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STATUS REPORT: A PRELIMINARY ANALYSIS OF THE PROBATION AND PAROLE OFFICER SURVEY – TRAINING SECTION

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Background/Goals and Objectives of Research

This status report is one in a series of deliverables for our current New Mexico Corrections Department (NMCD), Probation and Parole Division (PPD) evaluation of Community Corrections (CC) Programs statewide. The background and context for this second installment of the status reports can be found in the initial status report which describes the process through which we were awarded the contract and how the tasks contained in the Scope of Services were delineated. The initial status report also describes the study design in detail and its relationship to the objectives of the evaluation research.

The survey was divided into the following ten sections and the data collected and analysis performed will be delivered to PPD in a total of seven status reports, broken down as follows:

Job Satisfaction - Report #1 (June 1998)
Job Training - Report # 2 (December 1998)
Computer Information & Overall Use of Current RNA - Report # 3 (February 1999)
Department Forms: Risk - Report # 4 (April 1999)
Department Forms: Needs - Report # 4 (April 1999)
Department Forms: Reassessment - Report # 4 (April 1999)
Scoring Procedures - Report # 5 (June 1999)
Measuring Outcomes - Report # 5 (June 1999)
Overview - Report # 6 (July 1999)
Summary - Report # 7 (August 1999)

This second status report focuses on discerning the adequacy of the initial PPD training according to the perspective of Probation/Parole officers and ascertaining PPOs impression of the mission of the division and how this might relate to their own goals and objectives in carrying out their job responsibilities on a daily basis. Throughout the survey we made an effort to include questions which would highlight how officers use the instruments at their disposal to assist them in measuring factors related to offender success and failure and how these may intersect with supervision duties and service provision. The ultimate goal of all sections within the survey is to contribute pertinent data to the task of informing any revisions to the current instruments, consolidating paperwork generally and implementing recommendations for systemic changes related to policy and procedure.

Research Strategy, Scope and Objectives

This status report will primarily cover issues related to how the Probation/Parole Division training contributes to officers ability to carry out the responsibilities of offender surveillance, service provisions, protecting the community and their own sense of satisfaction on the job. The survey asked officers to provide suggestions for increasing the appropriateness of training and the ways in which the training provided by the Division was most relevant to informing decisions regarding risk status, the needs of clients and case management strategies. This section on **Job Training** thereby offers a means of contextualizing the more specific data we received on the use of the RNA instrument and the degree to which it facilitates the accomplishment of PPO job duties.

Data Collection, Automation and Analysis Strategies

This survey was mailed to all Probation and Parole officers in the State of New Mexico in March of 1998. Originally, the evaluation team encountered some resistance to returning the surveys which we were told by many PPOs resulted from an environment of distrust between line officers and supervisors, with PPOs anxious that ramifications would result from any negative responses or criticism they might have included in their survey responses. This initial feedback was confirmed by the question on Least Fulfilling Aspects of the Job in which a large number of respondents referred to a lack of trust between themselves and their superiors, with 26% of responses falling into the category of *Bureaucracy/ Lack of Support or Recognition from Administration and Management*. The Institute received 135 surveys out of 201 sent out to the regional offices, comprising a 68% response rate. In analyzing the narrative responses, we used a standardized strategy for developing coding schemes for the qualitative data we collected.

In brief, developing coding schemes to facilitate analysis of the qualitative data contained in the narrative sections of the survey entails reading a majority of the responses and continually developing descriptive categories into which answers can be accurately distributed.   This process requires that the coder achieve a level of saturation at which answers no longer require the creation of new categories. Then categorical descriptions are taken through several stages of refinement during which they are honed to accurately reflect the intent of respondents' answers while remaining condensed and clear. Answers were then placed in the appropriate categories. Our analysis in this second status report on **Job Training** will focus on how PPOs view the relationships between daily responsibilities related to caseload management; completion of paperwork; interpersonal and interoffice collaboration; training provided by the Division and the manner in which these components contribute to and uphold the overall mission and objectives of PPD as they are perceived by PPOs.

Preliminary Findings and Interpretation of Data

In this second status report, analyses have been completed on questions 13 through 19, which cover the Job Training section of the questionnaire. Twenty-eight supervisors responded out of a total of 35 presently employed by PPD (80%). Conversely, approximately 60% of Line Staff opinion is accounted for, in that we received 100 surveys from officers out of a possible 166 potential line staff respondents. Alternately represented, of the 135 respondents who completed the survey, 79% were Probation and Parole officers and 21% were Probation/Parole Office Supervisors. The respondents were further divided by type of program, with roughly 3% of respondents stating that they worked with more than one program, such as Regular and Intensive Supervision or Community Corrections and Drug Court.
The number of officers who reported having a combined caseload was quite small, 3% of the total, accounting for only 4 officers, therefore the sample size for this subpopulation distorts the significance of their responses when presented as percentages.   As a result, officers with combined caseloads have been excluded from the summary of officer types in the following table, though they are included in the tables which portray the data crosstabluated by Type of Officer.

Percentage of Survey Respondents by Type of Probation/Parole Officer Caseload							
Regular Supervision	61%	Intensive Supervision	12%	Community Corrections	9%	Drug Court	7%

For the purposes of analyzing the second section of the survey on Job Training, we have crosstabulated most questions by two primary variables contained in the initial section of the report which the evaluation team deemed significant: 1) Type of Officer and 2) Region of Probation/ Parole Division. We considered these variables to be important due to the probability that the variable nature of the type of population dealt with in each program and the different locales within the state would logically create some differences in terms of program objectives, characteristics of the clientele, and offender supervision strategies.   We additionally hypothesized that these differences may influence the ways in which PPOs view their roles and their daily responsibilities. The numbers in parentheses in the headings by subpopulation in the Type of Officer tables represent the number of supervisors in each subpopulation. *For 8 respondents the answer to Type of Officer was left missing, therefore, their responses have not been included in those tables.*

The tables which compare the regional distribution of answers portray any differences which may be related to variable implementation of policy and procedure by regional locale or differing characteristics exhibited by local populations. Region 1 primarily covers Northern New Mexico, while Region 2 covers Albuquerque in its entirety. Region 3 covers parts of New Mexico to the near South of Albuquerque and the Southwestern portion of the State, while Region 4 covers areas to the far South of Albuquerque and the Southeastern portion of the State. *For 6 officers we were not able to determine the region in which they worked, therefore, their responses are not included in the tables in which the data is broken down by Region in the body of the report.*

Question 13: "How would you Describe the Mission of the Probation and Parole Division?"

Question 13, requested an open-ended description of the mission of the Probation and Parole Division and a coding scheme was developed comprised of ten basic categories. A majority of PPOs cited answers in two or more of the categories, for a total of 235 discrete responses. Twenty-four percent of the total responses fell under *Ensure Public Safety/Protect the Community* and 23% of all responses fell into *Supervise Offenders/Monitor Compliance.* When the categories were compared by Type of Officer, the distribution remained very similar, with a slightly higher percentage (29%) of responses from Community Corrections officers falling into the *Ensure Public Safety/Protect the Community* category. Drug Court PPOs cited the *Combined Answer: Protect Community & Rehabilitate/ Refer* category twice as often as all officers and Community Corrections officers cited this combined option almost two-thirds as often as all types of officers. Ultimately, Type of Officer did not appear to make a difference in terms of responses to this question. We then crosstabulated answers to the question about the mission of the PPO Division with responses by Region. In Region 3, 5% more of the responses fell into the category of *Ensure Public Safety/Protect the Community* than those noted for all officers, while

in Region 4, 5% less of the responses fell into this category. In Region 1, 35% of all responses fell into this category.   In Region 2, 6% more responses fell into the category of *Combined Answer: Protect Community & Rehabilitate/ Refer* than the responses noted for all officers. Lastly, Region 3 had 6% less responses falling into this category. Five officers chose not to respond to this question. These 5 respondents excluded from the following three tables.

Table 1

Q 13 Mission of Probation Parole - All Officers		
	Frequency(235)	Percent
Ensure Public Safety/Protect the Community	56	24%
Supervise Offenders/Monitor Compliance	54	23%
Combined Answer: Protect Community & Rehabilitate/ Refer	36	15%
Provide Guidance/Facilitate Productive Citizenship	33	14%
Collaborate with Other Agencies & Judicial System	16	7%
Enforce Sanctions/ Impose Court Conditions	13	6%
Write Reports/Field Work/Public Speaking	10	4%
Refer to Treatment & Services/Rehabilitate	6	2.5%
Alternatives to Institutionalization	5	2%
Victim Restitution	5	2%
Don't Know	1	.5%

Table 2

Q 13 Mission of Probation Parole by Type of Officer										
Type of Officer	Regular Supervision (16)		Intensive Supervision(4)		Community Corrections (3)		Drug Court(1)		Combination Officers(2)	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Ensure Public Safety/Protect the Community	35	23%	6	25%	4	29%	3	23%	3	28%
Supervise/Monitor Compliance	35	23%	5	21%	2	14%	3	23%	4	36%
Combined Answer: Protect Community & Rehabilitate/ Refer	22	14.5%	4	17%	3	22%	4	30%	1	9%
Provide Guidance/Facilitate Productive Citizenship	23	15%	3	13%	2	14%	1	8%	1	9%
Collaborate with Other Agencies & Judicial System	9	6%	3	12%	0	0	0	0	1	9%
Enforce Sanctions/ Impose Court Conditions	10	7%	1	4%	1	7%	0	0	0	0
Write Reports/Field Work/Public Speaking	7	5%	1	4%	0	0	1	8%	0	0
Refer to Treatment & Services/Rehabilitate	4	3%	1	4%	0	0	0	0	0	0
Alternatives to Institutionalization	3	2%	0	0	1	7%	1	8%	0	0
Victim Restitution	2	1%	0	0	1	7%	0	0	1	9%
Don't Know	1	.5%	0	0	0	0	0	0	0	0

Table 3

Q 13 Mission of Probation Parole by Region								
Region	Region 1		Region 2		Region 3		Region 4	
	Freq	%	Freq	%	Freq	%	Freq	%

Ensure Public Safety/Protect the Community	11	26%	20	22%	13	29%	11	19%
Supervise/Monitor Compliance	15	35%	15	18%	11	24%	12	21%
Combined Answer: Protect Community & Rehabilitate/ Refer	6	14%	18	21%	4	9%	6	10.5%
Provide Guidance/Facilitate Productive Citizenship	4	10%	13	15%	5	11%	10	17.5%
Collaborate with Other Agencies & Judicial System	2	4%	2	2%	4	9%	8	14%
Enforce Sanctions/ Impose Court Conditions	0	0	7	8%	1	2%	5	9%
Write Reports/Field Work/Public Speaking	2	5%	3	4%	3	7%	3	5%
Refer to Treatment & Services/Rehabilitate	1	2%	1	1%	3	7%	1	2%
Alternatives to Institutionalization	0	0	4	5%	0	0	1	2%
Victim Restitution	1	2%	3	4%	1	2%	0	0
Don't Know	1	2%	0	0	0	0	0	0

Although, most PPOs seem to have a sense of the Division's mission, the data did not show that the majority agree on one definition. Even if we combine the categories of *Ensure Public Safety/Protect the Community* and *Combined Answer: Protect Community & Rehabilitate/ Refer*, only 39% of all officers agree that their mission is to protect the community. Although the largest number of responses fell into this category, it may be problematic that less than 40% of officers are able to agree on what ultimate purpose their daily activities are meant to fulfill. All the responses to Question 13 do appear to highlight important aspects of the responsibilities of being a Probation/Parole Officer. It would seem critical, however, to the officers' sense of purpose that they understand the Division's expressed mission. Drug Court and Community Corrections officers responded most clearly that they felt the mission of Probation and Parole was predominantly to *Ensure Public Safety/Protect the Community* and secondarily to rehabilitate and refer to services. The data we collected regarding the division's mission demonstrated no notable differences when compared by Region within the PPO Division.

Question 14a: "What are your Primary Goals as a Probation and Parole Officer?"

We then asked respondents about their primary goals as Probation/Parole officers. Their open-ended narrative responses were coded into 12 discrete categories represented below. Many officers again provided more than one answer to this question for a total of 216 responses. The category receiving the highest percentage of responses was *Guide Clients/Rehabilitate* at 24% of the total responses, followed closely by *Protect the Community/Public Safety* at 19% of all responses. When these responses were compared by Type of Officer, differences were observed which may reflect the character of the different programs. Regular Supervision officers supplied the same top three answers in identical order of importance as those reported for all officers probably because they comprise the largest subpopulation and therefore set the predominant trend for all officers. Intensive Supervision officers responded most frequently with *Reduce Recidivism* (28%), followed by *Protect the Community/Public Safety* at 20%. Community Corrections officers cited *Protect the Community/Public Safety* as their most frequent answer (22%) and cited *Refer to Treatment and Services* and *Enforcing Conditions/Compliance* as the two second most popular answers at 16% each. Drug Court officers did not respond with *Protect the Community/Public Safety* as one of their top three answers. Their most frequently cited goal was to *Guide Clients/Rehabilitate*(25%). When the goals of Probation/Parole officers were compared by regions within the Probation and Parole Division, certain differences could be seen. In Region 1, *Guide Clients/Rehabilitate* was not reported as one of the top three answers, while *Reduce Recidivism* was mentioned most frequently (28%) followed by *Protect the*

Community/Public Safety (20%). In Region 2, responses replicated those reported by all officers, except that *Reduce Recidivism* was not one of the top three responses and *Facilitate Productive Citizenship* was the third most frequently cited response (11%). Region 3 replicated the top three answers in identical order to those reported for all officers with slight changes in the actual percentage distribution. In Region 4, *Guide Clients/Rehabilitate* was mentioned most frequently, while three other categories were tied for the second most frequent response at 12% each: *Protect the Community/Public Safety, Reduce Recidivism, and Enforce Conditions/Compliance.* Nine officers chose not to respond to this question. These nine officers were excluded from the following three tables.

Table 4

Q 14a Primary Goals of Probation Parole Officer - All Officers		
	Frequency (216)	Percent
Guide Clients/Rehabilitate	49	23%
Protect the Community/Public Safety	42	19%
Reduce Recidivism	31	14%
Enforce Conditions/Compliance	20	9%
Facilitate Productive Citizenship	19	9%
Supervise/Monitor Clients	15	7%
Refer to Treatment and Services	12	5.5%
Collaborate with Other Agencies	10	5%
Prepare Reports and Documentation	6	3%
Career Advancement/Recognition for Job Skills	6	3%
Supervisory Aspects	3	1%
Victim Restitution	2	1%
Departmental Politics	1	.5%

Table 5

Q 14a Primary Goals of Probation Parole Officer by Type of Officer										
Type of Officer	Regular Supervision (16)		Intensive Supervision(4)		Community Corrections (3)		Drug Court(1)		Combination Officers(2)	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Guide Clients/Rehabilitate	35	26%	3	12%	3	16%	4	25%	1	9%
Protect the Community/Public Safety	27	20%	5	20%	4	22%	2	12.5%	2	18%
Reduce Recidivism	15	11%	7	28%	2	11%	3	19%	3	28%
Enforce Conditions/Compliance	12	9%	2	8%	3	16%	1	6%	1	9%
Facilitate Productive Citizenship	11	8%	2	8%	1	6%	3	19%	1	9%
Supervise/Monitor Clients	10	7%	3	12%	1	6%	0	0	0	0
Refer to Treatment and Services	9	6.5%	1	4%	0	0	1	6%	1	9%
Collaborate with Other Agencies	9	6.5%	0	0	0	0	0	0	1	9%
Prepare Reports and Documentation	3	2%	2	8%	0	0	0	0	1	9%
Career Advancement/Recognition for Job Skills	1	1%	0	0	2	11%	2	12.5%	0	0
Supervisory Aspects	2	1%	0	0	1	6%	0	0	0	0
Victim Restitution	1	1%	0	0	1	6%	0	0	0	0
Departmental Politics	1	1%	0	0	0	0	0	0	0	0

Table 6

Q 14a Primary Goals of Probation Parole Officer by Region								
Region	Region 1		Region 2		Region 3		Region 4	
	Freq	%	Freq	%	Freq	%	Freq	%
Guide Clients/Rehabilitate	5	10%	23	29%	9	26%	11	23%
Protect the Community/Public Safety	10	20%	16	20%	7	20%	6	12%
Reduce Recidivism	14	28%	8	10%	5	15%	6	12%
Enforce Conditions/Compliance	7	14%	5	6%	2	6%	6	12%
Facilitate Productive Citizenship	2	4%	9	11%	3	9%	5	10%
Supervise/Monitor Clients	1	2%	4	5%	1	3%	9	19%
Refer to Treatment and Services	5	10%	2	2.5%	3	9%	2	4%
Collaborate with Other Agencies	2	4%	4	5%	1	3%	3	6%
Prepare Reports and Documentation	1	2%	4	5%	0	0	1	2%
Career Advancement/Recognition for Job Skills	0	0	4	5%	2	6%	0	0
Supervisory Aspects	1	2%	1	1.5%	1	3%	0	0
Victim Restitution	2	4%	0	0	0	0	0	0
Departmental Politics	0	0	0	0	0	0	0	0

The evaluation team felt it was important to compare officers' visions of the Division's mission with their descriptions of their primary goals as a PPO to see how these two areas intersected. Interestingly, the priorities were somewhat different, in that the expressed objective of almost 25% of the officers was to *Guide Clients/Rehabilitate*, whereas 17.5% of all officers saw rehabilitation and referral as part of the Division's mission. Nineteen percent of all officers stated it was their objective to *Protect the Community/Public Safety* while nearly 25% of all officers saw that as the explicit mission of the Division. Fourteen percent of all officers told us that their objective was to *Reduce Recidivism*, which compared equally to 14% of officers who stated that to *Provide Guidance/ Facilitate Productive Citizenship* was part of the Division's mission. Intensive Supervision officers cited *Reduce Recidivism* and *Protect the Community/Public Safety* whereas Community Corrections officers cited *Protect the Community/Public Safety* (22%) as their top priority. *Enforce Conditions/Compliance* and *Guide*

Clients/Rehabilitate was cited second most frequently (16% each). Drug Court officers cited *Guide Clients/Rehabilitate* as their primary objective.

These differences may reflect the nature of the programs and the nature of the specific populations they serve. In Intensive Supervision and Community Corrections, clients are generally deemed to be at a higher risk for re-offending than in Regular Supervision which may make the categories *Protect the Community/Public Safety, Reduce Recidivism* and *Enforce Conditions/Compliance* more important priorities for officers supervising these populations. In Drug Court, although offenders may be deemed less violent, their substance abuse problems may be recalcitrant to the point that the category *Guide Clients/Rehabilitate* takes on first priority. Different regions within the State also exhibit different priorities. In Region 1, which covers mostly Northern New Mexico, *Reduce Recidivism* and *Protect the Community/Public Safety* were the top priorities. In Regions 2 & 3, covering Albuquerque and Southwestern New Mexico, respectively, *Guide Clients/Rehabilitate* and *Protect the Community/Public Safety* were cited most often as prime objectives. While in Region 4, covering Southeastern New Mexico, *Guide Clients/Rehabilitate* was cited as primary, with *Protect the Community/Public Safety, Enforce Conditions/Compliance* and *Reduce Recidivism* also accounting for a notable number of responses.

Question 14b: "What results are you trying to achieve? How do you know when you have succeeded in doing your job well?"

Question 14 in the survey was worded with a main question and supplemental probe in such away that a majority of the PPOs chose to answer it in two parts, hence we analyzed these responses separately. Question 14a addresses the goals of being a PPO and Question 14b addresses the factors that PPOs feel reflect they have succeeded in doing their job well. We received ninety-one responses to the second part of the question from a total of seventy-eight respondents which were coded into six discrete categories. Two-thirds of responses were divided into two categories. Thirty-five percent of the total responses fell into the category of *Positive Changes in the Client*, while another 30% fell into the category of *Reduced Recidivism*. When Measures of Successful Job Performance are compared by Type of Officer, some differences are notable. Regular Supervision PPOs cited the same top two categories as the responses quoted for officers overall. Fifty-six percent of Intensive Supervision officers stated that they felt they were succeeding in doing their job well when *Reduced Recidivism* resulted, while another 33% felt they were doing their jobs well when there was *Reinstitutionalization of Noncompliant Offenders*. Among Community Corrections officers, a full fifty percent felt that *Reduced Recidivism* meant they were succeeding in doing their jobs well. In Drug Court, 60% of officers stated that *Positive Changes in the Client* indicated that they were doing their jobs well. When answers to the question about measures of successful job performance are crosstabulated by Region, there are some differences worth noting. In Region 1 *Positive Changes in the Client* (33%) was the category noted most commonly, while *Reduced Recidivism*(26%) was the second most frequent response. In Region 2, the top three responses and their order of frequency replicated those cited for all officers. In Region 3, *Positive Changes in the Client* was the most frequently cited response (33%), followed by *Clients Expressing Gratitude* (28%). In Region 4, *Reduced Recidivism* was the most common response (44%) followed by *Positive Changes in the Client (30%)*, with these two categories comprising nearly

three quarters of all responses. Fifty-seven officers did not respond to this question. These 57 officers were excluded from the following three tables.

Table 7

Q 14b Measures of Success - All Officers		
	Frequency (91)	Percent
Positive Changes in the Client	32	35%
Reduced Recidivism	27	30%
Reinstitutionalization of Noncompliant Offenders	11	12%
Clients Express Gratitude	8	9%
Positive Feedback from Other Agencies	8	9%
Personal Investment/Self-Satisfaction	3	3%
Don't Know	2	2%

Table 8

Q 14b Measures of Success by Type of Officer										
Type of Officer	Regular Supervision (16)		Intensive Supervision(4)		Community Corrections (3)		Drug Court(1)		Combination Officers(2)	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Positive Changes in the Client	24	38%	1	11%	0	0	3	60%	1	20%
Reduced Recidivism	15	24%	5	56%	2	50%	0	0	3	60%
Reinstitutionalization of Noncompliant Offenders	7	11%	3	33%	0	0	1	20%	0	0
Clients Express Gratitude	8	13%	0	0	0	0	1	20%	0	0
Positive Feedback from Other Agencies	7	11%	0	0	1	25%	0	0	0	0
Personal Investment/Self-Satisfaction	2	3%	0	0	0	0	0	0	0	0
Don't Know	0	0	0	0	1	25%	0	0	1	20%

Table 9

Q 14b Measures of Success by Region								
Region	Region 1		Region 2		Region 3		Region 4	
	Freq	%	Freq	%	Freq	%	Freq	%
Positive Changes in the Client	6	32%	12	41%	6	33%	7	30%
Reduced Recidivism	5	26%	7	24.5%	4	22%	10	44%
Reinstitutionalization of Noncompliant Offenders	0	0	7	24.5%	2	11%	2	9%
Clients Express Gratitude	1	5%	1	3%	5	28%	2	9%
Positive Feedback from Other Agencies	4	21%	2	7%	1	6%	1	4%
Personal Investment/Self-Satisfaction	1	5%	0	0	0	0	1	4%
Don't Know	2	11%	0	0	0	0	0	0

As stated above, Question 14 was inadvertently divided into two parts when officers answered both the body of the main question and the supplemental probe meant to clarify the initial inquiry.   As a result, the evaluation team analyzed the responses from officers who provided information regarding what they felt were measures of successful job performance. Thirty-five percent of all officers felt they were performing successfully when they saw *Positive Changes in the Client* and another 30% felt they were performing successfully when they saw *Reduced Recidivism*. These two categories accounted for nearly two-thirds of officer opinion. Regular Supervision officers also cited these two main measures, however, Intensive Supervision and Community Corrections officers overwhelmingly felt the main measure of success to be *Reduced Recidivism* at 50% and 56% respectively. These statistics may point to the tendency to re-offend

exhibited by the higher risk populations supervised in these two programs. In contrast, sixty percent of Drug Court officers saw their measure of success as connected to *Positive Changes in the Client*, which seems to portray the different nature of the substance abuse problems exhibited by this population. Regional differentiation in measures of successful job performance has also been noted, however, for the most part *Positive Changes in the Client* placed as the top category. In Regions 1, 2 & 3 *Positive Changes in the Client* were unanimously seen as the primary signal of successful job performance. Region 4 officers cited *Reduced Recidivism* as their main measure of success.

Question 15: "Are there Clear Standards established for Evaluating how Probation and Parole Officers fulfill their Job Responsibilities?"
In responding to whether clear standards have been established for evaluating how well they carry out their jobs, 47% percent of respondents answered *Yes* while 44% responded *No* and 7% percent said they *Didn't Kno*w.   The fact that responses were almost equally divided between *Yes* and *No* as to whether there are standards established for evaluating PPO's performance indicates a low level of confidence expressed by PPOs about whether their performance is being equitably and objectively evaluated. Four officers chose not to answer the question. These 4 officers were excluded from Figure 1.

Figure 1.

Question 15a: "If You Answered *Yes*, Please State what these Measures are and How they are Used to Evaluate Your Performance."

Question 15a was a follow-up requesting that officers clarify their response with an open-ended narrative about the nature of performance measures if established, while Question 15b asked that

officers provide suggestions for standard measures of job performance which they feel would be useful as evaluation tools. These responses were then distributed across ten discrete categories. The most frequently cited response for PPOs overall was the *Performance Appraisal Development Instrument--PAD* (24%) and the second most frequently cited response was *Case Audits* (16%). When responses were crosstabulated by Type of Officer, 25% of Regular Supervision officers stated that the *Performance Appraisal Development Plan--PAD* instrument was used to evaluate their performance while another 19% stated that *Case Audits* were the standard established measure. Intensive Supervision PPOs divided their most frequent responses between the categories of the *PAD* and *Yearly Evaluations* (27.5% each).   In Community Corrections, 25% of officers stated that the *Performance Appraisal Development Plan--PAD* was the established measure while another 25% stated that *Supervisor/Co-worker Feedback* was the measure used to evaluate their performance. Amongst Drug Court PPOs, 40% responded that there are *No Established Standards/Unclear or Inappropriate*. When narrative responses regarding measures for evaluating performance were compared by Region, the distribution of answers changed somewhat but no notable differences are found. Among PPOs from Region 1, 25% cited the *Performance Appraisal Development Plan--PAD* instrument as the measure used to evaluate their performance and the remaining answers were distributed relatively equally across six categories. In Region 2, the most frequently cited response was *Case Audits* (22%) for this subpopulation while another 21.5% cited the *Performance Appraisal Development Plan--PAD*. PPOs from Region 3, divided their top two answers equally between the *Performance Appraisal Development Plan--PAD* and *Yearly Evaluations* (17.5% each). In Region 4, 36% of the officers said the *Performance Appraisal Development Plan--PAD* was used to evaluate their performance and 18% told us that *Yearly Evaluations* were used. Three officers did not respond to this question. These 3 officers were excluded from the following three tables.

Table 10

Q 15a Performance Measures - All Officers		
Type of Officer	Frequency (121)	Percent
Performance Appraisal Development Plan-PAD	29	24%
Case Audits	19	16%
Yearly Evaluations	15	12%
Review of Paperwork/Reports	12	10%
Supervisor/Co-worker Feedback	10	8%
No Established Standards/Unclear or Inappropriate	9	7%
Manual of Policy & Procedure Evaluation Forms	8	7%
Deadlines	8	7%
Daily Observations of Work Performance	5	4%
Contact Standards/Field Calls & Urinalysis Quotas	5	4%
Don't Know	1	1%

Table 11

Q 15a Performance Measures by Type of Officer										
Type of Officer	Regular Supervision(16)		Intensive Supervision(4)		Community Corrections(3)		Drug Court(1)		Combination Officers(2)	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%

	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Performance Appraisal Development Plan-PAD	21	25%	3	27.5%	2	25%	1	20%	0	0
Case Audits	16	19%	2	18%	1	12.5%	0	0	0	0
Yearly Evaluations	9	11%	3	27.5%	1	12.5%	0	0	1	50%
Review of Paperwork/Reports	8	9%	1	9%	1	12.5%	0	0	0	0
Supervisor/Co-worker Feedback	5	6%	0	0	2	25%	1	20%	1	50%
No Established Standards/Unclear or Inappropriate	6	7%	0	0	0	0	2	40%	0	0
Manual of Policy & Procedure Evaluation Forms	7	8%	0	0	1	12.5%	0	0	0	0
Deadlines	6	7%	0	0	0	0	0	0	0	0
Daily Observations of Work Performance	3	3.5%	1	9%	0	0	0	0	0	0
Contact Standards/Field Calls & Urinalysis Quotas	3	3.5%	1	9%	0	0	1	20%	0	0
Don't Know	1	1%	0	0	0	0	0	0	0	0

Table 12

Q 15a Performance Measures by Region	Region 1		Region 2		Region 3		Region 4	
	Freq	%	Freq	%	Freq	%	Freq	%
Performance Appraisal Development Plan-PAD	4	25%	12	23%	5	17.5%	8	36%
Case Audits	2	12.5%	11	21%	2	7%	3	14%
Yearly Evaluations	2	12.5%	4	7.5%	5	17.5%	4	18%
Review of Paperwork/Reports	2	12.5%	4	7.5%	4	14%	1	4.7%
Supervisor/Co-worker Feedback	2	12.5%	5	10%	3	10%	0	0
No Established Standards/ Unclear or Inappropriate	2	12.5%	3	6%	2	7%	2	9%
Manual of Policy & Procedure Evaluation Forms	1	6.25%	3	6%	3	10%	1	4.7%
Deadlines	0	0	4	7.5%	2	7%	2	9%
Daily Observations of Work Performance	0	0	2	4%	3	10%	0	0
Contact Standards/Field Calls & Urinalysis Quotas	0	0	4	7.5%	0	0	1	4.7%
Don't Know	1	6.25%	0	0	0	0	0	0

Through this question we ascertained important data regarding PPOs' sense of what evaluation mechanisms they felt were most predominant. The majority of officers who felt there were clearly established measures used to evaluate their job performance cited the *Performance Appraisal Development Plan--PAD* instrument at 24% of the total, while another 16% cited *Case Audits* as the mechanism used for evaluation. Twelve percent of all officers referred to *Yearly Evaluations* as the evaluation mechanism, however, it is unclear if this non-specific reference indicates some overlap with any or all of the other discrete categories. Regular Supervision officers exhibited no significant difference when compared to the categorical distribution represented by all officers, whereas Intensive Supervision officers didn't cite *Case Audits* in either of their top two categories and Community Corrections officers cited *Supervisor/Co-worker Feedback* as a primary evaluation mechanism (25%). The most striking response we received was from Drug Court officers, forty percent of whom stated that there are *No Established Standards/Unclear or Inappropriate*. This indicates that a substantial percentage of Drug Court officers may feel that evaluation of their job performance is subjective or random in nature. In all regions, the *Performance Appraisal Development Plan--PAD* instrument was cited as one of the primary means of evaluating officer performance, while Region 2 also received a significant number of cites for *Case Audits* and Regions 3 & 4 received a large percentage of references to *Yearly Evaluations*. No notable differences according to region were found.

Question 15b: "If you answered *No* or do not Find the Current Standards Useful, what Standards would you Suggest Implementing to Measure PPO Job Performance?"

Those officers who responded that there were no clear standards established to evaluate their performance were asked to provide a narrative response offering suggested measures they felt would be useful in evaluating PPO job performance. The suggestion most frequently offered was for a *More Reality-Based, Detailed, Evaluation Instrument/Accurate Formulas* (14%) and the second most frequently cited response was *Get Rid of the PAD Instrument* (13%). Another 12% stated that an evaluation instrument should be *Designed with Input from Line Officers, Clients and Community*. We then crosstabulated the coded narrative responses by Type of Officer to determine if the nature of the programs has an effect on the perceived usefulness of certain performance measures. Seventeen percent of Regular Supervision officers stated that *Decentralization and More Effective Leadership with Less Politics* would be useful in measuring their job performance. The only response garnering a large number of cites from Intensive Supervision officers was *Design with Input of Line Officers, Clients and Community,* (40%). In Community Corrections, two responses were cited most frequently, *Get Rid of the PAD* and *A More Goal-Oriented Evaluation Instrument* (33.3% each). These two responses seem to have obvious overlap in that replacement of the PAD is the essential intent of each. Amongst Drug Court PPOs (25%) also stated that *A More Goal-Oriented Evaluation Instrument* would be useful. The coded narrative responses were also compared by Region, providing an interesting alternative framework for analyzing the responses. In Region 1, 22% of this subset of officers stated that a *More Reality-Based, Detailed, Evaluation Instrument/Accurate Formulas* was needed. In Region 2, the most frequent response was, again, for a *More Reality-Based, Detailed, Evaluation Instrument/Accurate Formulas* (19%). In Region 3, 33% stated that *Reduced Recidivism/Client Performance/Offender Progress* should be used to evaluate PPO performance. In Region 4, the largest percentage (28%) of PPOs stated that an instrument should be *Designed with the Input of Line Officers*, *Clients and Community*. Seven officers did not respond to this question. These 7 officers were excluded from the following three tables.

Table 13

Q 15b Suggested Performance Measures - All Officers		
	Frequency(77)	Percent
More Reality-Based, Detailed, Evaluation Instrument/Accurate Formulas	11	14%
Get Rid of the PAD Instrument	10	13%
Designed with the Input of Line Officers, Clients, & Community	9	12%
Decentralization and More Effective Leadership with Less Politics	9	12%
A More Goal Oriented Evaluation Instrument	8	10%
More Comprehensive Instrument - Consider Quality of Work, Not Just Quantity	7	9%
Don't Know	7	9%
Reduced Recidivism/Client Performance/ Offender Progress	6	8%
More Specific Instrument-Consider Variation Between Programs	5	6%
Statewide Standards	3	5%
Consider Personal Investment of PO; Extra Time and Energy	2	2%

Table 14

Q 15b Suggested Performance Measures by Type of Officer										
Type of Officer	Regular Supervision(16)		Intensive Supervision(4)		Community Corrections(3)		Drug Court(1)		Combination Officers(2)	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
More Reality-Based, Detailed, Evaluation Instrument/ Accurate Formulas	5	12.2%	0	0	0	0	1	12.5%	0	0
Get Rid of the PAD Instrument	5	12.2%	4	40%	2	33.3%	1	12.5%	0	0
Designed with the Input of Line Officers, Clients, & Community	3	7%	1	10%	0	0	0	0	1	33.3%
Decentralization and More Effective Leadership with Less Politics	2	5%	2	20%	2	33.3%	2	25%	0	0
A More Goal Oriented Evaluation Instrument	5	12.2%	2	20%	0	0	0	0	0	0
More Comprehensive Instrument - Consider Quality of Work, Not Just Quantity	5	12.2%	0	0	0	0	1	12.5%	0	0
Don't Know	2	5%	0	0	1	16.7%	1	12.5%	0	0
Reduced Recidivism/Client Performance/ Offender Progress	7	17%	0	0	0	0	1	12.5%	0	0
More Specific Instrument-Consider Variation Between Programs	2	5%	0	0	0	0	0	0	0	0
Statewide Standards	0	0	1	10%	0	0	1	12.5%	1	33.3%
Consider Personal Investment of PO; Extra Time and Energy	5	12.2%	0	0	1	16.7%	0	0	1	33.3%

Table 15

Q 15b Suggested Performance Measures by Region								
Region	Region 1		Region 2		Region 3		Region 4	
	Freq	%	Freq	%	Freq	%	Freq	%
More Reality-Based, Detailed, Evaluation Instrument/ Accurate Formulas	4	22%	5	19%	0	0	2	10%
Get Rid of the PAD Instrument	1	5.5%	4	15%	2	22.2%	3	14%
Designed with the Input of Line Officers, Clients, & Community	0	0	1	4%	1	11.1%	6	28%
Decentralization and More Effective Leadership with Less Politics	3	17%	2	8%	2	22.2%	1	5%
A More Goal Oriented Evaluation Instrument	3	17%	4	15%	0	0	1	5%
More Comprehensive Instrument - Consider Quality of Work, Not Just Quantity	1	5.5%	3	11.5%	0	0	2	9%
Don't Know	1	5.5%	3	11.5%	0	0	3	14%
Reduced Recidivism/Client Performance/ Offender Progress	1	5.5%	1	4%	3	33.4%	1	5%
More Specific Instrument-Consider Variation Between Programs	2	11%	3	11.5%	0	0	0	0
Statewide Standards	1	5.5%	0	0	0	0	1	5%
Consider Personal Investment of PO; Extra Time and Energy	1	5.5%	0	0	1	11.1%	1	5%

In response to this question requesting officers to provide us with suggestions for useful measures to evaluate their performance, two answers received a nearly equal number of

responses to comprise the top two categories: *More Reality-Based, Detailed, Evaluation Instrument/ Accurate Formulas* (14%) and *Get Rid of the PAD* (13%). Two other responses also received a significant number of cites at 12% each, *Designed with the Input From Line Officers*, *Clients and Community* and *Decentralization and More Effective Leadership with Less Politics*. In view of the fact that the PAD was cited most often as the standard mechanism, the top two answers indicate dissatisfaction with this instrument and the third category corroborates the fact that officers do not feel the evaluation mechanisms accurately reflect the daily realities of their jobs. The last answer indicates a high level of discontent with central management and/or immediate supervisors who bear the responsibility of carrying out the evaluation process. An additional 9% of all officers stated they *Don't Know* what a useful measure of job performance would entail.

Among Regular Supervision officers, the most popular response to this question was *Decentralization and More Effective Leadership with Less Politics*, while Intensive Supervision officers spread their answers across the spectrum of categories. In Community Corrections, *Get Rid of the PAD* and a *More Goal Oriented Evaluation Instrument* were the categories cited most frequently. Drug Court officers keep suggested a *More Goal Oriented Instrument*. In view of these results, it may be worthwhile in the future to conduct a systematic inquiry regarding what the components of a goal oriented instrument might look like. In Regions 1 and 2, the most popular suggestion for useful evaluation of officer performance was a *More Reality-based, Detailed Protocol*, while in Region 3, the majority of officers felt that a useful measure would be *Reduced Recidivism* and *Offender Progress* and in Region 4, the greatest percentage of officers felt that an *Instrument Should be Developed with Input from Line Officers, Clients and the Community.*

Question 16: "How Adequate was the Initial 4 Hours of training on Conducting Risk/Needs Assessments and Preparing Case Plans you Received from the Corrections Department?"

We asked officers to rate the basic training in terms of its adequacy in preparing them to conduct risk needs assessments and structure case management plans. While 22% of officers felt the training was *More Than Adequate*, 35% felt it was *Less Than Adequate* and the remaining officers stated that it was simply *Adequate*. With over one third of all officers stating that they consider their initial training to be less than adequate, it would seem critical that the Probation and Parole Central Office initiate a more in-depth inquiry into what officers feel the training lacks. It would be useful to investigate how PPOs feel training could be improved to more accurately reflect the makeup of their daily responsibilities or be made more relevant to the tasks of offender assessment and management. The responses we received to survey Questions 17 and 18 should serve to provide a cursory overview of officer opinion in these two areas. Nine officers did not respond to this question. These 9 officers were excluded from Figure 2.
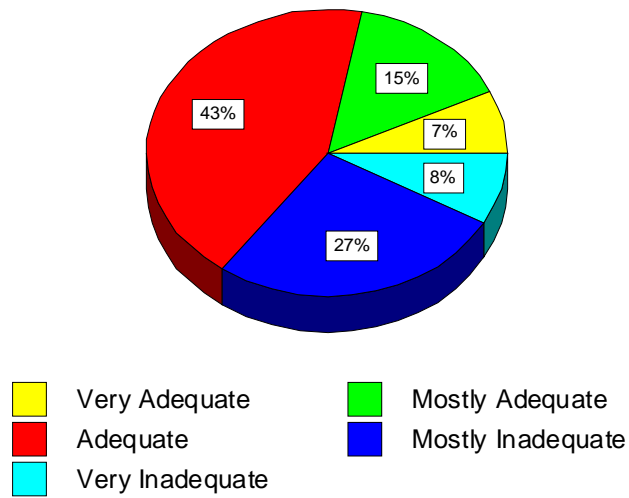
Figure 2

Question 17: "What Were the Three Most Useful Aspects of the Probation and Parole Officer Basic Training Course?"

We followed up by asking officers what they felt were the most useful aspects of basic training. We received a total of 275 responses to this question, with eight officers choosing not to respond, for an average of slightly over two responses per officer to this question. Twenty-six percent of all officers responding to this question reported that the most useful aspects of basic training were the *Self-Defense Tactics/Personal Safety/Handcuffing*. Another 19% of officers stated that the segments of training that covered *Review of Forms/Report Writing/Paperwork* were most useful. Strikingly, only one person reported a *Positive Overall Response* to the initial training they received. When responses were cross tabulated by Type of Officer, answers from Regular Supervision officers, responses took the same order of frequency as those for all officers. Among Intensive Supervision officers, 33% felt that *Self-Defense Tactics* were the most useful aspect of training and 20% stated that they took their basic training *Too Long Ago, Can't Remember/Hired Before Basic Training*. In the Community Corrections Program, the most frequent response was *Self-Defense Tactics/Personal Safety/Handcuffing* (32%) followed by *Investigations/Search and Seizure/Client Interaction/Field Calls/Drugs and Gangs* (23%). Drug Court officers replicated the priority of responses given by all officers with a slightly lower percentage of answers falling under *Self Defense/Personal Safety/Handcuffing*. When the responses for Most Useful Aspects of Training were compared by Region some differences emerged. In Region 1, the most frequently cited response was *Review of Forms/Report Writing/Paperwork* (26%) followed by *Self-Defense Tactics/Personal Safety/Handcuffing* (24%). In Region 2, *Self-Defense Tactics/Personal Safety/Handcuffing* was the most frequent response (27%), while *Review of Forms/Report Writing/Paperwork* and *Investigations/Search and Seizure/Client Interaction/Field Calls/Drugs and Gangs* were cited second most frequently with equal number of responses (16.4% each). In Region 3, *Self-Defense Tactics/Personal Safety/Handcuffing* remained the most popular category (24%) while *Networking with Other Officers* was cited second most frequently (19%). In Region 4, *Self-Defense Tactics/Personal*

Safety/*Handcuffing* comprised 28% of all answers and *Review of Forms/Report Writing/Paperwork* and *Investigations/Search and Seizure/Client Interaction/Field Calls/Drugs and Gangs* split cites equally (19% each). Eight officers did not respond to this question. These 8 officers were excluded from the following three tables.

Table 16

Q 17 Most Useful Aspects of Basic Training - All Officers		
	Frequency(275)	Percent
Self Defense Tactics/Personal Safety/Handcuffing	71	26%
Review of Forms/Report Writing/Paperwork	51	19%
Investigations/Search and Seizure/Client Interaction/Field Calls/Drugs & Gangs	39	14.5%
Too Long Ago, Can't Remember/Hired Before Basic Training	25	9%
Systemic Overview/Policy & Procedures/Collaborating w/ Other Agencies	22	8%
Networking With Other Officers/Address Individual Questions	22	8%
Courtroom Demeanor/Parole Hearings/Criminal Law	14	5%
Interviewing/Communication Skills/ Public Speaking	9	3%
Training Unhelpful, Unnecessary/Outdated/Too Much Material	9	3%
Psychological Training/Crisis Intervention/Treatment/Services	9	3%
Don't Know	3	1%
Positive Overall Response	1	.

Table 17

Q 17 Most Useful Aspects of Basic Training By Type of Officer										
Type of Officer	Regular Supervision(16)		Intensive Supervision(4)		Community Corrections(3)		Drug Court(1)		Combination Officers(2)	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Self Defense Tactics/Personal Safety/Handcuffing	46	27%	10	33%	7	32%	5	24%	0	0
Review of Forms/Report Writing/Paperwork	32	18.5%	2	7%	3	13.5%	5	24%	0	0
Investigations/Search and Seizure/Client Interaction/Field Calls/Drugs & Gangs	27	16%	3	10%	5	23%	4	19%	0	0
Too Long Ago, Can't Remember/Hired Before Basic Training	13	8%	6	20%	1	4.5%	2	9%	1	33.3%
Systemic Overview/Policy & Procedures/Collaborating w/ Other Agencies	11	6%	3	10%	2	9%	1	5%	1	33.3%
Networking With Other Officers/Address Individual Questions	17	10%	1	3%	2	9%	1	5%	0	0
Courtroom Demeanor/Parole Hearings/Criminal Law	9	5%	0	0	1	4.5%	1	5%	1	33.3%
Interviewing/Communication Skills/ Public Speaking	7	4%	0	0	0	0	0	0	0	0
Training Unhelpful, Unnecessary/Outdated/Too Much Material	6	3%	2	7%	0	0	0	0	0	0
Psychological Training/Crisis Intervention/Treatment/Services	0	0	3	10%	1	4.5%	2	9%	0	0
Don't Know	4	2%	0	0	0	0	0	0	0	0
Positive Overall Response	1	.5%	0	0	0	0	0	0	0	0

Table 18

Q 17 Most Useful Aspects of Basic Training By Region								
Region	Region 1		Region 2		Region 3		Region 4	
	Freq	%	Freq	%	Freq	%	Freq	%
Self Defense Tactics/Personal Safety/Handcuffing	12	24%	26	27%	15	24%	16	28%
Review of Forms/Report Writing/Paperwork	13	26%	16	16.4%	9	14%	11	19%
Investigations/Search and Seizure/Client Interaction/Field Calls/Drugs & Gangs	4	8%	16	16.4%	7	11%	11	19%
Too Long Ago, Can't Remember/Hired Before Basic Training	3	6%	13	13.2%	3	5%	6	10%
Systemic Overview/Policy & Procedures/Collaborating w/ Other Agencies	6	12%	4	4%	8	13%	4	7%
Networking With Other Officers/Address Individual Questions	3	6%	4	4%	12	19%	2	3.5%
Courtroom Demeanor/Parole Hearings/Criminal Law	2	4%	6	6%	3	5%	3	5%
Interviewing/Communication Skills/ Public Speaking	3	6%	1	1%	3	5%	2	3.5%
Training Unhelpful, Unnecessary/Outdated/Too Much Material	1	2%	2	2%	2	3%	3	5%
Psychological Training/Crisis Intervention/Treatment/Services	0	0	9	9%	0	0	0	0
Don't Know	2	4%	1	1%	1	1%	0	0
Positive Overall Response	1	2%	0	0	0	0	0	0

The data shows that 26% of all officers felt that *Self-Defense Tactics/Personal Safety*/*Handcuffing* were the most useful aspects covered in Basic Training while 19% stated that the segments on *Review of Forms/Report Writing/Paperwork* were most useful. These two categories remain the most frequently reported regardless of how they are compared with other variables. This seems to indicate that PPOs feel their own security is the primary matter with which they should concern themselves while interacting with offenders and that the second most consuming task in terms of time and effort becomes the responsibility for documenting offender activity. Only 15% told us that training in *Investigations/Search and Seizure/Client Interaction/Field Calls/Drugs & Gangs* was of the greatest use to them, although this category clearly points to the more substantive duties related to supervision and monitoring. In addition, almost 10% of all officers stated their training was *Too Long Ago, Can't Remember/Hired Before Basic Training*. This may indicate the need for more frequent or regular refresher courses to be offered by the Division. Comparison by Type of Officer showed some differences.

Since Regular Supervision officers comprised the majority of respondents, their answers almost exactly replicated the distribution reported for all officers. A full third (33%) of Intensive Supervision officers cited *Self-Defense Tactics/Personal Safety*/*Handcuffing* as a useful aspect of training, probably reflecting the need for a greater sense of safety felt by officers working with a generally higher risk population. It is notable that 20% of Intensive Supervision officers stated that they were trained *Too Long Ago, Can't Remember/Hired Before Basic Training*. This could reflect a longer than average tenure for officers working with this type of caseload or it may reflect a need for refresher courses for these PPOs. In Community Corrections, 32% of officers responded that *Self-Defense Tactics/Personal Safety*/*Handcuffing* was the most useful aspect of training and the second most frequent aspect of training cited as useful was the conduct of *Investigations/Search and Seizure/Client Interaction/Field Calls/Drugs & Gangs* (23%). This may indicate, as with Intensive Supervision, that working with a higher risk population causes officers to be more concerned with their safety and with strategies for interacting with clients under potentially volatile circumstances, i.e. search and seizure. For Drug Court officers, the two most frequent responses fell under *Review of Forms/Report Writing/Paperwork* and *Self-Defense Tactics/Personal Safety*/*Handcuffing*, each accounting for 24% of responses. Not surprisingly, training in *Investigations/Search and Seizure/Client Interaction/Field Calls/Drugs & Gangs* also received a significant number of cites from Drug Court officers, for whom this may be a particularly relevant aspect of their daily duties.

When the evaluation team looked at what officers felt were the most useful aspects of training and divided these by Region, a slightly different distribution emerged. In Region 1, *Review of Forms/Report Writing/Paperwork* was seen as the most useful aspect of training, followed closely by *Self-Defense Tactics/Personal Safety/Handcuffing*, perhaps indicating a greater emphasis on paperwork in the daily duties of PPOs in this region. In Region 2, *Self-Defense Tactics/Personal Safety/Handcuffing* was regarded as most important (24%) with *Review of Forms/Report Writing/Paperwork* and *Investigations/Search and Seizure/Client Interaction/Field Calls/Drugs & Gangs* tied with an equal number of cites (16.4%) for the second most useful aspects of training. Since this region is comprised of the Albuquerque area, this may indicate a higher percentage of violent offenders in this population. In Region 3, *Self-Defense Tactics/Personal Safety/Handcuffing* was again regarded as the most useful part of basic training while *Networking with Other Officers* was seen as the second most useful aspect. The fact that *Networking with Other Officers* was indicated as a high priority may have something to do with the more rural nature of some areas in Region 3, which could potentially result in officers experiencing a sense of isolation from their colleagues. Among officers in Region 4, *Self-Defense Tactics/Personal Safety/Handcuffing* again received the highest percentage of responses and *Review of Forms/Report Writing/Paperwork* and *Investigations/Search and Seizure/Client Interaction/Field Calls/Drugs & Gangs* were cited equally to become the second most frequent responses. In Regions 2 & 4, a notable percentage of officers stated their training was *Too Long Ago, Can't Remember/Hired Before Basic Training* (13.2% and 10% respectively). This may indicate the need for more frequent refresher courses in these areas.

Question 18: "Please Describe Three Ways in which the Training Could Have Been Improved."

We received a total of 243 answers to question 18, providing an average of slightly more than 2 responses per officer. Eighteen percent of all officers cited *Qualified, Knowledgeable Instructors/Current Information* as the way in which they would like to see basic training improved. Ten percent of all officers responding to this question stated that they would suggest making *Training More Relevant to Daily Realities of Being PPO/ More Comprehensive.* The third most frequently suggested improvement was to place *Substantive Emphasis on Field Calls, Home Visits, Communication Skills* (10%). We then compared suggested improvements to basic training by Type of PPO and some differences emerged. Regular Supervision officers, who comprise the majority of respondents, maintained the prioritization of the top three answers quoted for all officers. Intensive Supervision officers cited two categories most frequently (5% each), these were *Qualified, Knowledgeable Instructors/Current Information* and *Per Diem for Food & Lodging/Better Facilities.* In the Community Corrections program, officers divided their most popular responses equally between two categories, *Training More Relevant to Daily Realities of Being PPO/ More Comprehensive* and *More Realistic Tactics/Self Defense/Defensive Tools (25% each).* Among Drug Court PPOs, 33% responded by suggesting *Qualified, Knowledgeable Instructors/Current Information* as an improvement to basic training. The responses regarding suggested improvements to basic training were also compared by Region demonstrating some patterns that may be attributable to regional differences. In Region 1, the top three categories remained the same as those for all officers, however, the category *Training More Relevant to Daily Realities of Being PPO/ More Comprehensive* accounted for almost

double the percentage of cites when compared to all officers. In Region 2, the top three categories also remained in the same order of frequency as those responses cited for all officers. In Region 3, the most frequently cited response of *Qualified Instructors/ Current Information* remained the same (16%) while the second most frequently cited response became *Collaboration with Agencies and Corrections Officers/Court Procedures* at 14%. Officers from Region 4 chose one answer overwhelmingly at 33%, *Per Diem for Food & Lodging/ Better Facilities*. Twenty-six officers did not respond to this question. These 26 officers were from the following three tables.

Table 19

Q 18 Suggested Improvements to Basic Training - All Officers		
	Frequency(217)	Percent
Qualified, Knowledgeable Instructors/Current Information	38	18%
Training More Relevant to Daily Realities of Being PPO/ More Comprehensive	23	10.5%
Substantive Emphasis on Field Calls, Home Visits, Communication Skills	20	9%
Per Diem for Food & Lodging/Better Facilities/Discuss Employee Rights	15	7%
More Interactive Instruction/Hands-On Training/Computer Training	15	7%
Consolidate Class Material/Less Time on Menial Tasks	14	6.5%
Collaboration with Agencies & Corrections Officers/Court Procedures	14	6.5%
Specific to Site/Train Locally/Vary Information by Region	14	6.5%
Standard State-wide Procedure/Clear Department Mission	14	6.5%
More Realistic Tactics/Self Defense/Defensive Tools	12	5.5%
Less Defensive Tactics/Physical Prerequisites for Defense Training	11	5%
Mentorship Opportunities with a Seasoned PPO/Training After Time On the Job	10	5%
Can't Remember	7	3%
Positive Reaction to Training/No Improvements Needed	5	2%
Don't Know	5	2%

Table 20

Q 18 Suggested Improvements to Basic Training by Type of Officer										
Type of Officer	Regular Supervision(16)		Intensive Supervision(4)		Community Corrections(3)		Drug Court(1)		Combination Officers(2)	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Qualified, Knowledgeable Instructors/Current Information	22	16.5%	4	15.5%	2	12.5%	6	33%	1	11.1%
Training More Relevant to Daily Realities of Being PPO/ More Comprehensive	15	11%	1	4%	4	25%	2	11%	2	22.2%
Substantive Emphasis on Field Calls, Home Visits, Communication Skills	14	10.5%	3	12%	0	0	3	17%	0	0
Per Diem for Food & Lodging/Better Facilities/Discuss Employee Rights	7	5%	4	15.5%	1	6.25%	0	0	0	0
More Interactive Instruction/Hands-On Training/Computer Training	11	8%	0	0	1	6.25%	3	17%	0	0
Consolidate Class Material/Less Time on Menial Tasks	6	4.5%	1	4%	1	6.25%	3	17%	1	11.1%
Collaboration with Agencies & Corrections Officers/Court Procedures	10	8%	1	4%	0	0	1	5%	1	11.1%
Specific to Site/Train Locally/Vary Information by Region	9	7%	2	7%	1	6.25%	0	0	1	11.1%
Standard State-wide Procedure/Clear Department Mission	10	8%	1	4%	1	6.25%	0	0	2	22.2%
More Realistic Tactics/Self Defense/Defensive Tools	5	4%	3	12%	4	25%	0	0	0	0
Less Defensive Tactics/Physical Prerequisites for Defense Training	6	4.5%	1	4%	1	6.25%	0	0	0	0
Mentorship Opportunities with a Seasoned PPO/Training After Time On the Job	7	5%	1	4%	0	0	0	0	0	0
Can't Remember	4	3%	0	0	0	0	0	0	0	0
Positive Reaction to Training/No Improvements Needed	3	2%	2	7%	0	0	0	0	1	11.1%
Don't Know	4	3%	2	7%	0	0	0	0	0	0

Table 21

Q 18 Suggested Improvements to Basic Training by Region								
Region	Region 1		Region 2		Region 3		Region 4	
	Freq	%	Freq	%	Freq	%	Freq	%
Qualified, Knowledgeable Instructors/Current Information/Start on Time	9	20%	14	17%	7	16%	6	14%
Training More Relevant to Daily Realities of Being PPO/ More Comprehensive Training	8	18%	10	12%	5	11%	1	2.4%
Substantive Emphasis on Field Calls, Home Visits, Communication Skills, Dealing with Clients	4	9%	8	10%	4	9%	2	5%
Per Diem for Food & Lodging/Better Facilities/Discuss Employee Rights	1	2%	0	0	1	2%	14	33%
More Interactive Instruction/Hands-On Training/More Role Playing/Computer Training	1	2%	7	8%	5	12%	1	2.4%
Consolidate Class Material/Less Time on Menial Tasks/Shorter Training	2	4.5%	8	10%	3	7%	1	2.4%
Collaboration with Other Agencies Corrections Officers/Court Procedures	2	4.5%	4	5%	6	14%	3	7%
Specific to Site/Train Locally/Vary Information by Region/ Help With Caseload While Gone	2	4.5%	7	8%	2	5%	3	7%
Standard State-wide Procedure/Clear Department Mission/Compare Experiences Among PPO'S	5	11%	3	4%	2	5%	3	7%
More Realistic Tactics/Self Defense/Instruction on Defensive Tools	4	9%	5	6%	2	5%	1	2.4%
Less Defensive Tactics/Physical Prerequisites for Defense training/Don't Use Pepper Spray	4	9%	4	5%	2	5%	1	2.4%
Mentorship Opportunities with a Seasoned PPO/Training After Time On the Job	0	0	6	7%	2	5%	2	5%
Can't Remember	0	0	6	7%	1	2%	0	0
Positive Reaction to Training/No Improvements Needed	2	4.5%	0	0	0	0	2	5%
Don't Know	1	2%	1	1%	1	2%	2	5%

In Question 18, the evaluation team asked officers to provide us with suggestions for how they would improve the basic training offered to PPOs.   Nearly 20% of officers chose not to respond to this question. Considering the fact that only one officer reported an *Overall Positive Response*

to the training, this may indicate that a significant portion of officers are unclear as to what sort of training would be useful to them although they are clear that they are not totally satisfied with the training they have been given, as evidenced by responses to Question 16. For those officers who did respond to this question, the largest percentage (18%) answered that they would like to be provided with *Qualified, Knowledgeable Instructors/Current Information* in their training sessions and 10% of all officers told us that they would like the training to be *Training More Relevant to the Daily Realities of being a PPO/More Comprehensive*. Nine percent of the total respondents also stated that they would appreciate a *Substantive Emphasis on Field Calls, Home Visits and Communication Skills*.

When the narrative responses to this question are analyzed by Type of Officer, we see that Regular Supervision officers provided the same top three answers given by the total officer population. Intensive Supervision officers also stated that they would like more *Qualified, Knowledgeable Instructors/Current Information*, however, they also suggested that PPOs be provided with *Per Diem* during training or that the training be held in *Better Facilities*. In Community Corrections, officers also suggested that the training be made *More Relevant to the Daily Realities* of being a PPO and that they be provided with *More Defensive Tactics* during training. This second suggestion may again reflect the higher risk status of the population of offenders in the Community Corrections program. In Drug Court, officers overwhelmingly suggested that the training be made *More Relevant to Daily Realities of being a PPO*, however, their supplemental suggestions included: *More Information on Field Calls*, *Home Visits and Communication*; *More Interactive Instruction*; and *Consolidation of Class Material*.

These same responses were also cross-referenced by Region. Region 1 officers cited the same suggestions as those provided by officers overall, with an even larger percentage stating that the training should be made *More Relevant to the Daily Realities of Being a PPO*. Region 2 responses also remained similar to those reported for all officers, with the exception that *Consolidation of Course* materials also received a significant number of cites. In Region 3, in addition to *Qualified Instructors and Current Information*, officers also felt that *Collaboration With Other Agencies and Corrections Officers* was an important component to include in the training. Again, this may refer to the rural nature of some of the areas in Region 3 and the isolation felt by PPOs.   In Region 4, one answer superseded *Qualified Instructors* as the most popular suggestion, *Per Diem for Food & Lodging/ Better Facilities* was the main priority of this subpopulation, perhaps suggesting that officers from this region are required to travel farther or more frequently to attend training as compared to the colleagues.

Question 19: "What Strategies do you use to Insure that your Skills and Knowledge as a PO are kept up-to-date? "

The total number of responses to question 19 was 259, averaging slightly over two answers per respondent. The top two account for nearly half of the total responses (22% and 21% respectively), *Communicating with Supervisor & Coworkers/Ask Questions* and *Internal Refresher Courses & Departmental Trainings/Central Office Memos*. The third most popular category among all officers was *Independent Reading of Criminal Justice Periodicals/Computer Programs* (18%) and fourth most frequently cited was *Information From Other Agencies-*

Courts; Treatment Providers; Police; Lawyers (10%). When the narrative responses to Question 19 were cross tabulated by Type of Officer**,** a few differences can be seen. Among Regular Supervision officers, the three most frequently cited categories remain in the same order with *Communicating with Supervisor & Coworkers/Ask Questions* four percentage points higher than reported for all officers (26%). For Intensive Supervision officers two answers were cited most frequently, *Communicating with Supervisor & Coworkers/Ask Questions* and *Independent Reading of Criminal Justice Periodicals/Computer Programs,* each comprising 21.5%. Community Corrections officers overwhelmingly cited *Communicating with Supervisor & Coworkers/Ask Questions* as their main strategy for updating their knowledge and skills (39%). For Drug Court officers, one category was predominant over all others, *Internal Refresher Courses & Departmental Trainings/Central Office Memos* (35%) while another 20% of Drug Court officers cited *Independent Reading of Criminal Justice Periodicals/Computer Programs.* When comparing narrative responses regarding strategies for updating knowledge and skills by Region answers differed slightly than those provided by officers overall. In Region 1, *Internal Refresher Courses & Departmental Trainings/Central Office Memos* were the most popular response to this question (29%). The second most frequently cited response was *Communicating with Supervisors/ Co-workers (20%).* Twenty-six percent of Region 2 officers stated that *Communicating with Supervisor & Coworkers/Ask Questions* was their strategy for updating skills. The second most frequently cited response in Region 2 was *Independent Reading of Criminal Justice Periodicals/Computer Programs* (22%). In Region 3, nearly 17% of the officers use *Communicating with Supervisor & Coworkers/Ask Questions* as their strategy for updating knowledge and skills while another 14% stated that they use *Self-Evaluation Methods: Notes, & Client Feedback.* In Region 4, 22% of officers told us that *Independent Reading of Criminal Justice Periodicals/Computer Programs* was their strategy to update skills. Twelve officers did not respond to this question. These 12 officers were excluded from the following three tables.

Table 22

Q 19 Skills Update Strategies - All Officers		
	Frequency(259)	Percent
Communicating with Supervisor & Coworkers/Ask Questions	58	22%
Internal Refresher Courses & Departmental Trainings/Central Office Memos	57	21%
Independent Reading of Criminal Justice Periodicals/ Computer Programs	48	19%
Information From Other Agencies-Courts; Treatment Providers; Police; Lawyers	25	10%
Manual of Policy and Procedures for PPO Division	20	8%
External Trainings, Workshops, Non-departmental Conferences	18	7%
Daily on the Job Training/Trial and Error	15	6%
Self-Evaluation Methods: Notes, & Client Feedback	16	6%
None/Don't Know	2	1%

Table 23

Q 19 Skills Update Strategies by Type of Officer	Regular Supervision(16)		Intensive Supervision(4)		Community Corrections(3)		Drug Court(1)		Combination Officers(2)	
Type of Officer	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Communicating with Supervisor & Coworkers/Ask Questions	43	27%	7	21.25%	9	39%	2	10%	0	0
Internal Refresher Courses & Departmental Trainings; Central Office Memos	37	23%	4	12.25%	3	13%	7	35%	3	43%
Independent Reading of Criminal Justice Periodicals/ Computer Programs	27	17%	8	27.25%	2	9%	4	20%	2	29%
Information From Other Agencies-Courts; Treatment Providers; Police; Lawyers	18	11%	2	6%	3	13%	0	0	0	0
Manual of Policy and Procedures for PPO Division	14	8%	1	3%	1	4.3%	2	10%	0	0
External Trainings, Workshops, Non-departmental Conferences	8	5%	3	12.25%	1	4.3%	0	0	1	14%
Daily on the Job Training/Trial and Error	10	6%	2	6%	3	13%	3	15%	1	14&
Self-Evaluation Methods: Notes, & Client Feedback	4	2%	3	9%	1	4.3%	2	10%	0	0
None/Don't Know	1	1%	1	3%	0	0	0	0	0	0

Table 24

Q 19 Skills Update Strategies by Region	Region 1		Region 2		Region 3		Region 4	
Region	Freq	%	Freq	%	Freq	%	Freq	%
Communicating with Supervisor & Coworkers/Ask Questions	11	20%	25	27%	8	16.5%	5	11%
Internal Refresher Courses & Departmental Trainings; Central Office Memos	16	29%	18	19%	13	26%	8	16%
Independent Reading of Criminal Justice Periodicals/ Computer Programs	8	14%	21	22%	7	14.5%	11	23%
Information From Other Agencies-Courts; Treatment Providers; Police; Lawyers	6	11%	5	5%	5	10.5%	8	16%
Manual of Policy and Procedures for PPO Division	6	11%	8	7.5%	3	6%	2	4%
External Trainings, Workshops, Non-departmental Conferences	2	4%	7	7.5%	2	6%	3	6%
Daily on the Job Training/Trial and Error	2	5%	8	8%	2	4%	8	16%
Self-Evaluation Methods: Notes, & Client Feedback	2	4%	4	4%	7	14.5%	3	6%
None/Don't Know	1	2%	0	0	1	2%	1	2%

In this final question, the evaluation team asked officers to tell us the strategies they use to keep their skills up to date. Roughly nine percent of officers chose not to answer this question. The largest percentage of officers stated that they use *Communicating with Supervisor & Coworkers/Ask Questions* (22%) to keep their skills fresh while an almost equal number responded that they use *Internal Refresher Courses and Departmental Trainings/Central Office Memos* and another 18% cited that *Independent Reading of Criminal Justice Periodical/Computer Programs* helps them keep up to date. We then referenced these responses by Type of Officer and came up with some slightly different statistics. The distribution of officer responses across the top three categories remained constant among Regular Supervision officers, with the exception that an even higher percentage of answers fell into the category of *Communicating with Supervisors and Coworkers/Ask Questions*. Intensive Supervision officers also chose as their most popular skills update strategies *Communicating with Supervisors and Coworkers/Ask Questions* and *Independent Reading of Criminal Justice Periodical/Computer Programs*. In Community Corrections, officers overwhelmingly stated, at almost 40%, that they used *Communicating with Supervisors and Coworkers/Ask Questions* as their most common means of updating skills. In Drug Court, the most popular response differed from that provided by the other Types of officers, in that 35% of Drug Court PPOs told us that they used *Internal Refresher Courses and Departmental Trainings/Central Office Memos* to update their skills. Evidently, for all but Drug Court officers, informal means of interoffice communication serve as the primary means for updating skills.

The distribution of responses show that networking with colleagues is considered the primary means of keeping skills fresh, regardless of the type of program or population with which PPOs work. These same narrative responses were cross-referenced with region to present a picture of slight differentiation according to regional variation. In Region 1, the largest percentage of officers responded that they used *Internal Refresher Courses and Departmental Trainings/Central Office Memos* to update their skills, followed by *Communicating with Supervisors and Coworkers/Ask Questions*. In contrast, Region 2 officers stated that their most popular strategy entailed foremost *Communicating with Supervisors and Coworkers/Ask Questions*, and the second most popular response was *Reading Criminal Justice Periodicals*. Region 3 officers also told us that *Communicating with Supervisors and Coworkers/Ask Questions* was their primary strategy for updating their skills, while *Self-Evaluation Methods: Notes, & Client Feedback* were the second most popular response in this region. Skills update strategies were most dispersed in Region 4, where officers cited the primary response of *Communicating with Supervisors and Coworkers/Ask Questions* and citing a host of supplemental strategies like *Internal Refresher Courses and Departmental Trainings/Central Office Memos*; *Information From Other Agencies-Courts; Treatment Providers; Police; Lawyers* and *Daily on the Job Training/Trial and Error*. Again, regional variation is not significant, demonstrating that *Communicating with Supervisors and Coworkers/Ask Questions* remains primary across all categories, while *Departmental Trainings/Central Office Memos* are regarded as useful for keeping skills fresh and *Independent Reading of Criminal Justice Periodical/Computer Programs* are seen as containing relevant information for keeping PPOs up-to-date in fulfilling their daily duties. Fewer officers believe that *Information From Other Agencies-Courts; Treatment Providers; Police; Lawyers* provides useful information or that *Daily on the Job Training/Trial and Error* suffices in letting them know which strategies work and which don't, while a small percentage feel that the *Manual of Policy and Procedures for PPO Division* contains useful hints or that *External Trainings, Workshops, Non-departmental Conferences* can provide insight into how to effectively carry out Probation/Parole officer responsibilities.