**Table 16**  
**Oregon Case Management System 1990 Investigation Time Study**

INVESTIGATION TYPE	AREA TYPE	TOTAL CASES ***	TRAVEL	WAITING	ACTIVITY	TOTAL MINUTES	TOTAL HOURS
MATRIX PSI	Urban	120					
	TOTAL N						
	AVERAGES		6	8	398	412	6.9
	% OF TIME		.02	.02	.97		
	Semi-Urban	123					
	TOTAL N						
	AVERAGES		11	5	435	451	7.5
	% OF TIME		.03	.01	.96		
	Semi-Rural	79					
	TOTAL N						
	AVERAGES		10	5	364	379	6.3
	% OF TIME		.03	.01	.96		
	Rural	41					
	TOTAL N						
	AVERAGES		13	6	325	344	5.7
% OF TIME		.04	.02	.94			
Unknown	1						
TOTAL N							
AVERAGES		0	0	373	373	6.2	
% OF TIME		0.00	0.00	1.00			
TOTAL N		364					
AVERAGES			10	6	394	410	6.8
% OF TIME			.02	.01	.96		
GUIDELINES PSI	Urban	29					
	TOTAL N						
	AVERAGES		16	10	481	507	8.4
	% OF TIME		.03	.02	.95		
	Semi-Urban	15					
	TOTAL N						
	AVERAGES		25	7	342	375	6.2
	% OF TIME		.07	.02	.91		
	Semi-Rural	34					
	TOTAL N						
	AVERAGES		9	8	320	338	5.6
	% OF TIME		.03	.02	.95		
	Rural	29					
	TOTAL N						
	AVERAGES		22	7	303	333	5.5
% OF TIME		.07	.02	.91			
TOTAL N		107					
AVERAGES			17	8	362	387	6.5
% OF TIME			.04	.02	.94		

OTHER FBI	Semi-Urban	TOTAL N	35	3	0	182	185	3.1
		AVERAGES		.01	.00	.98		
		% OF TIME						
	Semi-Rural	TOTAL N	18	11	6	80	97	1.6
		AVERAGES		.11	.06	.82		
		% OF TIME						
	Rural	TOTAL N	27	6	5	281	292	4.9
		AVERAGES		.02	.02	.96		
		% OF TIME						
	Unknown	TOTAL N	1	2	3	298	303	5.1
		AVERAGES		.01	.01	.98		
		% OF TIME						
		TOTAL N	81	6	3	193	202	3.4
		AVERAGES		.03	.02	.96		
		% OF TIME						
	GUIDELINES	Urban						
	ASSESSMENT	TOTAL N	1	99	20	145	264	4.4
		AVERAGES		.38	.08	.55		
		% OF TIME						
		Semi-Urban	14	10	5	79	94	1.6
		TOTAL N		.11	.05	.84		
		AVERAGES						
		% OF TIME						
		Semi-Rural	14	4	2	82	88	1.5
		TOTAL N		.05	.02	.93		
		AVERAGES						
		% OF TIME						
		Rural	3	0	0	112	112	1.9
		TOTAL N		0.00	0.00	1.00		
		AVERAGES						
		% OF TIME						
		TOTAL N	32	9	3	85	98	1.6
		AVERAGES		.10	.03	.87		
		% OF TIME						
	PRISON RELEASE	Urban						
	/PRE-PAROLE	TOTAL N	9	38	3	62	103	1.7
		AVERAGES		.37	.03	.60		
		% OF TIME						
		Semi-Urban	24	21	1	52	75	1.2
		TOTAL N		.28	.02	.70		
		AVERAGES						
		% OF TIME						
		Semi-Rural	28	35	2	71	107	1.8
		TOTAL N		.33	.02	.66		
		AVERAGES						
		% OF TIME						
		Rural	30	19	3	107	129	2.2
		TOTAL N		.15	.02	.83		
		AVERAGES						
		% OF TIME						
		TOTAL N	91	26	2	77	105	1.8
		AVERAGES		.25	.02	.73		
		% OF TIME						

ABSCONDER UPDATE	Urban						
	TOTAL N	41					
	AVERAGES		40	21	116	177	2.9
	% OF TIME		.23	.12	.65		
	Semi-Urban						
	TOTAL N	30					
	AVERAGES		24	28	105	158	2.6
	% OF TIME		.15	.18	.67		
	Semi-Rural						
	TOTAL N	8					
	AVERAGES		14	14	106	134	2.2
	% OF TIME		.10	.10	.80		
	Rural						
	TOTAL N	14					
	AVERAGES		22	19	100	140	2.3
	% OF TIME		.15	.13	.71		
	Unknown						
	TOTAL N	1					
	AVERAGES		0	81	217	298	5.0
	% OF TIME		0.00	.27	.73		
	TOTAL N	94					
	AVERAGES		29	23	110	163	2.7
	% OF TIME		.18	.14	.68		
COMPACT TRANSFER	Urban						
	TOTAL N	9					
	AVERAGES		35	2	62	99	1.7
	% OF TIME		.36	.02	.63		
	Semi-Urban						
	TOTAL N	28					
	AVERAGES		33	2	84	118	2.0
	% OF TIME		.28	.01	.71		
	Semi-Rural						
	TOTAL N	29					
	AVERAGES		34	2	92	128	2.1
	% OF TIME		.26	.02	.72		
	Rural						
	TOTAL N	24					
	AVERAGES		28	1	80	109	1.8
	% OF TIME		.26	.01	.73		
	Unknown						
	TOTAL N	2					
	AVERAGES		57	3	93	153	2.5
	% OF TIME		.37	.02	.61		
	TOTAL N	92					
	AVERAGES		33	2	84	118	2.0
	% OF TIME		.28	.01	.71		

IN-STATE TRANSFER	Urban						
	TOTAL N	47					
	AVERAGES		21	3	65	89	1.5
	% OF TIME		.23	.04	.73		
	Semi-Urban						
	TOTAL N	108					
	AVERAGES		32	2	59	92	1.5
	% OF TIME		.34	.02	.64		
	Semi-Rural						
	TOTAL N	65					
	AVERAGES		41	2	85	128	2.1
	% OF TIME		.32	.01	.66		
	Rural						
	TOTAL N	33					
	AVERAGES		38	1	67	106	1.8
	% OF TIME		.36	.01	.63		
	Unknown						
	TOTAL N	1					
	AVERAGES		0	0	60	60	1.0
	% OF TIME		0.00	0.00	1.00		
TOTAL N		254					
AVERAGES			33	2	68	102	1.7
% OF TIME			.32	.02	.66		

### C. Felony/Misdemeanor Comparisons

Table 17 breaks out the difference between felony and misdemeanor investigations. Misdemeanor investigations are rare except for the 'Other PSI' category. Within this group, there is a significant difference with misdemeanors requiring 3.9 hours as contrasted with felonies requiring 2.9 hours.

Table 17  
Oregon Case Management System 1990 Investigation Time Study

INVESTIGATION TYPE	OFFENSE TYPE	TOTAL CASES	***	TRAVEL	WAITING	ACTIVITY	TOTAL MINUTES	TOTAL HOURS
MATRIX PSI	FELONY							
	TOTAL N	354						
	AVERAGES			10	6	396	411	6.9
	% OF TIME			.02	.01	.96		
	MISDEMEANOR							
	TOTAL N	4						
	AVERAGES			10	0	209	220	3.7
	% OF TIME			.05	0.00	.95		
	UNKNOWN							
	TOTAL N	6						
	AVERAGES			13	8	454	475	7.9
	% OF TIME			.03	.02	.96		
TOTAL N		364						
AVERAGES				10	6	394	410	6.8
% OF TIME				.02	.01	.96		

GUIDELINES PSI	FELONY						
	TOTAL N	96					
	AVERAGES		17	8	368	393	6.5
	% OF TIME		.04	.02	.94		
	MISDEMEANOR						
	TOTAL N	8					
	AVERAGES		17	8	360	385	6.4
	% OF TIME		.04	.02	.93		
	UNKNOWN						
	TOTAL N	3					
	AVERAGES		10	10	189	210	3.5
	% OF TIME		.05	.05	.90		
TOTAL N		107					
AVERAGES			17	8	362	387	6.5
% OF TIME			.04	.02	.94		
OTHER PSI	FELONY						
	TOTAL N	41					
	AVERAGES		5	4	163	172	2.9
	% OF TIME		.03	.02	.95		
	MISDEMEANOR						
	TOTAL N	40					
	AVERAGES		7	3	225	234	3.9
	% OF TIME		.03	.01	.96		
TOTAL N		81					
AVERAGES			6	3	193	202	3.4
% OF TIME			.03	.02	.96		
GUIDELINES ASSESSMENT	FELONY						
	TOTAL N	31					
	AVERAGES		10	3	84	97	1.6
	% OF TIME		.10	.04	.86		
	UNKNOWN						
	TOTAL N	1					
	AVERAGES		0	0	136	136	2.3
	% OF TIME		0.00	0.00	1.00		
TOTAL N		32					
AVERAGES			9	3	85	98	1.6
% OF TIME			.10	.03	.87		
PRISON RELEASE /PRE-PAROLE	FELONY						
	TOTAL N	89					
	AVERAGES		26	2	77	106	1.8
	% OF TIME		.25	.02	.73		
	UNKNOWN						
	TOTAL N	2					
	AVERAGES		25	3	56	84	1.4
	% OF TIME		.30	.04	.67		
TOTAL N		91					
AVERAGES			26	2	77	105	1.8
% OF TIME			.25	.02	.73		

ABSCONDER UPDATE	FELONY						
	TOTAL N	75					
	AVERAGES		32	24	112	169	2.8
	% OF TIME		.19	.14	.67		
	MISDEMEANOR						
	TOTAL N	16					
	AVERAGES		14	12	69	95	1.6
	% OF TIME		.15	.13	.73		
	UNKNOWN						
TOTAL N	3						
AVERAGES		43	59	280	382	6.4	
% OF TIME		.11	.15	.73			
TOTAL N	94						
AVERAGES		29	23	110	163	2.7	
% OF TIME		.18	.14	.68			
COMPACT TRANSFER	FELONY						
	TOTAL N	79					
	AVERAGES		33	2	81	116	1.9
	% OF TIME		.29	.01	.70		
	MISDEMEANOR						
	TOTAL N	8					
	AVERAGES		25	4	104	134	2.2
	% OF TIME		.19	.03	.78		
	UNKNOWN						
TOTAL N	5						
AVERAGES		30	0	85	115	1.9	
% OF TIME		.26	0.00	.74			
TOTAL N	92						
AVERAGES		33	2	84	118	2.0	
% OF TIME		.28	.01	.71			
IN-STATE TRANSFER	FELONY						
	TOTAL N	183					
	AVERAGES		37	2	68	107	1.8
	% OF TIME		.35	.02	.64		
	MISDEMEANOR						
	TOTAL N	58					
	AVERAGES		23	1	66	90	1.5
	% OF TIME		.25	.02	.73		
	UNKNOWN						
TOTAL N	13						
AVERAGES		20	2	75	98	1.6	
% OF TIME		.20	.03	.77			
TOTAL N	254						
AVERAGES		33	2	68	102	1.7	
% OF TIME		.32	.02	.66			



#### **D. Distribution of Time: Person, Method, Place and Function**

Like the supervision study, the investigation study provides many perspectives on how time is utilized. Data is available on how time is distributed by who was contacted (person), where it occurred (place), how the contact was made (method) and what was done (function). The distribution of time across these different variables is related to the nature of the investigation. PSI (including Guideline Assessments) proportionately use less time with the offender, occur mostly in the office, require much less face-to-face contact than the "transfer" group of investigations (Prison Release, Compact, In-State) plus Absconder investigations.

The following tables (18, 19, and 20) provide breakdowns of those key areas. Less than 20% of PSI time is spent with the offender. However, Absconder and Transfers investigations use between 40% to 60% of time with the offender. PSI investigations spend very little time in the offenders home (not more than 6%), while the transfer investigations spend from 36% to 49% of the time in the offender home. Face-to-Face activity is around 20% for the PSI group while it is from 50% to 69% for the transfer/Absconder group of investigations.

Table 18  
Oregon Case Management System 1990 Investigation Time Study

INVESTIGATION TYPE	TOTAL CASES	***	OFFENDER	COLLATERAL	NONE /UNKNOWN	TOTAL MINUTES	TOTAL HOURS
MATRIX PSI							
TOTAL N	364						
AVERAGES			71	57	282	410	6.8
% OF TIME			.17	.14	.69		
GUIDELINES PSI							
TOTAL N	107						
AVERAGES			66	48	273	387	6.5
% OF TIME			.17	.12	.70		
OTHER PSI							
TOTAL N	81						
AVERAGES			39	27	137	202	3.4
% OF TIME			.19	.13	.68		
GUIDELINES ASSESSMENT							
TOTAL N	32						
AVERAGES			15	11	72	98	1.6
% OF TIME			.15	.11	.73		
PRISON RELEASE /PRE-PAROLE							
TOTAL N	91						
AVERAGES			22	55	28	105	1.8
% OF TIME			.21	.53	.26		
ABSCONDER UPDATE							
TOTAL N	94						
AVERAGES			77	35	50	163	2.7
% OF TIME			.48	.22	.31		
COMPACT TRANSFER							
TOTAL N	92						
AVERAGES			48	29	41	118	2.0
% OF TIME			.41	.24	.35		
IN-STATE TRANSFER							
TOTAL N	254						
AVERAGES			52	27	24	102	1.7
% OF TIME			.50	.26	.23		

Table 19  
Oregon Case Management System 1990 Investigation Time Study

INVESTIGATION TYPE	TOTAL CASES	***	OFFICE	HOME	EMPLOYMENT	JAIL	OTHER /UNKNOWN	TOTAL MINUTES	TOTAL HOURS
MATRIX PSI									
TOTAL N	364								
AVERAGES			351	17	0	23	19	410	6.8
% OF TIME			.85	.04	.00	.06	.05		
GUIDELINES PSI									
TOTAL N	107								
AVERAGES			307	22	0	40	19	387	6.5
% OF TIME			.79	.06	0.00	.10	.05		
OTHER PSI									
TOTAL N	81								
AVERAGES			177	2	0	7	16	202	3.4
% OF TIME			.87	.01	.00	.03	.08		
GUIDELINES ASSESSMENT									
TOTAL N	32								
AVERAGES			79	6	0	10	3	98	1.6
% OF TIME			.80	.06	0.00	.11	.03		
PRISON RELEASE /PRE-PAROLE									
TOTAL N	91								
AVERAGES			59	38	0	0	8	105	1.8
% OF TIME			.56	.36	.00	.00	.08		
ABSCONDER UPDATE									
TOTAL N	94								
AVERAGES			84	15	0	11	52	163	2.7
% OF TIME			.52	.09	0.00	.07	.32		
COMPACT TRANSFER									
TOTAL N	92								
AVERAGES			65	45	2	0	6	118	2.0
% OF TIME			.55	.38	.02	.00	.05		
IN-STATE TRANSFER									
TOTAL N	254								
AVERAGES			48	50	2	0	3	102	1.7
% OF TIME			.47	.49	.02	.00	.03		

Table 20  
Oregon Case Management System 1990 Investigation Time Study

INVESTIGATION TYPE	TOTAL CASES	***	FACE TO FACE	TELEPHONE	MAIL/CORRESP /REPORTS	COMPUTER USE	OTHER /UNKNOWN	TOTAL MINUTES	TOTAL HOURS
MATRIX PSI									
TOTAL N	364								
AVERAGES			77	47	151	20	115	410	6.8
% OF TIME			.19	.11	.37	.05	.28		
GUIDELINES PSI									
TOTAL N	107								
AVERAGES			78	37	150	16	106	387	6.5
% OF TIME			.20	.09	.39	.04	.27		
OTHER PSI									
TOTAL N	81								
AVERAGES			47	15	86	8	46	202	3.4
% OF TIME			.23	.07	.43	.04	.23		
GUIDELINES ASSESSMENT									
TOTAL N	32								
AVERAGES			17	8	31	5	38	98	1.6
% OF TIME			.17	.08	.31	.05	.39		
PRISON RELEASE /PRE-PAROLE									
TOTAL N	91								
AVERAGES			55	20	11	8	12	105	1.8
% OF TIME			.52	.19	.10	.08	.11		
DISCONDER UPDATE									
TOTAL N	94								
AVERAGES			81	24	25	5	29	163	2.7
% OF TIME			.49	.14	.15	.03	.18		
COMPACT TRANSFER									
TOTAL N	92								
AVERAGES			66	14	18	4	16	118	2.0
% OF TIME			.56	.12	.15	.03	.14		
IN-STATE TRANSFER									
TOTAL N	254								
AVERAGES			65	13	7	6	11	102	1.7
% OF TIME			.63	.13	.07	.06	.11		

#### IV. WORKLOAD BUDGETING AND DEPLOYMENT

The Oregon Department of Corrections time study provided extensive information describing the length of time required to provide supervision and investigative services for adults, together with ancillary information which contributes to a better understanding of how these services are provided. This ancillary information on such things as length of time per contact, location of contact, and distribution of time among various supervision and investigative functions provides administrators with the capability of assessing if the nature of services is consistent with administrative philosophy and intent. The central purpose of conducting this time study was to evaluate the time requirements per case or investigation. Using the time study data, the Department can determine its current workload. Simply put, the monthly number of cases in each supervision level or investigation type multiplied by their time requirement yields the total work hours required for that month if the offenders are to be supervised in accordance with the standards of supervision for their supervision type and if the investigations are to be completed. Based on 1,000 cases and 100 investigations in a given month, the workload would be as illustrated below:

<u>Level</u>	<u># of Clients</u>		<u>Time/Client</u>	<u>Total Time</u>
<b>New</b>	<b>100</b>		2.3 hrs. =	230 hrs.
High	350	x	3.6 hrs. =	1,260 hrs.
Medium	400		2.0 hrs. =	800 hrs.
Low	50	x	.8 hrs. =	40 hrs.
Admin.	100	x	.4 hrs. =	40 hrs.
SUPERVISION TOTAL =				2,370 hrs.
Matrix PSI	25	X	6.8 hrs. =	170 hrs.
Guidelines PSI	10	X	6.5 hrs. =	65 hrs.
Other PSI		X	3.3 hrs. =	16.5 hrs.
Guideline Assessment	10	X	1.6 hrs. =	16.0 hrs.
Prison Release	5	X	1.8 hrs. =	9.0 hrs.
Absconder	10	X	2.7 hrs. =	27 hrs.
Compact		X	2.0 hrs. =	10 hrs.
In-State Transfer	30	X	1.7 hrs. =	51 hrs.
INVESTIGATION TOTAL =				363.5 hrs.
AGENCY TOTAL =				2,733.5 hrs.

Thus, it would take 2,733.5 staff hours to supervise these 1,000 clients and do 100 investigations during the month.

## **A. Commutation of Time Available**

Based on a 40-hour work week, an officer is salaried for 52.2 weeks per year, or 2,088 hours. However, not all of this time is available to supervise offenders and conduct investigations. Deductions must be made for vacation, sick time, holidays, and personal leave when authorized by the agency. These deductions are generally described in the following manner:

Vacation: The mean vacation time available to officers during a particular calendar or fiscal year. The data are obtained by the agency from personnel records.

Sick Leave: The mean amount of sick leave used by officers during the same calendar or fiscal year as used to compute vacation time available. This figure should exclude officers on extended approved sick leave.

Holidays: The number of holidays authorized by the agency.

Personal Leave: Some agencies authorize a certain number of days as personal leave in addition to vacation, sick leave, and holidays.

After obtaining the above figures and deducting them from the total salaried time, the agency then has a time factor for each officer which establishes the number of hours they are actually on working status during a given year.

After reducing the time available by subtracting the average time off as indicated above, most agencies take an additional step and delete time required by non-case related functions. This is to account for the paid job-required functions which agencies expect from their officers and which also reduce the time officers have available to supervise offenders and conduct investigations. These non-case related functions are usually grouped into the following categories:

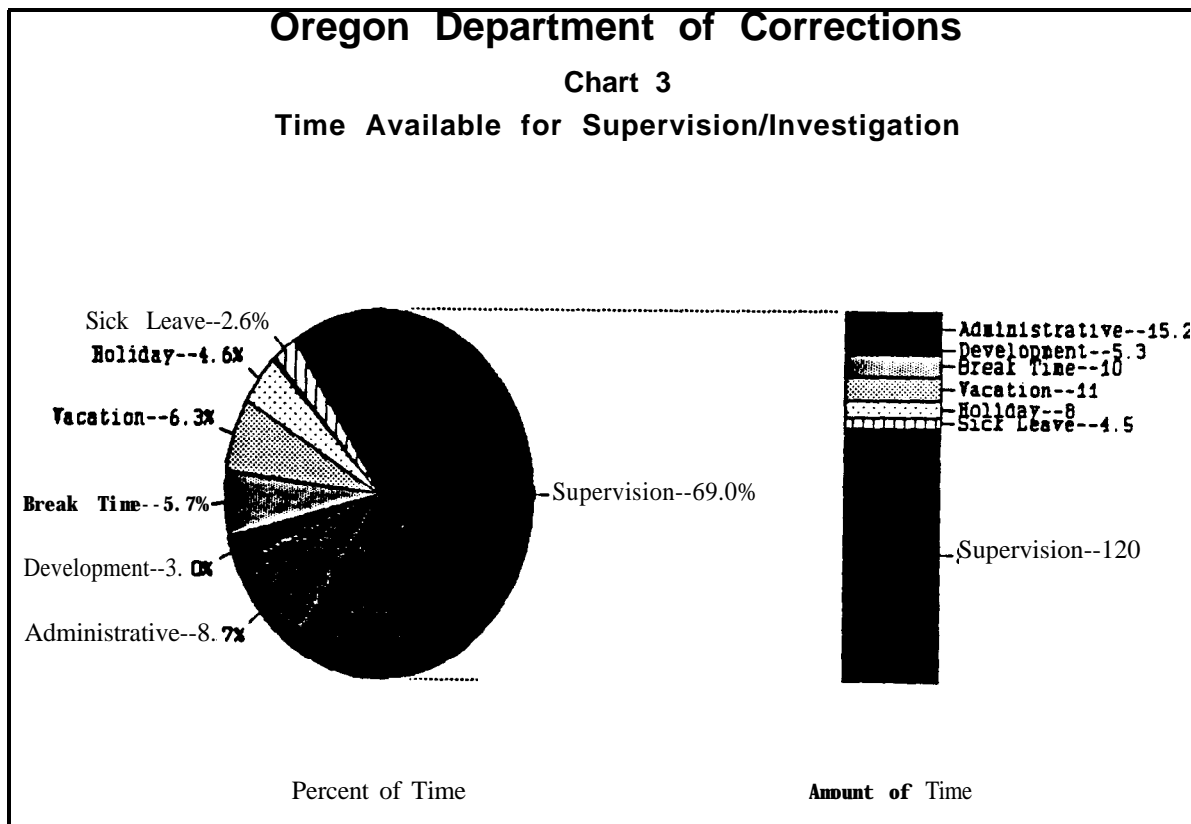
Break Time: This may be set by union contract or administrative policy and is usually about 0.5 hours per day.

Community/Program Development: Defined as development and mobilization of resources to meet the needs of clients, activities which further the image of probation/parole in the **community, or activities** which strengthen working relationships with firms or other state and county agencies.

Administrative Assignments: Non-case related paperwork (e.g. daily logs, expense accounts, survey forms, staff meetings, etc.)

The following illustrates the computation of hours available to supervise clients and conduct investigations:

TOTAL HOURS/YEAR		<u>2,088 hours'</u>
52.2 weeks X 40 hours/week =	2,088 hrs/yr	
DEDUCT:		
Vacation Allowed	132 hrs/yr	
Sick Leave Used	54	
Holiday Paid	96	
Personal Leave	0	
		(282 hours)
BALANCE OF WORK TIME REMAINING:		<u>1,808 hours</u>
DEDUCT:		
Break Time	120 hrs/yr	
Professional Development	64	
Administrative Assignments	182	
		(404 hours)
TIME AVAILABLE/YEAR TO SUPERVISE CLIENTS AND CONDUCT INVESTIGATIONS:		<u>1,440 hrs /yr</u>
TIME AVAILABLE/MONTH:		
1,425 hrs/yr / 12 months =		<u>120 hrs/mo</u>



Since considerable variations exist among agencies in the number of holidays, amount of vacation time allowed, and training and community participation requirements, the amount of time available for line officers to supervise cases or to conduct investigations also varies. Some agencies also base salaries on a work week that is less than 40 hours. However, experience indicates that a range with a low of 115 hours/month and a high of about 140 hours/month would include most agencies, the majority of which, with a 40-hour work week, calculate approximately 120 hours per officer.

### **B. Staffing by Workload**

Returning to the earlier example of a monthly workload of 2,733.5 hours, with 120 hours available to an officer each month for supervision and investigation tasks, 22.8 positions would be needed to complete the investigations and supervise the offenders at agency standards.

<b>New</b>	230 hrs./120.	1.9 Staff
High	1,260 hrs./120.	10.5 Staff
Medium	800 hrs./120.	6.7 Staff
Low	40 hrs./120.	.3 Staff
Admin.	40 hrs./120.	.3 Staff

Matrix PSI	170 hrs./120	1.4 Staff
Guidelines PSI	64 hrs./120	.5 Staff
Other PSI	16.5 hrs./120	.1 Staff
Guideline Assmnt.	16.0 hrs./120	.1 Staff
Prison Release	9.0 hrs./120	.1 Staff
Absconder	27 hrs./120	.2 Staff
Compact	10 hrs./120	.1 Staff
In-State Transfer	51 hrs./120	.4 Staff

When supervision and investigation are involved or when there are two or more units, comparisons of the workload for each can be made to determine where staff should be placed. The workload data can also be computed by officer and used as a determining factor in case assignment. To the extent that the agency or officer has workloads in excess of the time available, the agency or officer is overworked and administrators need to make adjustments in staffing and/or expectations to keep the workload at a manageable level.

### **C. Workload Accounting**

In addition to well documented time standards for each agency function, accurate projections of future offender populations and requests for investigations are needed to produce workload-



based budgets. If an administrator knows how much time it takes to perform a particular function and how many requests for that function are expected in the next budget cycle, then staffing requests can also be based on the projected workload.

The final requirement in a workload system is to develop a reporting process that tracks the classification and officer assignment of each case under supervision and records each investigation assignment. Unless an agency has a computer operation with on-line entry of all changes in client status, it is best to rely on a manual reporting process. Manual "ledger" systems are very inexpensive and produce reasonably timely data. Such systems have been successfully utilized in many jurisdictions and seem to be of benefit to large, small, urban, or rural agencies. Basically, two documents are needed. The first lists all cases supervised by each officer. It is designed to show the current classification of case, its workload value, and the next scheduled reporting activity. As cases or investigations are added to an officer's work assignments, they are listed on that officer's ledger. As cases terminate or investigations are completed, they are removed from the ledger. The second document is a summary by officer of all work assignments and lists the number of cases in each supervision level, the number of investigations assigned, and any other work assignments that need to be tracked. These summaries serve as the basis for case/investigation assignments which can keep workload relatively equal among officers. The summaries also enable administrators and supervisors to monitor agency-wide changes in distribution of clients in classification levels to make resource allocations.

## APPENDIX A



O.C.N.S.

SUPERVISION/INVESTIGATION TIME STUDY

GENERAL INSTRUCTIONS:

Complete the top portion of the time study form by filling in all of the requested information. Each section must be filled in and one item selected for each response. Multiple pages may be used and should be numbered in the upper right corner. At the end of the time study, or in the event the offender is transferred or terminated for some reason prior to the end of the time study period, staple all of the forms together for a given case and turn them in to your supervisor.

The time study sheet is intended to record time spent on a case/activity and does not replace the chrono sheet. Staff are to keep the time study sheet in the file on top of section four.

It is recognized that not all of the activities field staff engage in can fit neatly into an existing function or category. Please label an activity within the context of the first six specific functions listed or succinctly describe "other" in the Notes section of the form.

OFFENDER'S NAME:

Enter the last name, first name, middle initial of the offender as listed by the supervising agency's records. Do not enter aliases.

SID/BLOCK NUMBER:

Enter the assigned seven digit identification number available from the CCH record. In those cases where a SID number has not been assigned, use the temporary Block number available through each Branch Office Intake Unit.

OFFICER'S NAME/BPST NUMBER/BRANCH OFFICE:

Enter the name of the officer, last name first, to which the case is assigned during the course of the study. Include the officer's BPST number in the space provided and also enter the Branch Office to which the officer is assigned.

SUPERVISION LEVEL/INVESTIGATION TYPE - One of these categories must be filled out entirely, the other marked N/A.

SUPERVISION LEVEL: Circle the level of supervision which best reflects the case being studied. ~~If the supervision level is elevated during the month due to an immediate public safety issue, a scheduled reclass, etc., continue to supervise at the original level for the rest of the month.~~ At the beginning of the ~~next month~~ fill out a time sheet log at the ~~original level~~ and continue to time study the case. "New" cases which are classified as a high, medium, low or administrative during the first 30 days will exit the time study at the time of classification.

New cases are defined as "Any offender received for community supervision who is not already under supervision at the time of the referral" and requires listing the date the case was assigned to the officer. (New classification category is up to 30 days.)

**INVESTIGATION TYPE:** Circle the type of investigation being conducted. The specific type of PSI would be one of the following: Matrix PSI; Guidelines PSI; or Other PSI. A Matrix PSI is defined as any report which requires use of the state PSI format with Parole Board Matrix compilation. A Guidelines PSI would be any report which uses the State PSI format and requires sentencing guidelines computation. Other PSI is any type of PSI other than the above, i.e. PSI update, misdemeanor municipal/district court, PV update(s). Guidelines Assessment is for only those cases where the Sentencing Guidelines legislation applies (No PSI ordered). In those cases involving PSIs, the closure date will occur at the time the report is submitted to the court.

Prison Release/Pre-parole is defined as any investigation conducted prior to the offender's release from custody. Absconder Update will involve updating an offender's situation for the adjudicating authority in conjunction with a Violation Hearing whenever a case is not being formally supervised.

Compact Transfer investigations refer to the Interstate Compact Process where the sending state attempts to transfer supervision to this state. In-state Transfers are those cases where the offender no longer lives in the county of original jurisdiction and supervision is being transferred to the branch office closest to his/her residence. Both Compact and In-state Transfer investigations are conducted within 30 days of assignment.

#### **CODES AND RECORDING:**

**Contact Codes:** These indicate the type of activity taking place and includes the person(s) involved, the method of contact, and the location where the activity takes place. For each category, select the most appropriate response and place the corresponding number in the space provided.

There should be one and only one numerical entry in each space.

#### **Definitions:**

**Person** - Any individual or individuals other than the officer involved in the activity.

1. Offender - The person being supervised.
2. Collateral - All persons other than the offender. This may also include the victim(s), staffings with other professionals, etc.
3. None - Any activity regarding the case being studied which does not involve contact with an individual.

**Method** - The method codes are self-explanatory.

**Place** - This category indicates where the activity takes place.

1. Office - Any activity occurring in the assigned Branch office, i.e., interviewing the offender, paperwork, telephone calls, etc.
2. Home - The offender's primary place of residence.
3. Employment - The offender's place of employment is self-explanatory.
4. Jail - Any in-custody status, i.e., work release, electronic surveillance, treatment with day-for-day credit, or jail itself, where activity with the offender takes place.
5. Other - Any location other than the above.

**Function** - These codes describe the activity taking place.

1. **Information Gathering** - Any activity where case information is gathered, such as a personal or telephonic interview with a victim, collateral sources/agencies, etc. The primary focus is to learn more about the offender. Also included in this function would be routine supervision activity such as home or other field-related visits, monthly report review, contacts with other agencies, interviews or staffings generally. Chrono entries are viewed as a way of documenting information for future use.
2. **Develop Caseplan** - An offender supervision plan (including the Action Sheet) is intended to assist the assigned officer and the offender to meet court-imposed conditions. Examples of the areas of the plan can be helpful include: Being proactive, positively focused, outcome oriented, systematic, clear expectations, officer protection, shared ownership, and supervision aide. This is required on all high and medium cases from the inception of supervision and should be updated at least every six months.
3. **Complete Needs Assessment** - In addition to identifying an offender's risk to the community, a useful tool to learn about the offender has been completion of a Needs Assessment form which contains 13 different categories. This is normally done at the time of intake and assists the agency in planning how to deal with specific problems/needs related to his/her criminal behavior.
4. **Generating Information** - Any activity which may involve generating oral and/or written communication. General activity involves initial referrals to treatment agencies, letter writing, etc., where information is shared or exchanged with recognized professionals. Various reports to the Courts/Parole Board/Compact/Release Services are included in this function.
5. **Hearings** - This includes all types of hearings an officer may attend, i.e., Court, Parole, Temp Leave, Compact, any Show Cause Hearing involving the offender whether civil or criminal. Includes all activities on the day of the hearing, occurring both prior to and after the hearing, which are associated with the case being studied, i.e., conferences with attorneys and family members, reading of probation/parole/temp leave conditions, consultation with other professionals, etc. This function takes precedence over the "Information Gathering" activities.
6. **Arrests, Searches, Transport of Prisoners** - Self explanatory and is intended to cover those peace officer activities authorized by statute.
7. **Other** - Any activities which cannot be incorporated into one of the above codes should be included here. Whenever this code is entered in the function box, a brief but descriptive narrative should be made in the Notes Section.

**Recording Data:**

**Date** - Record the date the activity actually occurs on.

**Contact Codes and Function Codes** - Refer to the appropriate section above for the appropriate entries. Again, use only one number in each of the columns.

## APPENDIX B

MEAN METHOD TIME BY PERSON BY PLACE

	METHOD				
	FACE TO FACE	TELEPHONE	MAIL/CORRESP/ REPORTS	COMPUTER USE	OTHER/UNKNOWN
<b>PERSON OFFENDER</b>					
PLACE					
OFFICE	18.37	5.87	7.33	7.29	6.20
HOME	41.94	7.21	7.69	.	36.48
EMPLOYMENT	36.58	7.03	.	.	6.00
JAIL	45.93	9.11	.	.	36.00
OTHER/UNKNOWN	55.76	10.34	9.00	5.00	55.35
<b>COLLATERAL</b>					
PLACE					
OFFICE	11.69	6.67	8.66	9.37	10.12
HOME	35.26	8.43	15.33	.	32.72
EMPLOYMENT	31.49	5.31	1.00	.	27.33
JAIL	22.12	5.95	14.00	5.00	42.13
OTHER/UNKNOWN	26.77	8.81	12.00	25.56	28.96
<b>NONE/UNKNOWN</b>					
PLACE					
OFFICE	14.01	4.30	8.80	7.90	6.94
HOME	25.96	4.92	27.84	20.00	26.90
EMPLOYMENT	.	7.88	1.00	.	13.64
JAIL	20.00	7.67	22.00	11.00	18.50
OTHER/UNKNOWN	31.43	5.81	13.33	9.38	15.55



MEAN METHOD TIME BY SUPERVISION LEVEL BY PERSON BY PLACE

SUPERVISION LEVEL	METHOD				
	FACE TO FACE	TELEPHONE	MAIL/CORRESP/ REPORTS	COMPUTER USE	OTHER/UNKNOWN
<b>NEW</b>					
<b>PERSON OFFENDER</b>					
PLACE					
OFFICE	25.25	5.54	7.08	11.30	9.13
HOME	44.14	11.00	8.50	.	27.33
EMPLOYMENT	28.50	1.00	.	.	.
JAIL	56.06	7.50	.	.	.
OTHER/UNKNOWN	55.58	4.33	.	.	.
<b>COLLATERAL</b>					
PLACE					
OFFICE	11.02	6.82	6.23	9.00	9.89
HOME	33.94	6.44	.	.	25.00
EMPLOYMENT	32.50	3.00	.	.	.
JAIL	24.14	5.44	23.00	.	5.00
OTHER/UNKNOWN	16.78	12.00	24.67	35.00	18.00
<b>NONE/UNKNOWN</b>					
PLACE					
OFFICE	12.92	4.16	9.52	8.13	10.15
HOME	21.30	15.00	22.67	12.00	30.30
EMPLOYMENT	.	.	1.00	.	.
JAIL	.	10.00	.	.	10.67
OTHER/UNKNOWN	44.13	4.00	16.41	.	18.58

MEAN METHOD TIME BY SUPERVISION LEVEL BY PERSON BY PLACE

		METHOD				
		FACE TO FACE	TELEPHONE	MAIL/CORRESP/ REPORTS	COMPUTER USE	OTHER/UNKNOWN
<b>SUPERVISION LEVEL</b>						
<b>HIGH</b>						
<b>PERSON</b>						
<b>OFFENDER</b>						
<b>PLACE</b>						
OFFICE		17.26	6.10	12.99	6.22	3.14
HOME		40.19	7.38	17.50	.	42.89
EMPLOYMENT		37.59	8.25	.	.	2.00
JAIL		46.85	10.56	.	.	3.00
OTHER/UNKNOWN		58.93	8.90	5.00	.	66.63
<b>COLLATERAL</b>						
<b>PLACE</b>						
OFFICE		12.02	7.16	11.40	8.63	8.93
HOME		35.03	9.95	21.50	.	27.32
EMPLOYMENT		29.33	7.55	.	.	25.50
JAIL		27.83	5.45	.	.	57.25
OTHER/UNKNOWN		27.18	8.52	6.17	34.50	37.56
<b>NONE/UNKNOWN</b>						
<b>PLACE</b>						
OFFICE		9.15	3.87	10.00	10.06	6.36
HOME		23.97	2.33	29.75	8.67	24.00
EMPLOYMENT		.	6.60	.	.	13.75
JAIL		.	6.00	20.00	11.00	22.13
OTHER/UNKNOWN		30.41	4.57	14.46	13.33	24.10

MEAN METHOD TIME BY SUPERVISION LEVEL BY PERSON BY PLACE

		METHOD				
		FACE TO FACE	TELEPHONE	MAIL/CORRESP/ REPORTS	COMPUTER USE	OTHER/UNKNOWN
<b>SUPERVISION LEVEL</b>						
<b>MEDIUM</b>						
<b>PERSON</b>						
<b>OFFENDER</b>						
<b>PLACE</b>						
OFFICE	18.10	5.59	8.21	4.29	8.97	
HOME	42.91	5.77	4.67	.	33.05	
EMPLOYMENT	38.61	7.08	.	.	10.00	
JAIL	42.60	6.00	.	.	52.50	
OTHER/UNKNOWN	50.26	12.50	14.50	.	46.57	
<b>COLLATERAL</b>						
<b>PLACE</b>						
OFFICE	11.67	6.21	8.22	9.81	11.54	
HOME	34.48	7.48	3.00	.	44.88	
EMPLOYMENT	27.09	4.81	1.00	.	.	
JAIL	17.26	6.57	5.00	.	34.33	
OTHER/UNKNOWN	30.40	8.38	9.38	17.33	25.70	
<b>NONE/UNKNOWN</b>						
<b>PLACE</b>						
OFFICE	23.12	4.85	9.40	8.60	7.31	
HOME	28.16	6.75	26.23	59.00	29.80	
EMPLOYMENT	.	8.82	.	.	12.83	
JAIL	20.00	7.00	26.33	.	16.00	
OTHER/UNKNOWN	14.60	7.00	11.84	7.00	22.81	

MEAN METHOD TIME BY SUPERVISION LEVEL BY PERSON BY PLACE

		METHOD				
		FACE TO FACE	TELEPHONE	MAIL/CORRESP/ REPORTS	COMPUTER USE	OTHER/UNKNOWN
<b>SUPERVISION LEVEL</b>						
<b>LOW</b>						
<b>PERSON OFFENDER</b>						
PLACE						
OFFICE		16.78	6.22	4.94	2.50	3.89
HOME		45.94	9.24	5.67	.	27.56
EMPLOYMENT		28.50	5.88	.	.	.
JAIL		34.44	15.00	.	.	.
OTHER/UNKNOWN		63.04	13.06	10.00	5.00	59.88
<b>COLLATERAL</b>						
PLACE						
OFFICE		11.45	6.69	7.06	8.53	10.35
HOME		42.78	11.15	.	.	15.00
EMPLOYMENT		48.71	3.54	.	.	31.00
JAIL		18.14	6.25	.	5.00	.
OTHER/UNKNOWN		20.75	10.61	13.75	5.00	23.90
<b>NONE/UNKNOWN</b>						
PLACE						
OFFICE		15.67	3.75	8.03	8.40	6.22
HOME		31.88	4.00	29.00	23.00	28.92
EMPLOYMENT		.	3.00	.	.	18.00
JAIL		.	.	15.50	.	20.00
OTHER/UNKNOWN		.	2.00	12.84	.	10.93

MEAN METHOD TIME BY SUPERVISION LEVEL BY PERSON BY PLACE

SUPERVISION LEVEL	METHOD				
	FACE TO FACE	TELEPHONE	MAIL/CORRESP/ REPORTS	COMPUTER USE	OTHER/UNKNOWN
<b>MEDIUM</b>					
<b>PERSON OFFENDER</b>					
PLACE					
OFFICE	18.10	5.59	8.21	4.29	8.97
HOME	42.91	5.77	4.67	.	33.05
EMPLOYMENT	38.61	7.08	.	.	10.00
JAIL	42.60	6.00	.	.	52.50
OTHER/UNKNOWN	50.26	12.50	14.50	.	46.57
<b>COLLATERAL</b>					
PLACE					
OFFICE	11.67	6.21	8.22	9.81	11.54
HOME	34.48	7.48	3.00	.	44.88
EMPLOYMENT	27.09	4.81	1.00	.	.
JAIL	17.26	6.57	5.00	.	34.33
OTHER/UNKNOWN	30.40	8.38	9.38	17.33	25.70
<b>NONE/UNKNOWN</b>					
PLACE					
OFFICE	23.12	4.85	9.40	8.60	7.31
HOME	28.16	6.75	26.23	59.00	29.80
EMPLOYMENT	.	8.82	.	.	12.83
JAIL	20.00	7.00	26.33	.	16.00
OTHER/UNKNOWN	14.60	7.00	11.84	7.00	22.81

MEAN METHOD TIME BY AREATYPE BY PERSON BY PLACE

AREATYPE	METHOD				
	FACE TO FACE	TELEPHONE	MAIL/CORRESP/ REPORTS	COMPUTER USE	OTHER/UNKNOWN
Urban					
PERSON OFFENDER					
PLACE					
OFFICE	20.72	6.16	7.66	12.63	4.56
HOME	42.23	8.21	9.75	.	30.67
EMPLOYMENT	40.69	7.00	.	.	.
JAIL	114.40	9.20	.	.	.
OTHER/UNKNOWN	68.04	8.24	10.00	.	45.25
COLLATERAL					
PLACE					
OFFICE	11.91	7.01	7.13	12.22	9.20
HOME	34.43	9.26	3.00	.	35.80
EMPLOYMENT	43.00	4.68	.	.	.
JAIL	25.00	.	.	5.00	18.00
OTHER/UNKNOWN	29.46	9.43	10.14	.	34.80
NONE/UNKNOWN					
PLACE					
OFFICE	47.22	4.15	9.07	6.41	6.95
HOME	23.80	3.00	29.55	.	26.49
EMPLOYMENT	.	4.00	.	.	33.00
JAIL	.	.	21.50	.	.
OTHER/UNKNOWN	.	7.20	22.36	10.00	14.69

MEAN METHOD TIME BY AREATYPE BY PERSON BY PLACE

		METHOD				
		FACE TO FACE	TELEPHONE	MAIL/CORRESP/ REPORTS	COMPUTER USE	OTHER/UNKNOWN
<b>AREATYPE</b>						
Semi-Urban						
<b>PERSON</b>						
<b>OFFENDER</b>						
<b>PLACE</b>						
OFFICE		20.30	5.67	6.22	10.00	4.21
HOME		42.32	6.35	7.00	.	22.46
EMPLOYMENT		49.58	7.57	.	.	.
JAIL		53.85	4.50	.	.	46.50
OTHER/UNKNOWN		63.05	15.04	3.00	5.00	84.75
<b>COLLATERAL</b>						
<b>PLACE</b>						
OFFICE		10.91	6.24	8.09	9.34	7.86
HOME		35.57	6.14	.	.	28.27
EMPLOYMENT		42.85	5.48	.	.	31.00
JAIL		28.09	8.50	23.00	.	70.67
OTHER/UNKNOWN		36.64	7.90	9.00	.	24.00
<b>NONE/UNKNOWN</b>						
<b>PLACE</b>						
OFFICE		12.68	4.77	7.84	9.27	8.26
HOME		27.13	8.00	35.18	21.25	27.18
EMPLOYMENT		.	8.35	.	.	32.00
JAIL		20.00	7.67	41.00	11.00	23.14
OTHER/UNKNOWN		121.00	7.38	9.04	9.00	11.91

MEAN METHOD TIME BY AREATYPE BY PERSON BY PLACE

AREATYPE	METHOD				
	FACE TO FACE	TELEPHONE	MAIL/CORRESP/ REPORTS	COMPUTER USE	OTHER/UNKNOWN
<b>Semi-Rural</b>					
<b>PERSON OFFENDER</b>					
PLACE					
OFFICE	15.86	5.87	10.65	2.33	6.79
HOME	43.42	7.16	7.00	.	42.06
EMPLOYMENT	34.76	4.00	.	.	2.00
JAIL	41.87	10.78	.	.	.
OTHER/UNKNOWN	47.18	7.63	11.33	.	41.00
<b>COLLATERAL</b>					
PLACE					
OFFICE	13.60	7.22	10.78	9.41	10.84
HOME	33.49	7.63	.	.	41.58
EMPLOYMENT	27.50	2.00	.	.	31.00
JAIL	26.08	3.90	5.00	.	35.50
OTHER/UNKNOWN	22.80	8.10	9.00	.	37.55
<b>NONE/UNKNOWN</b>					
PLACE					
OFFICE	9.63	3.77	9.20	8.06	6.03
HOME	24.24	2.00	14.63	17.50	30.37
EMPLOYMENT	.	4.00	1.00	.	10.33
JAIL	.	.	9.00	.	16.60
OTHER/UNKNOWN	25.78	2.25	17.24	.	14.46



MEAN METHOD TIME BY AREATYPE BY PERSON BY PLACE

AREATYPE	METHOD				
	FACE TO FACE	TELEPHONE	MAIL/CORRESP/ REPORTS	COMPUTER USE	OTHER/UNKNOWN
<b>Rural</b>					
<b>PERSON OFFENDER</b>					
PLACE					
OFFICE	17.91	5.69	5.64	7.50	14.27
HOME	37.45	7.00	6.00	.	38.00
EMPLOYMENT	25.27	6.80	.	.	10.00
JAIL	39.92	6.00	.	.	15.00
OTHER/UNKNOWN	49.32	5.33	8.33	.	46.55
<b>COLLATERAL</b>					
PLACE					
OFFICE	11.02	6.29	10.44	5.31	14.93
HOME	36.88	11.32	21.50	.	26.44
EMPLOYMENT	19.47	7.08	1.00	.	20.00
JAIL	17.42	5.31	.	.	.
OTHER/UNKNOWN	20.47	11.43	14.80	25.56	12.60
<b>NONE/UNKNOWN</b>					
PLACE					
OFFICE	12.50	4.44	9.90	9.01	5.96
HOME	32.83	3.50	26.33	.	22.61
EMPLOYMENT	.	10.00	.	.	9.00
JAIL	.	.	22.40	.	12.75
OTHER/UNKNOWN	21.60	2.50	12.25	9.00	23.73
<b>Unknown</b>					
<b>PERSON OFFENDER</b>					
PLACE					
OFFICE	19.42	8.44	3.00	.	.
HOME	114.30	.	.	.	76.75
JAIL	30.00	.	.	.	.
<b>COLLATERAL</b>					
PLACE					
OFFICE	8.00	7.89	6.40	.	.
HOME	73.20	.	.	.	50.00
OTHER/UNKNOWN	94.50	.	.	.	.
<b>NONE/UNKNOWN</b>					
PLACE					
OFFICE	.	13.00	10.72	10.00	13.44
HOME	.	.	.	.	45.00

MEAN FUNCTION TIME BY AREA TYPE

		TOTLTIME
		Mean
<b>AREATYPE</b>		
Urban		
FUNCTION		
INFORMATION GATHERING		13.76
DEVELOP CASEPLAN		18.25
COMPLETE NEEDS		
ASSESSMENT		10.50
GENERATING INFORMATION		10.36
HEARINGS		46.84
ARRESTS, SEARCHES,		
TRANSPORT		
PRISIONERS		99.68
OTHER/UNKNOWN		11.80
Semi-Urban		
FUNCTION		
INFORMATION GATHERING		16.10
DEVELOP CASEPLAN		17.00
COMPLETE NEEDS		
ASSESSMENT		5.69
GENERATING INFORMATION		10.73
HEARINGS		49.31
ARRESTS, SEARCHES,		
TRANSPORT		
PRISIONERS		75.32
OTHER/UNKNOWN		11.10
Semi-Rural		
FUNCTION		
INFORMATION GATHERING		14.66
DEVELOP CASEPLAN		17.27
COMPLETE NEEDS		
ASSESSMENT		18.88
GENERATING INFORMATION		13.25
HEARINGS		34.92
ARRESTS, SEARCHES,		
TRANSPORT		
PRISIONERS		80.68
OTHER/UNKNOWN		14.27

MEAN FUNCTION TIME BY AREA TYPE

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TOTLTIME	
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Mean	
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Rural	
FUNCTION	
INFORMATION GATHERING	14.29
DEVELOP CASEPLAN	15.81
COMPLETE NEEDS	
ASSESSMENT	7.50
GENERATING INFORMATION	14.46
HEARINGS	38.85
ARRESTS, SEARCHES,	
TRANSPORT	
PRISONERS	49.26
OTHER/UNKNOWN	13.42
Unknown	
FUNCTION	
INFORMATION GATHERING	30.78
DEVELOP CASEPLAN	18.25
GENERATING INFORMATION	13.50
HEARINGS	79.00
OTHER/UNKNOWN	14.25
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MEAN FUNCTION TIME

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	TOTLTIME
	-----
	Mean
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FUNCTION	
INFORMATION GATHERING	14.92
DEVELOP CASEPLAN	16.91
COMPLETE NEEDS ASSESSMENT	9.20
GENERATING INFORMATION	11.76
HEARINGS	42.94
ARRESTS, SEARCHES, TRANSPORT PRISIONERS	76.72
OTHER/UNKNOWN	12.75
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